

## PROGRAM AGREEMENT

**THIS AGREEMENT** is between **CANOE PROCUREMENT GROUP OF CANADA**, a tradename of the Rural Municipalities of Alberta, a corporation incorporated pursuant to the laws of Alberta ("**CANOE**") and:

Supplier Legal Name: Tiree Facility Solutions Inc.

Supplier Corporate Jurisdiction: 360 Albert Street, Suite 1030 Ottawa ON K1R 7X7  
(the "**Supplier**"), as of

Date of Agreement: April 21, 2025 regarding

RFP No. CAN-2025-002

RFP Title Project Management Services  
(the "**RFP**").

## BACKGROUND

- A. Canoe is a public agency serving as a national municipal contracting agency for its Members, and in that capacity issued the RFP for the purchase of goods and/or services.
- B. The Supplier is engaged in the business of selling some or all of those goods and/or services, and responded to the RFP.
- C. Canoe wishes to enter into an agreement with the Supplier for the purchase of goods and/or services by Members, pursuant to a purchase program administered by Canoe.
- D. The Parties wish to set out the terms and conditions upon which those purchases will occur, and under which the purchase program will be administered.

**NOW THEREFORE**, in consideration of the premises and the mutual covenants herein contained and of other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged by each Party), the Parties hereby agree as follows:

## ARTICLE 1 INTERPRETATION

### 1.1 Definitions

In this Agreement the following terms have the corresponding meanings.

**"Administrative Fee"** means the fee paid by the Supplier to Canoe as described in this agreement (Administrative Fee) and protected under FOIPPA.

**"Agreement"** means this Program Agreement and all schedules attached hereto, as the same may be supplemented, amended, restated or replaced from time to time in writing in accordance with its terms.

**"Business Day"** means Monday to Friday between the hours of 9:00 a.m. to 4:30 p.m. local time in Nisku, Alberta, except when such a day is a public holiday, as defined in the *Employment Standards Code*, R.S.A. 2000, Chapter E-9, or as otherwise agreed to by the parties in writing.

**"Change Request Form"** means the Change Request Form provided by Canoe.

**"Confidential Information"** means all tangible and intangible information and materials, in any form or medium, received (directly or indirectly) by the Receiving Party from the Disclosing Party, or collected by the Receiving Party on behalf of the Disclosing Party, in connection with the Program that is:

- (a) related to the Disclosing Party's, or any of its affiliates', finances, assets, pricing, purchases, products, sales, business or operational plans, strategies, forecasts or forecast assumptions, operations, stakeholders, clients and personnel (including, without limitation, the Personal Information of officers, directors, employees, agents and other individuals), trade secrets, intellectual property, technology, data or other information that reveal the research, technology, processes, methodologies, know how, or other systems or controls by which the Disclosing Party's existing or future products, services, applications and methods of operations or doing business are developed, conducted or operated, and all information or materials derived therefrom or based thereon;
- (b) designated as confidential in writing by the Disclosing Party, whether by letter or an appropriate stamp or legend, prior to or at the time such information is disclosed by the Disclosing Party to the Receiving Party; and/or
- (c) apparent to a reasonable person, familiar with the Disclosing Party's operations, business and the sector in which it operates, to be of a confidential nature.

and without regard to whether that information and materials are owned by a Party or by a third party. Confidential Information does not include:

- (d) information that is in the public domain or has come into the public domain other than by reason of a breach of this Agreement; or
- (e) information that has been, or is hereafter, received by that Receiving Party other than from or at the request of the Disclosing Party, and other than during or as a result of carrying out the Program.

**"Confidential Material"** means any notes or other documents relating to the Confidential Information.

**"Conflict of Interest"** means any situation or circumstance where, in relation to the performance of its obligations under the Agreement, the Supplier (including its directors, officers, employees, agents or subcontractors) other commitments, relationships or financial interests could or could be seen to (i) exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or (ii) compromise, impair, or be incompatible with the effective performance of its obligations under the Agreement.

**"Disclosing Party"** means, in connection with particular Confidential Information, the Party that disclosed (directly or indirectly) the Confidential Information to the other Party, or the Party on whose behalf the other Party collected or generated the Confidential Information.

**"Effective Date"** means the date of this Agreement first noted above.

**"Event of Force Majeure"** means any cause beyond the reasonable control of a Party, including any act of God, outbreak, or epidemic of any kind, communicable and virulent disease, strike, flood, fire, embargo, boycott, act of terrorism, insurrection, war, explosion, civil disturbance, shortage of gas, fuel or electricity, interruption of transportation, governmental order, unavoidable accident, or shortage of labour or raw materials.

**"FOIPPA"** means the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, Chapter F-25, as amended or superseded.

**"Goods/Services"** means the goods and/or services identified in this agreement.

**"Governmental Authority"** means any government, regulatory authority, commission, bureau, official, minister, court, board, tribunal, or dispute settlement panel or other law, rule, or regulation-making organization or entity having or purporting to have jurisdiction to exercise any administrative, executive, judicial, legislative, policy, regulatory, or taxing authority or power.

**"Member"** means any current and future members of Canoe during the Term, and any Canoe-represented associations and their current and future members during the Term. Canoe may also be considered a Member in its capacity as a purchaser of Goods/Services. In addition, to be a Member for the purposes of this Agreement, the Member must operate within the Territory during the Term. See <https://canoeprocurement.ca/canoe-current-future-members/> for a general list of Members.

**"Parties"** means both Canoe and the Supplier collectively, and **"Party"** means either one of them.

**"Person"** shall be broadly interpreted and includes any individual, partnership, limited partnership, joint venture, syndicate, sole proprietorship, corporation, with or without share capital, unincorporated association, trust, trustee, or other legal representative, Governmental Authority and any entity recognized by law.

**"Personal Information"** has the meaning ascribed to it in FOIPPA.

**"Program"** means the discounted price program designed by the Supplier for the purchase of Goods/Services by Members.

**"Program Pricing"** means the discounted pricing offered to Members as set out in this agreement.

**"Purchase Agreement"** or **"Participating Addendum"** means the agreement between the Supplier and a Member for the purchase of Goods/Services in accordance with this Agreement.

**"Receiving Party"** means, in connection with particular Confidential Information, the Party that received (directly or indirectly) the Confidential Information from the other Party, or the Party that collected or generated the Confidential Information on behalf of the other Party.

**"Term"** means the term of this Agreement, as set out in Section 1.2.

**"Territory"** means the provinces or regions identified in Schedule "B" – Supplier Response to the RFP.

**"Trade-marks"** means the trade-marks, logos, designs and other indicia used to identify and distinguish a Party and its goods or services in Canada and elsewhere, whether these are registered or not, which are set out in Article 4 (Trade-marks).

## **1.2 Term**

This Agreement comes into effect on the Effective Date and shall continue in force for **until April 30, 2028**, unless terminated in accordance with its provisions. That initial term may be extended by a further period of **2 years** by Canoe.

## **1.3 Rules of Interpretation**

This Agreement shall be interpreted according to the following provisions, unless the context requires a different meaning.

- (a) Unless the context otherwise requires, wherever used herein the plural includes the singular, the singular includes the plural, and each of the masculine and feminine includes the other gender.
- (b) References containing terms such as "includes" and "including", whether or not used with the words "without limitation" or "but not limited to", shall not be deemed limited by the specific enumeration of items but shall, in all cases, be deemed to be without limitation and construed and interpreted to mean "includes without limitation" and "including without limitation".
- (c) The division of this Agreement into articles and sections and the insertion of headings are for convenience of reference only and shall not affect the construction or interpretation of this Agreement.
- (d) "Hereof", "hereto" and "hereunder" and similar expressions mean and refer to this Agreement and not to any particular section or paragraph. References herein to "Article", "Section", or "Schedule" refer to the applicable article, section or schedule of this Agreement.
- (e) If any action is required to be taken pursuant to this Agreement on or by a specified date which is not a Business Day, then such action shall be valid if taken on or by the next succeeding Business Day.
- (f) Where this Agreement is silent on any subject, Members and Approved Supplier retain the ability to negotiate mutually acceptable terms.

## **1.4 Schedules**

The following Schedules are incorporated by reference into and form part of this Agreement:

Schedule A	RFP Particulars
Schedule B	Supplier Response to the RFP
Schedule B1	Pricing
Schedule C	Marketing and Promotion of Agreement
Schedule D	Sample Sales Report

### **1.5 Order of Priority**

In the event of any conflict or inconsistency between any of the Articles of this Agreement and the Schedules to this Agreement, that conflict or inconsistency shall be resolved in the following (descending) order of priority:

- (a) Article 1 to Article 11 of this Agreement;
- (b) Schedule A (RFP Particulars);
- (c) Schedule B (Supplier Response to the Agreement)
- (d) Schedule B1 (Pricing)
- (e) Schedule C (Marketing and Promotion of Agreement)
- (f) Schedule D (Sample Sales Report)

provided that Schedule A (RFP Particulars) will supersede Article 1 to Article 11 of this Agreement if it expressly references the specific section or Article of this Agreement that it intends to supersede.

## **ARTICLE 2 PROGRAM ADMINISTRATION AND SUPPORT**

### **2.1 Program Details**

- (a) The Parties agree that Canoe administers the Program as set out in this Agreement. Through the Program, Members have the option to purchase from the Supplier, and the Supplier agrees to supply to Members, the Goods/Services at Program Pricing.
- (b) Members using the program may wish to enter into a separate Purchase Agreement or Participating Addendum negotiated directly with the Supplier that contains additional terms and conditions. The terms of that Purchase Agreement cannot be less favorable to the Member than this Agreement, nor shall they conflict with any provision of this Agreement.
- (c) All Members orders under this Agreement must be issued prior to expiration of this Agreement; however, Supplier performance, Member payment, and any applicable warranty periods or other Supplier or Member obligations may extend beyond the term of this Agreement.
- (d) The Parties agree that the Supplier is an independent supplier and is not the agent or partner of Canoe. Nothing contained in this Agreement shall create or be deemed to create the relationship of joint venture, partnership, or agency between the Parties. Neither Party shall represent itself as the joint venturer, partner or agent of the other. The Supplier has no authority to bind Canoe, and will not represent itself as having that authority.

## **2.2 Responsibilities of the Supplier**

- (a) The Supplier will work and act in an ethical manner demonstrating integrity, professionalism, accountability, transparency and continuous improvement.
- (b) The Supplier will facilitate and administer the marketing and sales aspects of the Program as outlined in this Agreement – including Schedules A, B and C.
- (c) The Supplier will execute the engagement plan set out in Schedules A and B and will refine that plan over the course of the Term, and as reasonably requested by Canoe.
- (d) The Supplier acknowledges that Articles 1-11, Schedules A, B, C will be posted on [www.canoeprocurement.ca](http://www.canoeprocurement.ca).
- (e) The Supplier will provide prompt cooperation to Canoe and its representatives to ensure that the Program is effective and responsive to Members.
- (f) The Supplier will manage the transition of Members into the Program, and will take commercially reasonable efforts to ensure a prompt and seamless transition.
- (g) During the Term, the Supplier will continually provide Members with the Program Pricing for all Goods/Services.
- (h) The Supplier will communicate directly with Members regarding low stock levels, major discounts, and other time sensitive subject matter.
- (i) The Supplier will inform Canoe of important developments within the industry that affect the Program or the Goods/Services.
- (j) The Supplier will maintain the insurance required under Section 11.3 at all times during the Term.
- (k) The Supplier will provide the insurance documents, sales report and pay the administrative fee as required by Canoe on time.

## **2.3 Responsibilities of Canoe**

- (a) Canoe will facilitate and administer the financial and payment aspects of the Program as outlined in this Agreement – including all the Schedules.
- (b) Canoe will act as a liaison between the Supplier and the Members, to help facilitate obtaining any information required in relation to the Program. Canoe will support the Supplier's Program marketing efforts by making information about the Program available to its Members.

## **2.4 Program Leads**

- (a) Canoe and the Supplier will each designate a representative from its organization with the authority and competence to coordinate and manage its contributions to the Program on such Party's behalf (each a "**Program Lead**").

- (b) Once each quarter, or as otherwise reasonably requested by either Party, the Program Leads shall formally review the progress of the Program including any problems, concerns, results and any other information material to the progress and success of the Program. Such review shall occur by teleconference at a time mutually agreeable to the Program Leads.

## **2.5 No Guaranteed Volumes**

Canoe makes no guarantee of the value or volume of purchases of Goods/Services by Members under the Program.

## **2.6 Exclusivity**

Canoe makes no assurances that Members will exclusively purchase Goods/Services from the Supplier. Members are not bound to purchase Goods/Services through the Program and may contract with others for the same or similar goods or services.

## **2.7 Conflict of Interest**

The Supplier shall take reasonable measures to ensure that its directors and officers involved in the Program promptly disclose to it any actual or reasonably suspected Conflict of Interest in connection with the Program. The Parties shall cooperate in determining whether a Conflict of Interest exists and how it will be addressed or avoided, and provided that if the Conflict of Interest cannot be resolved to Canoe's satisfaction, acting reasonably, Canoe may deem the Conflict of Interest to be a material breach of this Agreement by the Supplier.

# **ARTICLE 3 FINANCIAL MATTERS**

## **3.1 Maximum Pricing**

Except for pre-approved adjustments made pursuant to Section 8.1, all Pricing shall be fixed at or below the Pricing listed in Schedule B1 for the entire term of this Agreement including the extension period if exercised.

## **3.2 Administrative Fees**

- (a) During the Term, the Supplier will pay to Canoe the Administrative Fee defined in Schedule B based on the aggregated invoiced value before tax of all Goods/Services acquired by all Members from the Supplier.
- (b) The Administrative Fee will be paid monthly on the fifteenth (15<sup>th</sup>) day of each month to Canoe via electronic funds transfer ("EFT") at [accounting@canoeprocurement.ca](mailto:accounting@canoeprocurement.ca).

## **3.3 Supplier Expenses**

If previously agreed to in writing by Canoe, Canoe will reimburse the Supplier for legitimate and reasonable business expenses, upon invoice with proper proof of the expense having been incurred by the Supplier in performance of its activities under the Program.

### 3.4 Billings and Payment

- (a) All invoices regarding Member purchases of Goods/Services and all payments to the Supplier in satisfaction of those invoices are processed through the Supplier.
- (b) All invoices must include:
  - (i) a 'Bill To' section to the Member address;
  - (ii) a 'Ship To' section that includes the Member name, address, and Canoe Member number;
  - (iii) Canoe contract number; and
  - (iv) for each type of Goods/Services purchased by the Member:
    - (A) detailed description of what was purchased;
    - (B) quantities, unit price, discount rate(s), and extended price (these prices shall include any Administrative Fee based on Schedule B); and
    - (C) GST, PST, and/or HST number (stated separately).
- (c) Invoices should not include:
  - (i) any statement of an Administrative Fee or commission;
  - (ii) any statement that indicates a reduced amount for paying an invoice within a certain time frame.
- (d) To the extent Canoe or any Member requests reasonable supporting documentation regarding invoiced amounts, the Supplier shall promptly provide it and the period to pay that invoice shall be extended by the time period between the Supplier's receipt of that request and the delivery of the relevant supporting documentation to Canoe.
- (e) The Supplier shall ensure that any person ordering on behalf of a Member provides the Supplier with the Member's Canoe member number for electronic entry on the invoice.

### 3.5 Financial Reporting and Record-keeping

- (a) The Supplier will provide monthly reports to Canoe about Member purchases under the Program due no later than the fifteenth (15<sup>th</sup>) of each month according to Schedule D (Sample Sales Report). If there are no sales to report, the report will indicate \$0.
- (b) All reports are to be sent to [accounting@canoeprocurement.ca](mailto:accounting@canoeprocurement.ca) in xls format.
- (c) All reports must include:
  - (i) Member name, number and address, province
  - (ii) Canoe contract number



- (iii) Purchase order number
- (iv) Transaction/PO date
- (v) Accounting date
- (vi) Delivery date
- (vii) Sales for the reporting period
  - (A) Total purchase in Canadian dollars
  - (B) Itemised shipping, freight, taxes, and earning total
  - (C) Contract applicable spend VS other fees
  - (D) If there are no sales to report, the report will indicate 0\$
- (d) Canoe has approval from participating Members to allow the Supplier to share their purchase data with Canoe for the purpose of financial reporting.
- (e) The Supplier will provide segmented reporting on each of the provincial associations represented in this RFP.
- (f) The Supplier will provide a business review to Canoe at least annually to discuss the Program sales performance and the deployment and effectiveness of marketing strategies.
- (g) The Supplier will gather, maintain and collaborate with Canoe in respect to strategy, opportunities, legislative changes, Members and market intelligence as well as funding trends.
- (h) The Supplier shall keep and maintain sufficient records in connection with the Program to substantiate that it has performed its obligations hereunder, including as they relate to the payment of the Administrative Fee.
- (i) Canoe, its authorized representatives, or an independent auditor identified by Canoe may, at Canoe's expense, upon reasonable prior notice to the Supplier, review or audit the Supplier's records regarding the Supplier's performance of its obligations hereunder. The Supplier shall provide reasonable cooperation in connection with the foregoing and shall disclose or grant reasonable access to any information requested by Canoe, its authorized representatives or an independent auditor in connection with the Program or this Agreement.

## **ARTICLE 4**

### **TRADE-MARKS**

#### **4.1 Trade-mark License and Branding**

Each Party acknowledges that certain aspects of the Program may be co-branded, such that the name and certain trade-marks of both Parties are used by both Parties in materials prepared in connection with the Program. Each Party agrees that:

- (a) it is the sole owner of all right, title, and interest in and to its Trade-marks;
- (b) any use of the other Party's Trade-marks enures solely to the benefit of that Party and neither Party acquires any rights in the other Party's Trade-marks as a result of such use;
- (c) it shall maintain and exercise control over the character and quality of the use of its Trade-marks as used in association with the Program; and
- (d) whenever it uses the other Party's Trade-marks in accordance with this Agreement, it shall (i) use such Trade-marks strictly in accordance with that other Party's standards of quality and specifications for appearance and style as may be supplied by that Party from time to time; (ii) use such Trade-marks only in the manner and form approved by that Party; (iii) clearly identify the use of the Trade-marks as a licenced use and identify the other Party as the owner of the Trade-marks, in any manner specified by the other Party from time to time; and (iv) not alter, modify, dilute or otherwise misuse the Trade-marks.

## **ARTICLE 5 REPRESENTATIONS AND WARRANTIES**

### **5.1 Representations by Each Party**

Each Party represents and warrants to the other that:

- (a) it has the authority to enter into this Agreement and carry out its obligations hereunder, and doing so will not result in a violation by it of any law or any rule, judgment, order, decree or similar act of any Governmental Authority;
- (b) this Agreement has been duly executed by it; and
- (c) it has not granted and shall not grant any rights or licenses and has not entered into and shall not enter into any agreement, either written or oral, that would conflict with this Agreement or the Program.

### **5.2 Representations by the Supplier**

The Supplier represents and warrants that:

- (a) it is properly qualified, licensed, equipped, and financed to provide the Program and perform its obligations under this Agreement and any Purchase Agreement;
- (b) if the Supplier is a manufacturer or wholesale distributor, the Supplier has a documented relationship with a suitable dealer network where that dealer network is informed of, and authorized to accept, purchase orders pursuant to any Purchase Agreement on behalf of the Supplier – and any such dealer will be considered a subcontractor of the Supplier for the purposes of this Agreement;
- (c) It shall comply with all foreign and domestic applicable federal, provincial and municipal laws and regulations including but not limited to the obligations under *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, S.C. 2023, c. 9.

- (d) all of its obligations will be carried out by qualified personnel and all work will be performed in a professional manner;
- (e) it is not aware of any proceeding in progress or pending or threatened that might be expected to have a materially adverse effect on the Program or impact its ability to meet its obligations under this Agreement; and
- (f) after due inquiry, it is not aware of any circumstances which do or might cause a Conflict of Interest in respect of its participation in the Program.

## **ARTICLE 6**

### **CONFIDENTIAL INFORMATION**

#### **6.1 Use and Non-Disclosure of Confidential Information**

The Receiving Party agrees not to:

- (a) use Confidential Information for any purpose except to carry out the Program; or
- (b) grant access or disclose Confidential Information to any person except to those agents, directors, officers, employees and contractors of the Receiving Party who are required to have access to the information in order to carry out the Program, and who are bound by obligations to protect the Confidential Information that are substantially similar to those set out in this Agreement (provided that the Receiving Party remains liable for any breach of confidence cause by such persons).

#### **6.2 Protection**

The Receiving Party agrees that it will take all reasonable measures to protect the Confidential Information from loss, theft or any use or disclosure not permitted under this Agreement, which measures shall include:

- (a) taking reasonable measures to ensure that only those agents, directors, officers, employees and contractors of the Receiving Party who are required to have access to the Confidential Information in order to carry out the Program have access to such limited Confidential Information as may be necessary for their duties; and
- (b) taking the highest degree of care that the Receiving Party utilizes to protect its own Confidential Information of a similar nature, but no less than a reasonable degree of care, given the nature of the Confidential Information.

#### **6.3 Mandatory Disclosure**

Notwithstanding Section 6.2(b), the Disclosing Party acknowledges and agrees that the Receiving Party may be required by law or a Governmental Authority to disclose Confidential Information. If the Receiving Party believes that the disclosure of Confidential Information is or is about to be required by law or Governmental Authority, it will notify the Disclosing Party of the circumstances and scope of the disclosure – with an oral notice provided as soon as reasonably possible and as much in advance of the impending

disclosure as possible, and such oral notice confirmed in writing promptly thereafter – and will provide reasonable assistance in resisting such disclosure.

#### **6.4 Notice of Unauthorized Use or Disclosure**

The Receiving Party agrees to notify the Disclosing Party of any actual or reasonably suspected loss, theft or unauthorized use or disclosure of Confidential Information that may come to its attention – with an oral notice provided immediately, and confirmed in writing promptly thereafter.

#### **6.5 No Proprietary Right**

The Receiving Party agrees that it acquires no right, title or interest to the Confidential Information, except a limited right to use that Confidential Information in connection with the Program. All Confidential Information shall remain the property of the Disclosing Party (to the extent possible) and no licence or other right, title or interest in the Confidential Information is granted hereby.

#### **6.6 Return / Non-Use of Confidential Information and Other Related Materials**

On receipt of a written demand from the Disclosing Party, and in any event within twenty (20) days after the expiry or termination of this Agreement, the Receiving Party shall immediately return all Confidential Information, including any related Confidential Material, to the Disclosing Party, or, if instructed by the Disclosing Party to destroy any Confidential Information, shall securely destroy that Confidential Information and related Confidential Material and provide a written certificate to the Disclosing Party certifying the destruction of such Confidential Information and Confidential Material. This Section 6.6 shall not apply to routinely made back-up copies of Confidential Information in electronic form, or to archival copies required to be retained under the applicable law, provided that the Receiving Party shall comply with this Agreement in respect of such copies.

#### **6.7 Freedom of Information Laws**

- (a) The Supplier acknowledges that Canoe is subject to FOIPPA and that any information provided to Canoe in connection with the Program or otherwise in connection with this Agreement, or held on Canoe's behalf, may be subject to disclosure in accordance with FOIPPA. The Supplier also acknowledges that Members may be subject to other freedom of information legislation, which may similarly require them to disclose any information provided to them or held on their behalf in connection with the Program or any Purchase Agreement.
- (b) To support Canoe's compliance with FOIPPA, the Supplier will:
  - (i) provide Canoe-related records to Canoe within seven (7) days of being directed to do so by Canoe;
  - (ii) promptly refer to Canoe all requests made to the Supplier by third parties referencing FOIPPA or other public sector freedom of information laws;
  - (iii) not access any Personal Information on Canoe's behalf unless Canoe determines, in its sole discretion, that access is permitted under FOIPPA and is necessary in order to provide the Program and/or Goods/Services to Members under the Program;

- (iv) keep Canoe Confidential Information physically or logically separate from other information held by the Supplier;
- (v) not destroy any information related to Program Administration until seven (7) years after the termination of this Agreement unless authorized in writing by Canoe to destroy it sooner;
- (vi) implement other specific security measures requested by Canoe that in the reasonable opinion of Canoe would improve the adequacy and effectiveness of the Supplier's measures to ensure the security and integrity of Canoe Confidential Information (including, for greater certainty, information about or provided by any Member).

## ARTICLE 7 INDEMNITY AND LIABILITY

### 7.1 Liability for Representatives

Each Party shall be responsible for any breach of this Agreement by its directors, officers, and employees – provided that Canoe shall not be responsible for the decisions, actions or omissions of any Member, including for the performance by any Member of its obligations under a Purchase Agreement.

### 7.2 Indemnity

- (a) Subject to the limitation of liability set out in Section 7.3 (and in the case of Canoe, subject to Section 7.1), each Party (an "**Indemnifying Party**") shall indemnify, defend (at its expense) and hold the other Party (the "**Indemnified Party**") and its directors, officers, employees, contractors and agents (collectively, the "**Indemnitees**") harmless in respect of any action, claim, demand, cost, charge, losses, and expenses (including legal costs on a substantial indemnity basis), whether or not well-founded, ("**Losses**") brought against or suffered by the Indemnitees arising out of or related to:
  - (i) claims for bodily injury, including death, and claims asserted by third parties for bodily injury, including death;
  - (ii) claims for loss or damage to tangible property, and claims asserted by third parties for loss or damage to tangible property; or
  - (iii) any breach of the Indemnifying Party's obligations, representations or warranties in the Agreement;

except to the extent that such Losses were not caused by the Indemnifying Party or any person for whom it was responsible. The foregoing indemnity shall be conditional upon the Indemnified Party notifying the Indemnifying Party as soon as is reasonably practicable in the circumstances of any Losses in respect of which this indemnity may apply and of which the Indemnified Party has knowledge, and the Indemnitee cooperating with the Indemnifying Party in the defence of any such claim or action. No such claim or action shall be settled or compromised by the Indemnifying Party without the Indemnified Party's prior written consent.

- (b) The indemnity obligations hereunder will be enforceable without right of set-off or counterclaim as against the Indemnitee. The Indemnifying Party will, upon payment of an indemnity in full under this Agreement, be subrogated to all rights of the Indemnitee with respect to the claims and defences to which such indemnification relates.

### **7.3 Maximum Liability**

Except for liability for indemnification, breach of confidentiality, or infringement or misappropriation of intellectual property rights, each party's aggregate liability arising out of or related to this agreement, whether arising out of or related to breach of contract, tort (including negligence) or otherwise, shall not exceed five (5) times the total value of the Purchase Agreement giving rise to the claim or Five Million (\$5,000,000.00), whichever is greater.

### **7.4 Equitable Relief**

Each Party acknowledges and agrees that, in the event of any breach or anticipated breach of the provisions of this Agreement relating to Confidential Information or privacy, damages alone would not be an adequate remedy, and agree that the non-breaching Party shall be entitled to equitable relief in respect of that breach, such as an injunction, in addition to or in lieu of damages and without being required to prove that it has suffered or is likely to suffer damages.

## **ARTICLE 8 CHANGES AND TERMINATION**

### **8.1 Product and Pricing Change Requests**

- (a) If the Supplier wishes to adjust Program Pricing or Products, the Supplier must provide Canoe with at least thirty (30) days prior written notice to request any increase or decrease in prices using the Change Request Form. To ensure timely consideration of the request, the Supplier must comply with the instructions set out in the Change Request Form.
- (b) Canoe shall consider all duly completed Change Request Forms and shall notify the Supplier of whether the Program Pricing, products or other change is acceptable or not within twenty (20) days of receipt of the Change Request Form. Canoe shall not unreasonably withhold its approval to any requested change – provided that Canoe may refuse any change in Program Pricing prior to the first anniversary of the Effective Date for any reason or without giving any reason.

### **8.2 Reduction in Scope**

Canoe may, on thirty (30) days prior written notice to the Supplier, reduce the scope of the Goods/Services provided under the Program by identifying specific Goods/Services that will not longer be part of the Program.

### **8.3 Termination by Either Party**

A Party may, without liability, cost or penalty, terminate the Agreement on written notice to the other where such other Party fails to perform or observe any material term or obligation of the Agreement and such failure has not been cured within fifteen (15) days of written notice of such failure being provided to that Party.

#### **8.4 Termination by Canoe**

Canoe shall be entitled to terminate the Agreement, without liability, cost, or penalty:

- (a) at any time without cause, and without liability except for required payment for services rendered, and reimbursement for authorized expenses incurred, prior to the termination date, by providing at least sixty (60) days notice to the Vendor;
- (b) on written notice to the Supplier where the Supplier: (i) commits an act of bankruptcy within the meaning of the *Bankruptcy and Insolvency Act* or equivalent legislation; (ii) makes any general assignment for the benefit of creditors or otherwise enters into any composition or arrangement with its creditors; (iii) has a receiver and/or manager appointed over its assets or makes an application to do so; (iv) has a resolution or a petition filed or an order made for its winding up; or (v) ceases to carry on business;
- (c) on thirty (30) days' written notice to the Supplier, following the occurrence of any material change in Canoe's requirements which results from regulatory or funding changes or recommendations issued by any Governmental Authority; or
- (d) on written notice to the Supplier if the Supplier breaches in any material respect any of its obligations or covenants hereunder with respect to Confidential Information or privacy.

#### **8.5 Termination by the Supplier**

- (a) at any time without cause, and without liability except for required payment for services rendered, and reimbursement for authorized expenses incurred, prior to the termination date, by providing at least sixty (60) days notice to Canoe;
- (b) on written notice to Canoe where Canoe: (i) commits an act of bankruptcy within the meaning of the *Bankruptcy and Insolvency Act* or equivalent legislation; (ii) makes any general assignment for the benefit of creditors or otherwise enters into any composition or arrangement with its creditors; (iii) has a receiver and/or manager appointed over its assets or makes an application to do so; (iv) has a resolution or a petition filed or an order made for its winding up; or (v) ceases to carry on business or operations; or
- (c) on written notice to Canoe if Canoe breaches in any material respect any of its obligations or covenants hereunder with respect to Confidential Information or privacy.

#### **8.6 Orderly Termination**

- (a) In the event of termination or expiry of the Agreement, each Party shall cooperate to effect an orderly wind-up of the Program. Within thirty (30) days of termination or expiry, each Party shall pay to the other any amounts owed to that other Party under this Agreement.
- (b) In the event of a termination of this Agreement by Canoe pursuant to Section 8.4, the Supplier shall be liable to Canoe for any costs incurred by Canoe and corresponding Administration Fees as a result of the notice of default and termination of this Agreement.

## **8.7 No Limitation of Remedies**

Any termination of the Agreement shall not limit any Party's rights or remedies either in law or in equity.

## **8.8 Survival**

In addition to any other provision dealing with the survival of obligations hereunder, all of the obligations regarding Confidential Information, privacy, indemnifications, disclaimers and limitations on liability set out in this Agreement shall survive the expiry or termination of this Agreement, as shall all any other provisions which, by their nature, ought reasonably to survive expiry or termination.

Notwithstanding any expiration or termination of this Agreement, all payment obligations incurred prior to expiration or termination will survive, as will the following: Articles 9 through 11 survive the expiration or cancellation of this Agreement. All other rights will cease upon expiration or termination of this Agreement.

# **ARTICLE 9 FORCE MAJEURE**

## **9.1 General**

Except as expressly provided otherwise in the Agreement, dates and times by which a Party is required to render performance under this Agreement shall be postponed to the extent and for the period of time that such Party is prevented from meeting such dates and times by an Event of Force Majeure.

## **9.2 Notice and Performance**

Where an Event of Force Majeure occurs, the Party that is delayed or fails to perform shall give prompt notice to the other Party, and shall use reasonable efforts to render performance in a timely manner.

## **9.3 Right to Terminate**

In the event that a Party's inability to perform due to an Event of Force Majeure continues for longer than forty-five (45) days, the Party that received (or which was entitled to receive) notice pursuant to this Article may terminate this Agreement by written notice to the other Party without further liability, expense, or cost of any kind.

# **ARTICLE 10 DISPUTE RESOLUTION**

## **10.1 General**

- (a) Subject to Section 7.4, in the event of any dispute concerning this Agreement, the Parties agree dispute will be escalated to the highest level of management within their respective organization and given at least seven (7) days to resolve the matter in good faith by such persons. Subject to the provisions of the Agreement, each Party shall continue performing its obligations during the resolution of any dispute, including payment of undisputed amounts then due. If a dispute cannot



be resolved between the organizations, the parties agree to resolve the dispute through arbitration.

(b) This Article 10 shall not:

- (i) apply to claims by third parties; or
- (ii) prevent either Party from seeking an injunction or other equitable relief pursuant to Section 7.4.

## **10.2 Election**

If elected by a Party, any breach or claim arising out of or relating to this Agreement or the breach thereof, may be settled by arbitration in accordance with the *Arbitration Act*, R.S.A. 2000, Chapter A-43 and judgment upon the award rendered by the arbitrator may be entered in any court having jurisdiction thereof.

## **10.3 Arbitration Site and Arbitrator**

The arbitration shall be held at the City of Edmonton or at such other site mutually determined by the Parties. Where the Parties are unable to agree upon an arbitrator who is willing to serve within seven (7) days of receipt of a demand to arbitrate by a Party, then either Party may apply to the Court of King's Bench for the appointment of an arbitrator willing to serve.

## **10.4 Procedure**

The arbitrator shall determine the procedure for the arbitration. Such procedure shall include at least one opportunity for written submissions by or on behalf of each Party and may include proceedings by way of exchange of oral argument, hearings with or without witnesses, and such other procedures as the arbitrator deems appropriate. The arbitrator shall have no power to amend the provisions of the Agreement. The proceedings shall be confidential, and the arbitrator shall issue appropriate protective orders to safeguard both Parties' Confidential Information. The arbitrator shall have the right, but not the obligation, to order that the unsuccessful Party pay the fees of the arbitrator, which shall be designated by the arbitrator. If the arbitrator is unable to designate an unsuccessful Party or does not order the unsuccessful Party to pay all such fees, the arbitrator shall so state, and the fees shall be split equally between the Parties.

# **ARTICLE 11 GENERAL**

## **11.1 Notices**

Any notice, demand or other communication to be given or made under this Agreement (a "**Notice**") shall be in writing and shall be sufficiently given or made if:

- (a) delivered in person (including by commercial courier) during a Business Day and left with a receptionist or other responsible employee of the relevant Party at the applicable address set forth below;

- (b) sent by registered mail to the applicable address set forth below; or
- (c) sent by any electronic means of sending messages which produces a paper record (an "**Electronic Transmission**") on a Business Day charges prepaid.

The Parties respective addresses and contact persons are set out in 11.2. Each Notice sent in accordance with this Section shall be deemed to have been received:

- (i) if delivered in person, on the day it was delivered;
- (ii) on the third Business Day after it was mailed (excluding each Business Day during which there existed any general or rotating interruption of postal services due to strike, lockout or other cause); or
- (iii) on the first Business Day after it was sent by Electronic Transmission.

The Parties may change their address for Notice by giving Notice to the other in accordance with this Section.

## **11.2 Contact Information for Notices**

Any Notice to Canoe shall be addressed to:

CANOE PROCUREMENT GROUP OF CANADA  
2510 Sparrow Drive  
Nisku, Alberta T9E 8N5

Attention: Tyler Hannemann, General Manager of Canoe  
Tel: 780.955.8403  
Email: [Tyler@canoeprocurement.ca](mailto:Tyler@canoeprocurement.ca)

Any Notice to the Supplier shall be addressed to:

TIREE FACILITY SOLUTIONS INC.  
360 Albert Street, Suite 1030  
Ottawa ON K1R 7X7

Attention: Melissa Moffitt  
Tel: 613-809-3721  
Email: [mmoffitt@tiree.ca](mailto:mmoffitt@tiree.ca)

## **11.3 Insurance Obligations**

The Supplier shall maintain for the Term, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to its contribution to the Program would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than \$5,000,000.00 per occurrence. The policy shall include the following:

- (a) the Indemnitees as additional insureds with respect to liability arising in the course of performance of the Supplier's obligations under, or otherwise in connection with, the Agreement or the performance with the Supplier (or its representatives, agents, dealers and distributors) under a Purchase Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) a thirty (30) day written notice of cancellation, termination or material change.

The Supplier shall provide Canoe with certificates of insurance or other proof as may be requested by Canoe, that confirms the insurance coverage as provided for above.

The Supplier will maintain Workers Compensation Board coverage throughout the Territory and maintain their Certificate of Recognition designation for the Term.

#### **11.4 Public Announcements**

The Supplier shall not make any public statement or issue any press release concerning the Program except with the prior approval of Canoe or as may be necessary, in the opinion of counsel to the Supplier to comply with the requirements of applicable law. When seeking the prior approval of Canoe, the Parties will use all reasonable efforts, acting in good faith, to agree upon a text for such statement or press release which is satisfactory to both Parties.

#### **11.5 Governing Law and Forum**

This Agreement shall be governed by, interpreted and enforced in accordance with the laws of the Province of Alberta and the federal laws of Canada applicable therein (excluding any conflict of laws rule or principle that might refer such interpretation to the laws of another jurisdiction). Each Party hereby irrevocably attorns to the non-exclusive jurisdiction of the courts of the Province of Alberta for all matters relating to the subject matter of this Agreement.

#### **11.6 Entire Agreement**

This Agreement constitutes the entire agreement between the Parties pertaining to the subject matter hereof and supersedes all prior agreements, negotiations, discussions and understandings, written or oral, between the Parties. There are no representations, warranties, conditions, other agreements or acknowledgements, whether direct or collateral, express or implied, which induced any Party to enter into this Agreement or on which reliance is placed by any Party, except as specifically set forth in this Agreement.

#### **11.7 Amendment and Waiver**

This Agreement may be amended, modified or supplemented only by a written agreement signed by both Parties. Any waiver of, or consent to depart from, the requirements of any provision of this Agreement shall be effective only if it is in writing and signed by the Party giving it, and only in the specific instance and for the specific purpose for which it has been given. No failure on the part of either Party to exercise, and no delay in exercising, any right under this Agreement shall operate as a waiver of such right. No

single or partial exercise of any such right shall preclude any other or further exercise of such right or the exercise of any other right.

#### **11.8 Severability**

If any part of this Agreement is held by a court of competent jurisdiction to be illegal, unenforceable or invalid, it will, be severed from the rest of this Agreement, which shall continue in full force and effect, so long as the economic or legal substance of the matters contemplated hereby is not affected in any manner materially adverse to either Party.

#### **11.9 Assignment**

This Agreement may not be assigned by either Party without the prior written consent of the other Party.

#### **11.10 Time of Essence**

Time shall be of the essence in this Agreement.

#### **11.11 Further Assurances**


Each Party will take all necessary actions, obtain all necessary consents, file all necessary registrations and execute and deliver all necessary documents reasonably required to give effect to this Agreement.

#### **11.12 Counterparts**

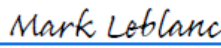
This Agreement may be executed in any number of counterparts. Either Party may send a copy of its executed counterpart to the other Party by Electronic Transmission instead of delivering a signed original of that counterpart. Each executed counterpart (including each copy sent by Electronic Transmission) will be deemed to be an original; all executed counterparts taken together will constitute one agreement.

**IN WITNESS WHEREOF** the Parties have executed this Agreement as of the date first written above.

#### **CANOE PROCUREMENT GROUP OF CANADA**

By:   
 Tyler Hannemann (Apr 23, 2025 10:10 MDT)  
 Name: Tyler Hannemann  
 Title: General Manager, Canoe Procurement Group

Supplier Legal Name: Tiree Facility Solutions Inc.

By:   
 Mark Leblanc (Apr 22, 2025 15:59 EDT)  
 Name: Mark Leblanc  
 Title: President

**SCHEDULE "A"**

**RFP PARTICULARS**

## PART B – RFP PARTICULARS

### A. THE “DELIVERABLES”

#### SOLUTIONS-BASED SOLICITATION

This solicitation and contract award process is a solutions-based solicitation; meaning that Canoe is seeking services that meet the general requirements of the scope of this RFP and that are commonly desired or are required by industry standards.

The scope of this RFP is Project Management and related services (non IT). Proponents may include related services to the extent that these solutions are complementary to the services being requested.

#### 1. Requested Services

##### Core Project Management Services

- **Project Planning:** Define project scope, objectives, deliverables, timelines, and budgets.
- **Execution and Monitoring:** Coordinate resources, monitor progress, manage risks, and ensure timely delivery.
- **Stakeholder Engagement:** Facilitate communication and collaboration among stakeholders.
- **Documentation and Reporting:** Provide regular updates, detailed project documentation, and final project reports.
- **Risk Management:** Identify potential risks and implement strategies to mitigate them.
- **Advisory Support:** Offer guidance and recommendations to optimize project outcomes.
- **Temporary Placement of Project Managers:** Supply qualified project management professionals on a short-term or long-term basis to meet specific member needs.
- **Team Expansion:** Provide supplemental staff to augment existing teams for the duration of specific projects or peak periods.
- **Specialized Expertise:** Offer access to professionals with niche skills or experience in specialized areas of project management.
- **Onsite or Remote Support:** Deliver project management personnel who can work onsite at member locations or remotely, as required.
- **Flexible Resourcing:** Scale staffing levels up or down based on the changing needs of the project or member organization.

##### Construction Procurement Services

- **RFP and Tender Development for Construction Projects:** Assist members with procurement execution services in drafting, structuring, and publishing procurement documents specific to construction projects, including RFPs, RFQs, and tenders.

- **Solicitation Response Evaluation Support:** Provide subject matter expertise in creating evaluation criteria, scoring methodologies, and facilitating bid evaluations for construction-related procurement.
- **Contract Management for Construction:** Support members in drafting, reviewing, and managing construction contracts, such as CCDC contracts or other industry-standard agreements, to ensure compliance and effective execution.
- **Vendor and Contractor Management:** Assist in the onboarding, performance evaluation, and management of construction vendors, contractors, and subcontractors.
- **Construction Policy and Procedure Development:** Help members create or revise procurement policies and guidelines specific to construction procurement to align with best practices.
- **Integrated Project Delivery (IPD) Support:** Facilitate IPD methods, including collaborative agreements between stakeholders to optimize project efficiency, reduce waste, and enhance project outcomes.
- **Lean Construction Services:** Apply lean principles to streamline construction processes, reduce costs, and improve value delivery through continuous improvement practices.
- **Compliance and Risk Management:** Ensure construction procurement activities align with applicable laws, regulations, and member policies while identifying and mitigating potential risks.

## Infrastructure and Construction Solutions Services

- **Infrastructure Planning and Design:** Provide expertise in planning and designing infrastructure projects, such as roads, bridges, water systems, and buildings.
- **Feasibility Studies and Cost Analysis:** Conduct feasibility assessments, cost-benefit analyses, and risk evaluations for infrastructure projects.
- **Sustainability and Green Infrastructure:** Offer solutions to incorporate environmentally sustainable practices and materials in infrastructure projects.
- **Project Execution Support:** Assist with construction oversight, quality assurance, and compliance monitoring during infrastructure project implementation.
- **Technology Integration:** Support the adoption of smart infrastructure technologies, such as IoT systems, digital twins, or other innovative tools to enhance operational efficiency.
- **Public Engagement and Consultation:** Facilitate public consultations and stakeholder engagement to gather input and address concerns related to infrastructure projects.
- **Disaster Recovery Services:** Facilitate post disaster recovery services.

## 2. Utilisation of the contract – Canoe members

Canoe Members may choose but are not obligated to utilise the services during the term of the agreement. There is no minimum guarantee of usage.

## 3. Requirements

Proponents should provide a compelling proposal that will easily and clearly show overall best value based on the scope represented in this Solicitation. Best value will include but not be limited to addressing the following in your RFP submission:

- Competitive pricing across the span of services offered beyond a defined service offering;

- Our Members ask; how fast, how much, how can I access the services, how can I set up my own review, does it matter where I'm located, how easy is it to access the services, how does this support the local economy and is this trade agreement compliant, can my entity benefit by using this contract, is there someone that can answer my questions, do you care about me as a customer, what is the level of service I can expect, how will this impact my entity's operations and bottom line effectively?

To support an industry leading value-based solution, Canoe is requesting that all interested proponents provide a thorough and comprehensive description of their ability to deliver on the Deliverables when answering the questions in the Procurement Portal.

## **B. MANDATORY SUBMISSION REQUIREMENTS**

### **1. Submission and Specification Questionnaires**

Proponents must answer specification questionnaires directly into Canoe's Procurement Portal. Proposal materials should be prepared and submitted in accordance with the instructions in the Procurement Portal, including any maximum upload file size.

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided.

### **2. Pricing**

Each proposal must include pricing information that complies with the instructions set out in the Procurement Portal.

## **C. MANDATORY TECHNICAL REQUIREMENTS**

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

## **D. PRE-CONDITIONS OF AWARD**

- Submission of proof of insurance
- Satisfactory reference check if required by Canoe

## **E. EVALUATION CRITERIA**

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

Proponents must provide their response in Canoe's procurement portal.

<b>Non-Price Rated Criteria Category</b>	<b>Points</b>	<b>Minimum points</b>
Experience -Market share -Group purchasing	10	7



Program offering -Services offered -Quality standards, certifications	30	18
Member Engagement, marketing and training plan -Members' ease of access to program offering	20	14
Sales network -Sales network training plan and activities	10	7
<b>Pricing</b> -Discounts offered -Pricing structure -Administrative fee	30	
<b>Total Points</b>	100	

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

## F. PRICE

Pricing is worth 30 points of the total score.

### Instructions on How to Provide Pricing

- (a) Proponents should submit their pricing information electronically within the Procurement Portal.
- (b) Rates must be provided in Canadian funds, exclusive of all applicable duties and taxes.
- (c) Unless otherwise indicated in the requested pricing information, rates quoted by the proponent must be all-inclusive and must include all labour costs, all insurance costs, and all other overhead, including any fees or other charges required by law.

The Approved Supplier will be reimbursed for pre-approved travel expenses incurred in the performance of services under the Program Agreement. Travel expenses will be reimbursed at cost, with no markup, upon submission of itemized receipts.

Members may elect to use a per diem model, according to their internal policies and procedures. All travel must be pre-approved by the Member regardless of which model is used.

## G. AWARD

Canoe will invite the top proponent(s) to enter into a master agreement for the services for Canoe members.

[End of Part B]

**SCHEDULE "B"**

**SUPPLIER RESPONSE TO THE RFP**

# CAN-2025-002 - Project Management and related services (non-IT)

Opening Date: January 27, 2025 1:15 AM

Closing Date: February 27, 2025 3:00 PM

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## Vendor Details

Company Name: Tiree Facility Solutions Inc.

Does your company conduct business under any other name? If yes, please state: Tiree

Address: 360 Albert Street  
Ottawa, ON K1R 7X7

Contact: Caroline Dadswell

Email: Tiree-RFP@tiree.ca

Phone: 613-222-2460

HST#: 86578 6594 RT0001

## Submission Details

Created On: Tuesday January 28, 2025 14:11:42

Submitted On: Thursday February 27, 2025 10:15:40

Submitted By: Caroline Dadswell

Email: Tiree-RFP@tiree.ca

Transaction #: 41d83e4a-3e1d-410c-9382-80e596f029af

Submitter's IP Address: 74.15.242.94

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Proponents must review and complete the requirement lists and questionnaires as part of their submission.

#### Corporate Profile

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	Legal Name: Tiree Facility Solutions Inc. Applicable d/b/a: Tiree
2	Proponent Address:	360 Albert Street, Suite 1030 Ottawa ON K1R 7X7
3	Proponent website address:	https://tiree.ca/
4	Proponent's Authorized Representative (name, title, email address & phone) (The representative must have authority to sign on behalf of the Proponent):	Mark LeBlanc, President mleblanc@tiree.ca (613) 325-3041 360 Albert Street, Suite 1030 Ottawa ON K1R 7X7
5	Proponent's primary contact for this proposal (name title address email address & phone):	Melissa Moffitt, Vice President, Business Development mmoffitt@tiree.ca (613) 809-3721 360 Albert Street, Suite 1030 Ottawa ON K1R 7X7
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	N/A
7	Proponent GST registration number:	8657 86594 RT0001
8	If the Proponent is representing a consortium, each member of that consortium.	N/A
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	<p>A Legacy of Excellence in Infrastructure Delivery</p> <p>Since 2000, Tiree has been a trusted partner in delivering complex infrastructure and construction projects across Canada. As a Canadian-owned and operated professional services firm, we specialize in advisory services, project management, construction procurement, and infrastructure and construction solutions. Our expertise spans federal, provincial, municipal, and broader public and private sector clients, with a proven track record of delivering over \$50 billion in infrastructure and construction projects.</p> <p>At the core of our success is our mission to empower with innovative expertise - providing tailored, expert consulting services that drive excellence in infrastructure delivery while pushing the boundaries of innovation. We are committed to helping our clients and our teams unlock their full potential and redefine how projects are delivered.</p> <p>We believe that project success is driven by expertise, collaboration, and innovation. Our philosophy is rooted in a client-first approach, leveraging best practices, industry-leading talent, and data-driven insights to deliver tailored, high-impact solutions from project inception to completion.</p> <p>Our culture is built on a foundation of four core values that shape our approach to business, our relationships, and the way we deliver results:</p> <ul style="list-style-type: none"> <li>• Community – We foster an environment where people are supported, celebrated, and are empowered to grow, learn, and achieve excellence. We believe our culture inspires individuals to be adventurous, imaginative, and creative – and we see that reflected in our projects, and the positive impact our solutions have on our shared environment.</li> <li>• Collaboration – Blending humility, listening, and humour across all interactions, valuing both our team's diversity and our client's perspectives. With a shared and relentless dedication to getting things done, we leverage our collective unique abilities to achieve the best result.</li> <li>• Connection – Building trusted relationships is at the core of everything we do. By sharing common values and goals, we create a unified journey towards achieving shared successes, underpinning every initiative with a sense of shared purpose and partnership.</li> <li>• Curiosity – We embrace the unknown and celebrate the quest for knowledge, recognizing that breakthroughs often begin with a single question. At the core of our pursuit for excellence lies a spirit that challenges the status quo, propelling us to push boundaries of what we know and where we can go together. Our organizational longevity is a testament to our deep expertise, strong partnerships, and the dedication of our people. Over the past 25 years, we have built long-standing relationships with federal, provincial, municipal, Indigenous, healthcare, and education clients, supporting them in navigating complex infrastructure and capital projects.</li> </ul> <p>Our team of over 300 professionals bring their expertise across real property advisory, project management, construction procurement, and infrastructure and construction solutions, ensuring that every project benefits from multidisciplinary knowledge and a commitment to excellence.</p> <p>By combining our people, experience, and ability to integrate advisory, project management, and construction solutions, Tiree continues to lead the industry – proudly delivering some of Canada's most iconic and complex infrastructure projects.</p>
10	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	Tiree is not subject to any suspension or debarment from public entities in Canada.

#### Bill S-211 declaration - COPY

Line Item	Bill S-211	Answer *
1	<p>Does the Proponent identify itself as an "entity" as defined under the Fighting Against Forced Labour and Child Labour in Supply Chains Act or "Bill S211"?</p> <p>As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that</p> <p>(a) is listed on a stock exchange in Canada;</p> <p>(b) has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two of the following conditions for at least one of its two most recent financial years:</p> <p>(i) it has at least \$20 million in assets,</p> <p>(ii) it has generated at least \$40 million in revenue, and</p> <p>(iii) it employs an average of at least 250 employees; or</p> <p>(c) is prescribed by regulations.</p> <p>Please note that the response to the information is being collected as data collation for internal use only. The response provided either yes or no has no bearing on the ability for Proponents to respond to this RFP.</p>	<p><input type="radio"/> Yes</p> <p><input checked="" type="radio"/> No</p>

Geographical coverage for offering

Province/Territory	Do you offer goods in this area? *	Area included in your offering for this RFP *	Comments
Alberta	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
British-Columbia	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
New-Brunswick	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Manitoba	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Newfoundland and Labrador	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Northwest Territories	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Nova-Scotia	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Nunavut	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Ontario	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Prince Edward Island	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Saskatchewan	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Yukon	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	
Quebec	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	

Experience

Describe your experience.

Line Item	Question	Response *
1	Describe your public sector experience, standing offers or vendor of record type of contractual arrangement with public sector entities.	<p>For 25 years, Tiree has been a trusted partner to the Canadian public sector, delivering high-quality project management, construction procurement support, infrastructure solutions and real property advisory services across Canada. Our extensive experience includes working with federal, provincial, and municipal governments, as well as broader public sector entities like universities and hospitals, through over 65 Standing Offer Agreements and large public sector contracts.</p> <p>At the federal level, Tiree holds contracts with Public Services and Procurement Canada (PSPC), Global Affairs Canada (GAC), the Royal Canadian Mounted Police (RCMP), Correctional Service of Canada, Parks Canada, and the House of Commons (HoC), among others. One of our flagship projects is the rehabilitation of Parliament Hill, where we have been providing integrated project management support for almost two decades. Our involvement spans major rehabilitation efforts, including the West Block, East Block, and Centre Block, as well as modernization initiatives for federal assets not only within the National Capital Region but also across Canada including British Columbia, Alberta, Quebec, and the Atlantic provinces. Many of our contracts are national in scope, allowing us to deliver expertise and services from coast to coast.</p> <p>We also hold standing offers for Project Management, Construction Procurement and Infrastructure and Construction Solutions with key public sector entities such as the National Capital Commission (NCC), Canadian Air Transport Security Authority (CATSA), Infrastructure Ontario (IO), Government of Nunavut, City of Ottawa, and Metro Vancouver Regional District. In addition, we maintain Vendor of Record agreements for project management services with institutions like Algonquin College, University of Toronto, and McGill University. Through these agreements Tiree provides project management support on a diverse range of projects, including major and minor construction, rehabilitation, infrastructure development, heritage restoration, and high-security initiatives.</p> <p>Some of our key contracts, standing offers and vendor of record agreements include:</p> <ul style="list-style-type: none"><li>• PSPC - National Capital Area Project Delivery (NCAPD) Contract: PSPC provides federal departments and agencies with office and common-use accommodations while overseeing public works, including buildings, bridges, dams, and heritage assets such as the Parliamentary Precinct. PSPC's Real Property Services (RPS) manages one of Canada's largest and most diverse real estate portfolios, offering expert real property services. RPS supports asset acquisitions, disposals, improvements, workspace fit-ups, new construction, renovations, and remediation of buildings, bridges, dams, and roads. Tiree is providing Real Property Project Management Support Services for an initial period of 5 years to support the planning and delivery of its wide range of Programs of Work on an "as and when required basis".</li><li>• PSPC – National Portfolio Management (NPM) – Real Property Portfolio Planning and Project Management Contract: PSPC, through its Real Property Services (RPS), manages one of the largest and most diverse real estate portfolios in the country. The RPS portfolio is complex and requires a well-informed strategy and detailed planning to ensure appropriate long-term investment decisions. To best meet these objectives and responsibilities, PSPC developed the PSPC Office Long Term Plan (OLTP). The OLTP is an aspirational plan intended to transform the office portfolio. This is required to deliver a recapitalized, modernized, accessible, inclusive and net-zero carbon neutral office portfolio and to support socio-economic and broader Government of Canada objectives. Tiree is providing Real Property Project Management and Business Consulting/Change Management Services with mandates across Canada that support the national management of the Government of Canada's real property portfolio and projects on an "as and when required basis".</li><li>• NCC - Standing Offer for Program and Project Management: The National Capital Commission (NCC) is a Crown corporation of the Government of Canada responsible for planning, conserving, and managing federal lands and assets in the National Capital Region (NCR), which includes Ottawa, Ontario, and Gatineau, Quebec. The NCC ensures that the capital remains a symbol of Canadian heritage, culture, and identity while balancing urban development, conservation, and public use of federal lands. Tiree is providing Program and Project Management services on an "as and when required basis" for an initial period of 3 years to support the initiation, planning, delivery, monitoring, and closeout of major and minor construction projects, rehabilitation and development projects within the NCR.</li><li>• IO - Standing Offer for Project Controls Advisory Services: Infrastructure Ontario (IO) is responsible for delivering public infrastructure improvements as well as providing lending, real estate and asset management, project delivery, and other public sector initiatives for the Province of Ontario. Tiree is providing Project Controls and Advisory Services on an "as and when required basis" to support capital projects through all stages from pre-planning to post-implementation. These services include but are not limited to schedule management, risk management, cost management, constructability and interface management, general project controls, and business application support.</li><li>• Algonquin College - Vendor of Record for Project Management for Construction Projects: Algonquin College is an internationally recognized academic institution with 3 campuses in Ottawa, Perth and Pembroke in Ontario Canada. The College services approximately 21,000 full-time students and 39,000 continuing education registrations and employs approximately 1,300 full time staff and over 3,100 part-time employees. Tiree is providing Project Management services on an "as and when required basis" to support the delivery of maintenance, new construction and renovation of capital projects. This includes the provision of planning, managing, monitoring, controlling, and coordinating all aspects of the project lifecycle from planning and design to construction, commissioning, and closeout.</li></ul> <p>Through these agreements, Tiree has consistently delivered a comprehensive suite of project management and advisory services, tailoring solutions to meet the unique needs of each client. Our expertise spans the entire project lifecycle, from inception and planning to execution and closeout, ensuring successful outcomes for a wide range of public sector initiatives.</p>

2	What is your Canadian public sector market share for the solutions that you are proposing?	<p>Tiree has been a trusted partner to the Canadian public sector for over 25 years, with an established market presence, strong recurring revenue streams, and a proven track record in delivering large-scale infrastructure projects. As a leader in real property advisory services, project management services, construction procurement, and infrastructure and construction solution services, our experience spans federal, provincial, municipal, and institutional clients across Canada. To date, we have successfully delivered more than 50 billion dollars worth of projects, reinforcing our position as a market leader in this space.</p> <p>Contract Volume &amp; Market Presence</p> <p>Tiree's strong market position is demonstrated by our extensive current portfolio of 65 active contracts, with a combined value of \$455 million across multiple jurisdictions. Tiree holds a leading position in capturing awarded Canadian public sector contracts. Our market share varies geographically and is outlined below:</p> <ul style="list-style-type: none"><li>• Ontario: 23%</li><li>• Quebec: 50%</li><li>• Saskatchewan: 50%</li><li>• Alberta: 14%</li><li>• Manitoba: 13%</li><li>• British Columbia: 2%</li></ul> <p>Across all provinces, our combined market share is 30.6%.</p> <p>Key Market Share Indicators</p> <p>Tiree's dominant market position is further demonstrated through several key performance indicators:</p> <ul style="list-style-type: none"><li>• \$50 Billion in Infrastructure Delivery – Over the past 25 years, we have project managed major federal, provincial, municipal, healthcare, and institutional infrastructure projects, demonstrating unmatched scale and experience in public sector procurement.</li><li>• Recurring Public Sector Contracts – A significant portion of our business comes from repeat government clients, highlighting our reliability, proven service quality, and long-term partnerships with key public sector entities.</li><li>• Pre-Approved Procurement Vehicles – As indicated in the section above, Tiree is pre-qualified on multiple standing offers, cooperative purchasing agreements, and government procurement frameworks, reinforcing our position as a trusted and preferred service provider for public sector infrastructure needs.</li><li>• Sustained Growth &amp; Market Expansion – Tiree has achieved consistent year-over-year growth in public sector contracts and continues to expand into new geographic markets and emerging infrastructure sectors, ensuring continued leadership in public project delivery.</li></ul> <p>With our deep expertise, long-standing government partnerships, and scalable project execution capabilities, Tiree is uniquely positioned to support Canoe's members with proven, high-value solutions that drive efficiency, cost savings, and successful project outcomes.</p>
3	What do you consider to be the top three market differentiators of your services relative to this solicitation?	<p>Tiree is uniquely positioned to support Canoe members by offering an unmatched combination of full-service project delivery, industry-leading talent, and extensive public sector expertise. Our ability to provide end-to-end infrastructure and construction project management, coupled with our deep experience in government procurement and real property advisory, sets us apart as the leading partner for public sector organizations across Canada.</p> <p>1. Comprehensive, End-to-End Project Delivery</p> <p>Tiree offers a full lifecycle project delivery model, making us one of the few firms in Canada capable of providing all services outlined in this RFP, project management services, construction procurement services, and infrastructure and construction solutions, while also integrating complementary advisory and technical expertise that public sector clients require at every stage of their projects.</p> <ul style="list-style-type: none"><li>• Seamless Service Integration – Our multidisciplinary approach ensures clients receive consistent, high-quality support from project initiation to completion, eliminating the need to engage multiple vendors for different project phases.</li><li>• Scalability &amp; Flexibility – Tiree can scale services to meet project demands, deploying the right experts at the right time while maintaining continuity and efficiency.</li><li>• Specialized Advisory &amp; Support – In addition to core services, we provide real property advisory, risk and change management, and asset performance and portfolio planning, ensuring clients receive holistic, strategic solutions to optimize project outcomes.</li></ul> <p>(For full details on our service offerings, please refer to the program offering response as part of this RFP response)</p> <p>2. Unmatched Depth of Talent &amp; Expertise</p> <p>With over 300 professionals, Tiree is the largest project management firm in Canada, offering a depth and breadth of expertise that is unparalleled in the industry.</p> <ul style="list-style-type: none"><li>• Specialized Public Sector Talent – Our team includes senior project managers, procurement specialists, risk advisors, construction experts, and technical consultants, covering every skillset required for successful project delivery.</li><li>• Integrated &amp; Collaborative Approach – When clients engage Tiree, they don't just get a single resource - they gain access to the combined expertise of our entire team, ensuring seamless knowledge transfer, collaboration, and execution.</li><li>• Proven Ability to Scale – Our national presence and extensive talent pipeline allow us to quickly respond to shifting project demands, ensuring clients have the right expertise at the right time.</li></ul> <p>3. Established Public Sector Expertise &amp; Proven Results</p> <p>Tiree has been a trusted partner to public sector organizations for over 25 years, delivering more than \$50 billion in public sector infrastructure projects.</p> <ul style="list-style-type: none"><li>• Extensive Government Procurement Experience – We have deep expertise in government procurement models, trade compliance, and cooperative purchasing, ensuring seamless alignment with public sector regulatory frameworks.</li><li>• Long-Standing Public Sector Partnerships – Tiree has been the lead project management firm on some of the most complex and high-profile public sector projects in Canada, including the rehabilitation of the Parliamentary Precinct since 2008, covering over 20 major projects.</li><li>• Proven Success Across Sectors – Our expertise spans federal, municipal, healthcare, education, Indigenous, and not-for-profit sectors, making us uniquely positioned to support Canoe members across diverse infrastructure needs.</li></ul>

4	List the various certifications your company currently holds.	<p>Tiree is committed to maintaining the highest standards of quality, security, and compliance in the delivery of our services. We have established a strong foundation of qualifications, memberships, and clearances that demonstrate our credibility, expertise, and adherence to industry best practices.</p> <p>Public Sector Security Clearance: As a trusted partner to government and private sector clients, Tiree holds a valid federal Facility Security Clearance at the TOP SECRET level, with document safeguarding capabilities at the SECRET level. This clearance ensures that we can securely manage and handle sensitive information, making us a reliable partner for projects requiring the highest levels of security and confidentiality.</p> <p>WSIB Clearance: Our commitment to workplace safety is reflected in our Workplace Safety and Insurance Board (WSIB) Ontario clearance certificate, WorkSafe BC and similar certificates which verifies our compliance with provincial health and safety requirements. This clearance ensures that we maintain a safe working environment for our employees and subcontractors while mitigating risks associated with workplace incidents.</p> <p>Extra-Provincial Business Registration: Tiree is registered to conduct business across Canada. Our Extra-Provincial Business Registrations ensure that we can seamlessly deliver services to clients nationwide.</p> <p>Building Transformations Member: Tiree is also a proud member of Building Transformations (formerly CanBIM), holding a Certificate of Membership as a Medium Enterprise Member. This membership connects us to a network of industry leaders driving innovation in digital technologies for the built environment. By actively engaging in thought leadership, advocacy, and education, we ensure that our team remains at the forefront of emerging trends, methodologies, and best practices in the building and infrastructure industry.</p> <p>Accessibility Standards: Tiree is committed to ensuring accessibility in the built environment and has a team of professionals across Canada with recognized accessibility certifications. Our team includes individuals certified through the Rick Hansen Foundation as well as the International Association of Accessibility Professionals (IAAP), among others, holding professional certifications that demonstrate accessibility expertise in the built environment. These credentials enable us to support clients in meeting and exceeding accessibility standards in their projects.</p> <p>Project Management Institute (PMI) Certifications: Tiree's Project Management Practice is built on a foundation of globally recognized standards and best practices. Our team includes a roster of Project Management Institute (PMI) certified professionals, with over 80 Project Management Professionals (PMP) leading and delivering complex projects across various sectors. This certification demonstrates our team's expertise in project planning, execution, risk management, and stakeholder engagement, ensuring that our clients benefit from industry-leading project management methodologies. By maintaining a strong bench of highly qualified professionals, Tiree is equipped to drive successful project outcomes, optimize resources, and mitigate risks across the full project lifecycle.</p> <p>Environment and Climate Change Canada Net-Zero Challenge: As part of our commitment to sustainability and environmental responsibility, Tiree is a participant in the Environment and Climate Change Canada Net-Zero Challenge. This initiative encourages businesses to develop and implement credible and effective plans to transition their facilities and operations to net-zero emissions by 2050. By engaging in this challenge, Tiree is demonstrating leadership in reducing greenhouse gas emissions and contributing to Canada's climate goals through strategic, science-based action.</p> <p>Canada Green Building Council Member: Tiree is a Canada Green Building Council Member, actively involved in advancing green building practices and sustainable community development. Through this membership, we contribute to the reduction of the environmental impact of the built environment, participate in industry-leading educational programs, and leverage resources to promote sustainability in real property and infrastructure projects. This affiliation reinforces our commitment to integrating environmentally responsible strategies into our work while collaborating with other organizations at the forefront of green building innovation.</p> <p>Canadian Council for Indigenous Business (CCIB) Member: Tiree is a member of the Canadian Council for Indigenous Business (CCIB), a national, non-partisan organization dedicated to fostering economic opportunities and relationships between Indigenous and non-Indigenous businesses. Through this membership, we contribute to building a prosperous Indigenous economy and a more inclusive business environment across Canada.</p> <p>buildingSMART Canada – As an 'innovator' member, Tiree is actively remaining at the forefront of Building Information Modeling (BIM), digital project delivery, and data-driven decision-making to enhance the efficiency and quality of public infrastructure projects. Through these qualifications, Tiree demonstrates a firm commitment to security, compliance, innovation, accessibility, and quality in all aspects of our work. Our certifications, clearances, industry associations and memberships, project management best practices, policies, and procedures position us as a highly capable and trusted partner for project management and related services.</p>
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**Program offering**

Describe your program offering.

Question	Reponse *
Describe the Core Project Management Services (non-IT) you offer.	<p>Our team understands that all projects have unique requirements, challenges, and desired outcomes; complex construction and infrastructure projects are certainly no exception. We recognize the importance of stakeholder engagement, and a clearly defined scope of work. We understand the need to balance project requirements against pre-established cost and scheduling parameters, and we appreciate the impact that emerging technologies and change can have on project progress. Managing project activities and risks throughout the initiation, planning, implementation, monitoring, and operational stages of a project is a critical part of what we do.</p> <p>Our Project Management service line provides project leadership and support on public and private sector real estate and construction projects. Our experience covers projects that range in size, scope, and complexity. We have provided solutions on complex building and infrastructure projects, multifaceted technology integrations, interior renovation and fit up projects, heritage restorations and international high-security initiatives.</p> <p>With a project management methodology that builds on industry best practices and the principles of PMI we have created a comprehensive service offering to support our over 500 clients. Tiree's core service offerings are summarized below.</p> <p>Project Leadership</p> <p>Project leadership is arguably the single greatest factor that determines the success or failure of a project. Quality leadership has been shown to be the most important characteristic of an effective project manager, and our Project Leaders specialize in orchestrating the activities of the project team and guiding them towards project success.</p> <p>Our comprehensive Project Leadership services are designed to ensure the successful on time and on budget delivery and execution of a wide variety of construction and infrastructure projects. Our Project Leaders ensure project activities align with our client's organizational goals and project objective. We manage interdependencies to optimize resources and timelines while engaging stakeholders at various levels to align expectations. We proactively identify and mitigate risks that could impact multiple projects, ensuring consistent performance monitoring to keep your program on track.</p> <p>Our Project Leaders are skilled at motivating and guiding project teams, ensuring clear roles and responsibilities. We develop detailed Project Charters and Project Management Plans that set the strategic direction for the project. These documents encompass scope, schedule, budget, and resource management. We maintain effective communication among all team members and stakeholders and ensure that quality control measures are in place so that all deliverables meet the standards expected of public sector clients. Our project leaders address issues promptly to keep projects on track and drive successful project outcomes.</p> <p>Project Planning</p> <p>Tiree emphasizes strategic project planning by clearly defining the overall vision, objectives, parameters, and constraints. We develop comprehensive Project Charters, project scope and Project Management Plans that document objectives, protocols, and management processes. This plan compiles and confirms key information, using standard templates for cost, schedule, risk management, stakeholder communication, documentation management, and change management. We develop these documents to organize the project delivery strategy, and to prepare a complete project instruction to the project team. By including an approved Master Schedule and Master Budget, we provide the project team and stakeholders with comprehensive information and guidelines required for clear direction and guidance, ensuring efficient and effective design development. It's crucial during this phase to integrate project elements to prevent competing agendas in later stages.</p> <p>Schedule Management</p> <p>We offer comprehensive scheduling services to ensure the successful execution of each project. Our experienced team of certified Scheduling Professionals (PMI-SP) will work with Canoe members using industry leading schedule management principles and processes. Tiree provides tailored Project Planning and Scheduling strategies, developing Work Breakdown Structures (WBS) and Cost Breakdown Structures (CBS) in collaboration with project teams. This foundational work ensures clear timelines, roles and expectations, setting the stage for project success from the outset. Our project teams leverage and customize our scheduling tools to suit clients needs and have extensive experience using a variety of tools including Primavera P6, and MS Project.</p> <p>We generate master schedules that integrate resource and cost loading, preparing detailed labor histograms as needed. Our team leads the implementation of cross-functional master schedules. This approach allows us to provide objective insights to project management and coordinate effectively with various disciplines.</p> <p>We routinely conduct project schedule analyses throughout the project, including critical path and risk assessments to provide clients and project teams with advance warning of potential issues, as well as to identify opportunities to improve project timelines. All deviations from the baseline schedules are identified, bottlenecks highlighted, and corrective actions proposed. Oversight on schedule performance tracking ensures that data from all project stakeholders is integrated, providing clarity on the impact of variances or change orders. Our schedules regularly participate in audits as part of our quality control and compliance protocols; this process ensures we uphold the highest standards in scheduling practices and provide transparent schedule updates to our clients.</p> <p>Cost Management</p> <p>Tiree is committed to project delivery within budget, and our approach is again informed by the wealth of knowledge we have built over time, managing budgets on some of Canada's most complex projects. Tiree's project management teams provide comprehensive cost management services which includes the provision of realistic and timely budgeting and estimating. At the onset of the project, our financial specialists will establish the baseline budget and confirm that estimated costs are realistic, that no items have been missed or underestimated, and that appropriate contingency and risk allowances have been incorporated. This will form the baseline for all monitoring, control and monthly reporting. Tiree also works closely with 3rd party cost consultants assigned to any specific project to ensure that maximum scrutiny is applied to this aspect of the project. The budgets, which are regularly updated as the project develops, provide forecasts and cash flows which are reviewed monthly with the client representative.</p> <p>Where costs are anticipated to exceed budget, Tiree will make efforts to reduce and refine costs throughout the advancement of the design. Formal value engineering workshops will be arranged and attended by Tiree, Clients, the Prime Consultant, and cost consultants, to consider potential areas of savings that will bring costs back</p>

within the acceptable budget. We have achieved excellent results using an integrated cost control log to monitor and report project financial information. This document reports budget allocations, projected cost estimates and contracted commitments, together with contract details. The cost control log is updated continuously and used as a baseline reference for contemplated changes in scope.

#### Financial Management

Tiree offers comprehensive financial management services that facilitate a structured approach to public sector organizations who are requesting and receiving funding for both capital and operating budgets. Our team has extensive experience in preparing a wide range of documentation necessary for project approvals and funding requests, including business cases, options analyses, Investment Analysis Reports and Project Briefs. We understand the critical importance of obtaining funding quickly and effectively to ensure project success.

Our team is highly specialized in cash flow management, developing robust strategies that align with project timelines and financial goals. Our expertise enables us to create detailed cash flow forecasts that inform decision-making and enhance financial stability throughout the project lifecycle. We prioritize clear communication with clients to ensure that all financial aspects are transparent and well-managed.

We are committed to obtaining client approval on all matters related to changes in scope, expenditures, change orders, and contract amendments. Our thorough understanding of accounting practices ensures compliance with industry standards while facilitating swift approvals. By maintaining this collaborative approach, we help our clients navigate the complexities of financial management, ensuring that projects remain on track and within budget.

#### Design and Change Management

Tiree delivers effective design and change management services to ensure projects meet established scope and quality standards. Our team meticulously controls design and construction changes, maintaining detailed change logs that document their origins—whether from on-site discoveries, design omissions, or stakeholder requests. This structured approach enables informed decision-making through comprehensive impact analyses.

We implement a robust scope management plan that includes scope planning and definition, the Work Breakdown Structure (WBS), a change control system, and scope verification. This framework helps prevent issues like scope creep and ensures accountability within the project team, keeping all aspects aligned with original objectives.

Additionally, Tiree follows a formal change management process for assessing, approving, and tracking scope change requests. Our comprehensive change matrix clarifies authority levels for changes, guiding their identification and implementation within approved project baselines. We closely monitor budgets and expenditures, providing monthly variance reports to ensure compliance with financial constraints and maintain project integrity.

#### Risk Management

Effective risk management is crucial for project success, and Tiree specializes in developing comprehensive risk plans that enhance cost and schedule certainty. While many clients have processes for identifying risks, they often lack strategies for managing and mitigating them. Our experienced team prepares detailed risk registers and provides weekly oversight to ensure proactive management. By making risk a standard agenda item in all construction meetings, we engage the entire project team, fostering timely responses and effective mitigation strategies. Our certified Risk Professionals (PMI-RMP) guide our processes, reinforcing Tiree's leadership in risk management.

Tiree's risk specialists follow a continuous and proactive approach to risk management, focusing on identifying risk factors and opportunities, understanding client risk tolerance, and measuring the likelihood and potential impact of risks. We develop tailored risk mitigation measures to contain, transfer, or reduce risks, assigning clear responsibilities for each response. Continuous monitoring and communication with stakeholders, including the client, ensure that all identified risks are systematically addressed. Our collaborative approach has proven effective in managing complex projects, such as those on Parliament Hill, where timely risk management can significantly impact overall project success. By keeping risk discussions central to our meetings, we promote a solutions-focused mindset and encourage innovative mitigation strategies.

#### Quality Management

Our project teams employ robust quality management processes, with our Team Leads and Project Leaders responsible for developing project-specific plans for quality planning, assurance, and control. By implementing these plans effectively, we utilize best practices to achieve industry-leading results. Our extensive corporate experience and the expertise of our project teams enable us to exert greater control over project work, enhancing quality, reducing costs, and accelerating timelines. Additionally, our team is equipped with the necessary tools, technology, and training to ensure timely and high-quality deliverables.

Our comprehensive Quality Management Program (QMP) is grounded in industry best practices and tailored to meet client requirements, ensuring the accuracy and quality of all services provided. For over two decades, we have consistently achieved compliance with these best practices, integrating principles of quality assurance and quality control to deliver optimal outcomes. Our QMP is continuously refined based on lessons learned, allowing us to maintain a seamless approach to quality management and uphold our commitment to excellence.

#### Commissioning

Tiree provides comprehensive commissioning support to ensure that building systems perform efficiently and align with owner expectations. Our team works closely with public sector organizations to assess commissioning applicability, establish Owner's Project Requirements, and develop commissioning budgets and scopes. We assist in selecting the appropriate procurement model and obtaining operational input to integrate commissioning requirements effectively into project planning.

Throughout the project lifecycle, Tiree oversees the development of commissioning documentation, including preparing the Commissioning Brief for the Project Brief, drafting the Commissioning section for RFPs, and providing Commissioning Specification templates to design teams and commissioning engineers. Our team performs design reviews, ensuring that commissioning requirements are appropriately embedded within the project specifications.

During construction, we monitor the roles and responsibilities outlined in tender documents, oversee deliverables from the design team's commissioning engineer, and ensure the construction team and commissioning agents fulfill their obligations. Post-construction, we support the identification of recommissioning requirements, ensuring long-term system performance and efficiency. By taking a structured approach to commissioning, Tiree helps owners achieve operational readiness and long-term asset reliability.

#### Claims Management

As part of our core project management service offering, Tiree provides claims management services to minimize the risk of claims and support clients through the complexities of project-related claims. We work closely with clients to assess and identify potential claims early in the process, ensuring that all relevant documentation and evidence are meticulously gathered and organized. By leveraging our expertise in contract interpretation and risk analysis, we help clients formulate robust claims that are well-supported and aligned with project objectives. Our proactive approach minimizes disputes and fosters clear communication among all stakeholders, promoting timely resolution and protecting our clients' interests.

Our strategic support extends throughout the negotiation and resolution phases. We assist clients in developing effective negotiation strategies and represent their interests in discussions with contractors, subcontractors, and other parties involved. Our team is adept at analyzing claims for validity and assessing potential impacts on project timelines and budgets. With a focus on achieving fair and equitable outcomes, Tiree ensures that clients are well-prepared to address claims and disputes, ultimately safeguarding their project investments and enhancing overall project success.



Describe the Construction Procurement Services you offer.	<p>After working with hundreds of public sector clients throughout our 25 years, we recognize that most public sector clients have a specific procurement process that must be followed. Tiree has extensive experience in managing and supporting procurement for public sector clients where enhanced scrutiny on public spending requires additional rigor and documentation to ensure open and transparent processes. The key steps Tiree follows throughout construction procurement management include working cohesively with the client's procurement group to identify the best suited procurement methodology, define the specific procurement requirements, analyze available procurement options, support the preparation of procurement documentation, review submissions, provide recommendations and oversee the contract administration. Tiree's procurement specialists and project managers work closely with public agencies to navigate the complexities of construction procurement, ensuring transparency, compliance, and value for taxpayer dollars.</p> <p><b>RFP and Tender Development for Construction Projects</b></p> <p>We provide a comprehensive service for preparing procurement documents that are tailored specifically for construction projects, ensuring that precise and clear documentation leads to competitive bids and drives project success.</p> <p>A well-structured procurement process starts with a strong Request for Proposal (RFP) or tender package. Tiree has developed hundreds of RFPs, RFQs, and other tender documents for public-sector clients, ensuring clarity, fairness, and alignment with procurement regulations. Our team collaborates with owners to define procurement strategies that align with project goals, balancing cost certainty, quality, and risk management.</p> <p>We assist in the development of technical specifications, evaluation criteria, and bid submission requirements that drive competition and ensure that only qualified proponents are selected. Our approach emphasizes clarity in scope definition, risk allocation, and schedule expectations to minimize ambiguities that could lead to claims or disputes. Additionally, we ensure that RFPs and tenders align with frameworks such as the Government of Canada's Standard Acquisition Clauses and Conditions (SACC), ensuring compliance with public sector procurement regulations.</p> <p><b>Solicitation Response Evaluation Support</b></p> <p>Tiree provides robust evaluation support to help public sector clients assess bids and proposals with confidence. Our team leads or supports technical and financial evaluations, applying best-practice methodologies to ensure an objective and transparent selection process.</p> <p>We establish detailed scoring matrices and facilitate evaluation panels, providing procurement officers with structured guidance on proponent compliance, capability assessments, and risk evaluation. Our experience in value-based selection ensures that clients move beyond lowest-cost procurement strategies when appropriate, considering lifecycle costs, experience, and innovation to drive best-value decisions.</p> <p>As part of our evaluation services, Tiree also facilitates proponent interviews, reference checks, and due diligence reviews to further validate bidders' experience, performance history, and financial viability. We ensure that procurement processes withstand public scrutiny and audit requirements by maintaining comprehensive documentation and adherence to procurement policies.</p> <p><b>Contract Management for Construction</b></p> <p>Once procurement is complete, effective contract management is critical to project success. Tiree specializes in overseeing consultant contracts, including those based on industry-standard agreements such as the CCDC2 Stipulated Price Contract, CCDC5A/5B Construction Management Contracts, and custom agreements for public-sector entities.</p> <p>We provide contract administration support, monitoring consultant performance against scope, budget, and schedule. Our team manages change orders, progress claims, and contract deliverables, ensuring accountability from design through to project completion. We proactively mitigate contract risks by identifying potential cost overruns and schedule deviations early, working closely with owners to implement corrective actions before issues escalate.</p> <p>In projects where multiple consultants are engaged, Tiree acts as the coordination hub, ensuring that architects, engineers, and specialist consultants align with project objectives and owner expectations. We facilitate contract compliance reviews, ensuring that deliverables are met and contractual obligations are upheld throughout the project lifecycle.</p> <p><b>Vendor and Contractor Management</b></p> <p>Tiree plays a key role in managing vendor and contractor performance, ensuring that public sector clients receive high-quality work while maintaining budget and schedule discipline. From procurement through construction execution, we work closely with general contractors, trade contractors, and suppliers to ensure contractual adherence, risk mitigation, and efficient problem resolution.</p> <p>Our team oversees contractor onboarding, site coordination, and performance monitoring, enforcing contract terms related to safety, quality control, and milestone achievement. We conduct regular progress reviews and proactively address schedule slippage, cost overruns, or compliance issues. When necessary, we lead dispute resolution efforts and support claims management, ensuring that owner interests are protected and that resolutions align with contractual obligations.</p> <p>Our experience across Canada has equipped us with an in-depth understanding of regional procurement practices, construction market dynamics, and best practices for managing contractor relationships. Whether working with a traditional general contractor, a construction manager-at-risk, a design-build team, or a P3 provider, Tiree's vendor management expertise ensures smooth project execution and successful delivery.</p> <p><b>Construction Policy and Procedure Development</b></p> <p>Tiree assists public sector organizations in developing robust construction policies and procedures to standardize procurement, contract management, and project execution. We create tailored frameworks that align with industry best practices and public procurement laws while optimizing efficiency, transparency and consistency across projects. Our expertise ensures that policies address risk mitigation, contractor compliance, and cost control, providing agencies with clear guidance for project delivery.</p> <p><b>Integrated Project Delivery (IPD) Support</b></p> <p>As a leader in progressive construction management approaches, Tiree provides expert support for Integrated Project Delivery (IPD). Tiree's approach is to maximize the benefits of collaboration and shared accountability to improve project outcomes. Our project teams provide early engagement sessions that bring together all key participants to define shared goals.</p> <p>We help owners structure IPD agreements, align stakeholder incentives, and implement collaborative workflows that improve efficiency and reduce project risks. Our experience has demonstrated that public sector organizations can achieve cost-effective, high-quality project outcomes through enhanced collaboration and shared accountability.</p> <p><b>Lean Construction Services</b></p> <p>Tiree brings Lean Construction methodologies to public sector projects, helping organizations minimize waste, optimize workflows, and improve project predictability. Our CM-Lean certified project managers apply lean principles such as pull planning, continuous improvement, and just-in-time delivery to enhance efficiency in both procurement and construction execution. Our team works with owners and contractors to implement Lean practices that drive measurable improvements in schedule performance and cost control. The result is increased process optimization through implementation of standardized workflows that reduce inefficiencies and cycle times.</p> <p><b>Compliance and Risk Management</b></p> <p>Public sector construction projects must adhere to strict regulatory and compliance standards. Tiree provides comprehensive compliance and risk management services, ensuring adherence to procurement policies, contractual obligations, and industry regulations. We develop risk mitigation strategies, conduct procurement audits, and implement compliance monitoring programs to protect public interests. Our proactive approach ensures that projects remain on track, mitigating legal, financial, and operational risks from project initiation to closeout.</p> <p><b>A Proven Partner in Public Sector Procurement</b></p> <p>Tiree's proven track record in public sector construction procurement is built on decades of experience, deep industry knowledge, and a commitment to excellence. Our tailored approach helps public organizations procure and manage complex construction projects with confidence. From developing strategic procurement documents to managing contracts and ensuring vendor accountability, Tiree provides the expertise and leadership needed to drive successful project outcomes.</p> <p>By partnering with Tiree, public sector organizations gain a trusted advisor with a deep understanding of construction procurement and project execution, ensuring efficiency, transparency, and value for every taxpayer dollar spent.</p>
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Describe Infrastructure and Construction Solutions Services you offer.	<p>For over 25 years, Tiree has been a trusted partner to Canadian public sector organizations, providing comprehensive infrastructure and construction solutions that ensure the successful delivery of critical projects. Our experienced personnel include infrastructure and construction specialists whose expertise includes roads, bridges, LRT systems, water systems, power plants and public sector buildings, and have supported clients across all phases of project development - from initial planning to execution and completion.</p> <p><b>Infrastructure Planning and Design</b></p> <p>Tiree works closely with municipal, provincial, and federal entities to develop strategic infrastructure plans that align with community needs and government priorities. Our team facilitates master planning exercises, site assessments, and project scoping to establish a strong foundation for success. We collaborate with leading architectural and engineering firms to oversee design development, acting as the client advocate ensuring that all projects incorporate functional, resilient, and cost-effective solutions that meet the highest industry standards.</p> <p><b>Feasibility Studies and Cost Analysis</b></p> <p>Before committing significant resources, public sector organizations must have a clear understanding of a project's viability. Our dedicated Advisory Services group conducts in-depth feasibility studies, evaluating technical, economic, and environmental factors to provide decision-makers with the insights they need. We perform rigorous cost analyses, leveraging benchmarking data and market intelligence to produce reliable budget estimates and funding strategies. Our expertise in risk assessment and financial modeling helps mitigate uncertainties and optimize investment decisions. Our team includes business consultants and financial experts who produce advanced financial models and business cases that support funding applications, approvals, and strategic decision-making, and boast an industry leading approval rate.</p> <p>Beyond feasibility studies and cost analysis we have a dedicated Advisory Service Line to support our clients with responsive analyses, strategies, and communications that align business goals with real property solutions, ensuring informed decision-making and strategic investment in infrastructure assets. Our advisory team specializes in helping public and private sector clients navigate the complexities of real property planning, investment, and operations, ensuring that every asset is optimized for performance, value, and sustainability.</p> <p>Our team delivers trusted leadership in portfolio and investment planning, project leadership, approvals, and financial advisory - bringing clarity, certainty, and consensus to complex real property challenges. Whether supporting large-scale infrastructure initiatives, transaction advisory (AFP/P3), or risk and change management, we create tailored solutions that drive cost-efficiency, risk mitigation, and long-term asset resilience.</p> <p>From policy development and business case approvals to asset performance and lifecycle management, our services span the entire real property lifecycle, helping clients optimize investments, enhance decision-making, and unlock value in their infrastructure portfolios.</p> <p><b>Sustainability and Green Infrastructure</b></p> <p>Tiree is dedicated to helping clients integrate green infrastructure solutions that minimize environmental impact while enhancing long-term performance. Our sustainability experts incorporate green building principles, energy-efficient materials, and low-impact development strategies to create environmentally responsible infrastructure. Through Environmental Impact Assessments, we evaluate potential ecological effects and develop strategies to mitigate disruption while ensuring compliance with environmental regulations. Our expertise in Smart Cities &amp; Buildings allows us to design and implement energy-efficient, intelligent infrastructure solutions that optimize resource use and enhance operational efficiency. Additionally, our Lifecycle Cost Analysis services provide clients with a comprehensive evaluation of long-term operational costs and benefits, ensuring that sustainable infrastructure investments remain cost-effective and environmentally responsible.</p> <p><b>Project Execution Support</b></p> <p>Tiree serves as a critical partner in managing project execution, ensuring alignment with budgets, schedules, and regulatory requirements. Our project managers oversee contractor selection, contract administration, and site supervision, working proactively to mitigate delays and cost overruns. We implement rigorous quality control measures, safety oversight, and stakeholder coordination to maintain project integrity and public confidence. Our project execution activities are outlined in greater detail in the "Core Project Management Services" section above.</p> <p><b>Technology Integration</b></p> <p>Tiree is leading the digital transformation of infrastructure and construction project management, integrating Building Information Modeling (BIM), Digital Twins, Smart Buildings, and Digital Transformation to drive efficiency, collaboration, and long-term asset performance. Our buildingSMART-certified professionals apply global best practices to streamline project coordination, enhance risk mitigation, and enable data-driven decision-making.</p> <p>Our digital services ensure seamless project execution, operational efficiency, and sustainable asset management, covering:</p> <ul style="list-style-type: none"><li>• Digital Project Delivery &amp; BIM Management – Full lifecycle BIM implementation, model compliance, clash detection, digital handover, and modular construction advisory.</li><li>• Portfolio &amp; Planning – Digital strategy, ISO 19650 standards, contract and procurement integration, and sustainability-driven solutions.</li><li>• Operations &amp; Smart Building Management – Digital asset handover, real-time dashboards, IoT integration, and tenant satisfaction optimization.</li><li>• Digital Twins &amp; Data Analytics – Real-time asset monitoring, predictive maintenance, and smart technology integration for optimized infrastructure performance.</li><li>• Digital Transformation &amp; Emerging Technologies – AI, cloud solutions, technology roadmaps, and information management to future-proof project delivery.</li></ul> <p><b>Public Engagement and Consultation</b></p> <p>Public infrastructure projects require extensive consultation with stakeholders, including government agencies, community groups, and Indigenous communities. Tiree facilitates transparent engagement processes, organizing public consultations, stakeholder meetings, and digital outreach campaigns to foster collaboration and trust. Our communications specialists develop tailored strategies that ensure clear messaging, address community concerns, and align projects with social and economic objectives.</p> <p>We design and facilitate public consultation sessions, manage community feedback mechanisms, and ensure that infrastructure decisions reflect stakeholder priorities. Our team supports Indigenous consultation processes, ensuring meaningful engagement with First Nations, Métis, and Inuit communities in accordance with government policies and reconciliation frameworks. We then analyze input from all consultations and incorporate key insights into project planning and decision-making. Through proactive communication and engagement, we help public organizations navigate social, political, and environmental considerations effectively.</p> <p><b>Disaster Recovery Services</b></p> <p>In an era of increasing climate risks and infrastructure vulnerabilities, Tiree provides disaster recovery services that assist public sector clients in restoring infrastructure after natural disasters, extreme weather events, or unforeseen disruptions. Our team coordinates emergency assessments, infrastructure stabilization efforts, and reconstruction planning to restore critical services efficiently. We develop disaster response frameworks, ensuring that municipalities and government agencies can mobilize resources effectively in the wake of catastrophic events. Our team is currently supporting Parks Canada with Disaster Recovery following the devastating wildfires in Jasper National Park. Our team is onsite and supporting with inventory collection, site assessments, portfolio planning and future needs analysis.</p> <p><b>A Proven Partner in Infrastructure Solutions</b></p> <p>Tiree's expertise in infrastructure and construction solutions is built on decades of experience, deep industry knowledge, and a commitment to delivering exceptional results for public sector organizations across Canada. From strategic planning and feasibility analysis to execution, sustainability, and disaster recovery, we provide the leadership and technical expertise needed to support complex infrastructure initiatives. By partnering with Tiree, Canoe members gain access to a team of dedicated professionals committed to delivering infrastructure solutions that are resilient, efficient, and future-ready.</p>
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Describe any other related services you offer to the extent that these solutions are complementary to the services being requested in this RFP.	<p>At Tiree, we recognize that successful projects require more than just expertise; they demand a strategic and adaptable approach that ensures long-term value and sustainability. With decades of experience delivering high-value project management and related services, Tiree is uniquely positioned to support Canoe members in achieving their infrastructure and real property objectives.</p> <p>Our project management services are complemented by a suite of specialized expertise, including Real Property Advisory Services, Security &amp; Smart Technologies, Digital Services, Sustainability, and Accessibility. These integrated services enhance the success of capital projects, real estate portfolios, and infrastructure initiatives by providing holistic, data-driven, and forward-thinking solutions.</p> <p><b>Real Property Advisory Services</b></p> <p>Tiree provides industry-leading Real Property Advisory Services that support clients in managing their assets more responsibly, effectively and sustainably. Our team understands that real property assets are fundamental to communities, workplaces, and economic development. We offer strategic guidance to help organizations navigate complex challenges, optimize investments, and implement forward-thinking solutions.</p> <p>Our approach begins with a deep understanding of our clients' needs, followed by rigorous analysis and validation of strategic options. We meet the unique needs of our clients by asking the right questions and providing solutions that reduce costs, manage risk, and signal value. It doesn't matter what stage your project is at. Our services and solutions span the lifecycle of any real property asset. From initial planning, policies, and approvals, right through to construction, operations, and occupancy, our team creates roadmaps for success.</p> <p>Our broad range of Real Property Advisory Services includes:</p> <ul style="list-style-type: none"><li>• Portfolio and Investment Planning</li><li>• Project Leadership</li><li>• Project Approvals</li><li>• Transaction and Financial Advisory (AFD/IP3)</li><li>• Asset Performance Management</li><li>• Risk and Change Management</li></ul> <p><b>Security &amp; Smart Technologies</b></p> <p>Tiree's Security &amp; Smart Technologies practice provides end-to-end consulting services for security design and smart infrastructure. Our team includes Certified Protection Professionals and Physical Security Professionals from ASIS International, ensuring our solutions are aligned with industry-leading security standards.</p> <p>Our services include:</p> <ul style="list-style-type: none"><li>• Threat and Risk Assessments (TRAs)</li><li>• Security Design Briefs (SDBs) and Security Requirements Documents (SRDs)</li><li>• Smart building and smart city integration strategies</li><li>• Security consulting for capital projects and operational initiatives</li></ul> <p>By integrating security considerations into the design and management of infrastructure, we enhance resilience, mitigate risks, and ensure seamless operations.</p> <p><b>Digital Services</b></p> <p>Tiree is at the forefront of digital transformation, leveraging Building Information Modelling (BIM) to optimize project delivery. Our BIM specialists provide tailored strategies that integrate digital workflows, improve collaboration, and enhance project outcomes. Our team includes members with openBIM certifications from the buildingSMART International Professional Certification Program, ensuring we adhere to global best practices in digital project management.</p> <p>Our BIM services include:</p> <ul style="list-style-type: none"><li>• BIM Management: Overseeing BIM implementation, ensuring adherence to industry standards, and optimizing project coordination.</li><li>• Information Management: Structuring and integrating BIM data with existing project management workflows.</li><li>• Digital Twins: Developing digital twins to enhance predictive maintenance, operational efficiency, and decision-making.</li></ul> <p>By harnessing these digital tools, we empower clients to improve efficiency, minimize risk, and enhance the resilience of their infrastructure investments.</p> <p><b>Sustainability</b></p> <p>At Tiree, we believe that sustainable project management is essential for long-term success. We integrate sustainability principles into all aspects of our services, ensuring projects align with environmental, social, and economic goals.</p> <p>Our sustainability services include:</p> <ul style="list-style-type: none"><li>• Energy efficiency and carbon footprint reduction strategies</li><li>• Green building certifications and sustainable design advisory</li><li>• Lifecycle cost analysis to assess long-term environmental and financial impact</li><li>• Circular economy strategies for asset management and resource optimization</li></ul> <p>By embedding sustainability into project planning and execution, we help clients achieve cost savings, regulatory compliance, and positive environmental outcomes.</p> <p><b>Accessibility</b></p> <p>Tiree is committed to creating inclusive and accessible environments. Our team includes Certified Professionals in Accessible Core Competencies and Accessible Built Environments from the International Association of Accessibility Professionals, as well as holders of the Rick Hansen Foundation Accessibility Certification.</p> <p>Our accessibility services include:</p> <ul style="list-style-type: none"><li>• Compliance assessments with accessibility regulations and standards</li><li>• Universal design principles for barrier-free infrastructure</li><li>• Integration of accessible technology into built environments</li><li>• Stakeholder engagement to address diverse accessibility needs</li></ul> <p>Through our expertise, we ensure that infrastructure projects meet the highest accessibility standards, fostering inclusive and equitable communities.</p>
Describe the various types/levels of project manager you offer, including the minimum qualifications, certifications and experience required for each type.	<p>Tiree's Project Management service line proudly comprises over 300 experienced employees and consultants specialized across multiple disciplines, spanning junior, intermediate, and senior levels. This diverse team is well-equipped to support a wide range of real property projects, having extensive experience delivering infrastructure, rehabilitations, renovations, fit-ups to new construction, sustainability, heritage, and security initiatives, serving federal, provincial, municipal, and broader public sector clients.</p> <p>Our project managers bring a wealth of experience and expertise, underpinned by a strong portfolio of industry certifications and professional designations. Over 80 of our team members hold the esteemed Project Management Professional (PMP) certification from the Project Management Institute (PMI). Many of our professionals also possess specialized expertise across fields such as engineering, architecture, and interior design, with credentials that include Professional Engineer, Licensed Architect, and Interior Designer. In addition, many have further specialized in key areas such as scheduling, planning, risk management, change management, sustainability, accessibility, and security, holding certifications such as the PMI Project Scheduling Professional (PMI-SP), PMI Risk Management Professional (PMI-RMP), and Prosci Certified Change Practitioner. This robust credentialing ensures that our clients benefit from best practices and the latest methodologies in project management.</p> <p>At the senior level, our Project Managers bring more than 10 years of industry experience, however many of our senior Project Managers have over 25 years of hands-on expertise. They excel in strategic oversight and are responsible for high-level project planning, execution, and monitoring. Their day-to-day activities include defining project scope, setting objectives, and managing deliverables and budgets. Senior project managers also lead stakeholder engagement efforts, ensuring that communication flows seamlessly across all levels, and they adeptly navigate complex risk management scenarios, providing advisory support to optimize project outcomes.</p> <p>Intermediate project managers, typically with 5 to 10 years of experience, are adept at translating strategic plans into actionable tasks. Their roles often involve coordinating resources, monitoring project progress, and managing day-to-day execution. They take charge of scheduling, risk identification, and mitigation while also playing a critical role in documentation and reporting. By engaging closely with stakeholders, these professionals ensure that project milestones are met with precision and that all parties are consistently updated throughout the project lifecycle.</p> <p>Junior project managers, with 3 to 5 years of experience, are vital support pillars within our team. They work under the guidance of their more seasoned colleagues to assist in project planning, execution, and monitoring. Their responsibilities typically include helping define project scopes, managing timelines, and coordinating daily operational tasks. Through these experiences, junior project managers quickly build the essential skills required for effective stakeholder engagement, risk management, and change management.</p> <p>By leveraging the collective expertise of our multi-tiered team, Tiree ensures that every project is managed with a focus on value, service quality, and reliability. Our combined strengths in strategic planning, execution, stakeholder engagement, and risk mitigation guarantee that Canoe members will experience a high level of service and flexibility, driving the success of their projects and infrastructure initiatives.</p>

Understanding this may vary per project, generally speaking, describe the project management methodology(ies) your Project Managers utilize in order to deliver quality services to Members.	<p>Tiree's Project Management methodology follows industry best practices and leverages the principles of the Project Management Institute's Project Management Body of Knowledge (PMI/PMBOK). Our expertise and in-depth knowledge of industry standards empower our team to apply proven best practices for top-tier results. Whether through certified project managers, change management experts, or risk management specialists, we will tailor our methods, tools, and documentation to meet the unique needs of Canoe members, ensuring fast, reliable, and seamless access to high-quality project management services.</p> <p>Our foremost commitment is to deliver high-quality services that ensure client satisfaction. Our success is driven by an unwavering dedication to project objectives, supported by industry-leading professionals dedicated to excellence. We equip our team with cutting-edge tools, technology, and ongoing training to foster growth, development, and knowledge acquisition. With extensive project management experience, our seasoned Project Managers excel in team-building and harmonizing client and stakeholder demands. From strategic project planning to construction, delivery, and closeout, we apply our expertise comprehensively to every project phase, ensuring that projects are delivered on time and on budget, with clear financial oversight that helps protect the client's bottom line.</p> <p>Our team maintains comprehensive control over projects, employing systematic analysis, vigilant monitoring, thorough reporting, and stringent quality control measures. Our Project Managers, along with subject matter specialists, meticulously oversee all aspects, including deliverables, reviews, approvals, budgets, and schedules, in accordance with best practices. They ensure seamless coordination of documentation and communication among stakeholders, collaborating closely with interested parties. Tiree consistently applies a methodology that swiftly identifies needs, seizes opportunities, crafts solutions, and mitigates risks, all while maintaining a client-centric approach that ensures accessibility, reliability, and long-term project success.</p> <p>Key Components of our Project Management Approach</p> <p>Integration &amp; Planning: Tiree places a strong emphasis on up-front strategic project planning, ensuring a clear definition of the overall vision, objectives, parameters, and constraints. The preparation of a comprehensive Project Plan serves as an invaluable tool for recording objectives, protocols, and project management processes. An approved Master Schedule and Master Budget provide clear direction and guidance to the project team and stakeholders, ensuring efficient and effective project execution. Early project integration minimizes conflicts and competing agendas in later stages.</p> <p>Scope Management: A clearly defined scope is essential for project success. Tiree's experienced Project Managers lead objective reviews and analyses to reduce the risk of costly changes and deviations from the scope. Our structured approach ensures all project objectives and opportunities are accurately captured from the outset.</p> <p>Design and Change Management: Tiree applies rigorous change control measures throughout project delivery. Comprehensive change logs identify the origin of changes, ensuring due diligence in presenting responsive options and impact analysis to support informed decision-making. Our Project Managers enforce tight controls and objective challenge mechanisms within the change management process.</p> <p>Schedule Management: The Master Project Schedule serves as the primary reference, communicating the timing and interdependencies of project tasks. Once approved, it forms the baseline against which progress is tracked. Tiree monitors schedule adherence, mitigates delays, and seeks opportunities to accelerate delivery. We work closely with clients to ensure alignment with project milestones and objectives.</p> <p>Progress Monitoring &amp; Evaluation: Continuous progress evaluation is integral to Tiree's risk management approach. By tracking progress against the established baseline and critical path activities, we proactively identify and mitigate potential schedule slippage. Our Lead Project Manager ensures that mitigation strategies are continuously developed and implemented to keep the project on track.</p> <p>Cost Management: Tiree places a strong focus on cost control, providing realistic and timely budgeting and estimating. Our Project Managers establish a baseline budget early in the project and ensure that estimated costs are accurate, comprehensive, and include appropriate contingency and risk allowances. We collaborate with third-party cost consultants to ensure maximum financial scrutiny and oversight.</p> <p>Value Engineering: Tiree's Project Managers leverage value engineering principles to maximize project value. Rather than focusing solely on cost reduction, we take a holistic approach to resource optimization, ensuring that project and long-term lifecycle objectives are achieved efficiently. Our expertise in organizing Value Engineering (VE) workshops enables us to apply best practices that enhance overall project value.</p> <p>Financial Management: Our Project Managers have extensive experience navigating financial governance frameworks, including capital and operating budget approvals. We support clients in preparing project briefs, investment analyses, and cashflow strategies for Senior Executive and Board approvals. Tiree ensures transparency in all financial matters, seeking client approval for scope changes, expenditures, and contract amendments.</p> <p>Change Management: Projects inevitably evolve, and change management is a critical aspect of successful delivery. Tiree develops comprehensive change matrices that define authority levels for approving project modifications. We maintain detailed change logs and contract amendment records, ensuring that all changes receive proper approvals and align with client objectives.</p> <p>Reporting &amp; Communications Management: Effective communication is key to project success. Tiree develops detailed communication matrices at the project's outset, establishing clear information flow procedures and defining stakeholder authority levels. Our structured reporting approach includes regular progress updates, financial tracking, risk assessments, and executive summaries. We ensure that stakeholders receive accurate, timely, and meaningful information to facilitate informed decision-making.</p> <p>Stakeholder Engagement: Tiree recognizes the importance of proactive stakeholder engagement in ensuring project success. We establish clear communication channels and engagement strategies to manage stakeholder expectations effectively. By fostering collaboration among diverse project participants, we align interests, resolve conflicts, and maintain a shared vision for project outcomes.</p> <p>Quality Management: Quality management is integral to our project management approach. Tiree applies systematic quality assurance processes throughout all project phases to ensure that deliverables meet or exceed client expectations. Our approach includes rigorous design reviews, adherence to regulatory standards, and proactive risk identification. Through continuous improvement initiatives, we enhance project outcomes and deliver superior results.</p> <p>Human Resources: Tiree understands the significance and importance of acting as the "owner's representative" in the role of Project Manager. The benefits of this relationship cannot be achieved without fostering a cohesive project team. In the initial phases of the project Tiree's Project Manager will ensure that a roles and responsibilities matrix is developed so that it is clear who holds responsibility for each task. This matrix is developed in line with the Work Breakdown Structure (WBS), jointly between the various stakeholders and will form one of the key project governance documents.</p> <p>Risk Management: Risk management is the key to the success of the project. Many of our clients have a process to identify risk but are unsure of how to manage and mitigate risk. Tiree's Project Managers are experienced at developing comprehensive risk plans, and then leveraging that risk register as a key tool in the management of the project. Managing risk will be an open and transparent process that provides a strategy that can facilitate cost and schedule certainty. Our Project Manager will prepare a risk register and will provide weekly oversight and management of risk. We have found that having 'risk' as a standard agenda item on all weekly construction meetings engages the entire project team, thereby driving timely response and mitigation strategies.</p> <p>Procurement Management: Tiree recognizes that most clients have a specific procurement process that must be followed. Tiree has extensive experience in managing and supporting procurement for public sector clients where enhanced scrutiny on public spending requires additional rigor and documentation to ensure open and transparent processes. The key steps in procurement management will be to work cohesively with the client's procurement group to identify the best suited procurement methodology, the specific procurement requirements, analyze available procurement options, support the preparation of procurement documentation, review submissions, provide recommendations and oversee the contract administration.</p> <p>Safety Management: As an organization, Tiree's philosophy on safety has always been that it is everyone's responsibility. To that end we have implemented a training program raising safety awareness and providing insight into regulations and responsibilities. All Tiree Project Managers must develop a project safety plan, and ensure it is maintained throughout the lifecycle of a project. To support our project management team, Tiree has a Canadian Registered Safety Professional (CRSP) with over 15 years of experience in the private and public sector on staff.</p> <p>Claims Management: Tiree's approach to claims is to manage projects effectively to avoid and mitigate claims. Our project managers understand the techniques to prevent, mitigate, and resolve potential claims before positions become firm and escalation is the only recourse. Key tools that our project managers leverage in managing potential claim situations are objectiveness, transparency, and excellent dispute resolution capabilities.</p> <p>By leveraging these structured methodologies, Tiree ensures that projects are delivered efficiently, cost-effectively, and to the highest quality standards, providing Canoe Procurement Group Members with exceptional project management services.</p>
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Understanding this may vary per project, generally speaking, describe the quality assurance measures your Project Managers utilize in order to deliver quality services to Members.	<p>Tiree's mandate is to be Canada's leading provider of effective project management services. To earn this recognition, our Project Managers pursue excellence in quality, cost control and on-time delivery, focused on exceeding client expectations. This system directs our Project Managers to prepare project-specific plans for quality planning, assurance and control, and to implement those plans throughout a project's lifecycle.</p> <p>Tiree's approach to managing all assignments is one we have developed and used extensively over the past 25 years. Our methodologies and measures follow "Industry Best Practices" and we have leveraged the principles of the Project Management Institute's Project Management Body of Knowledge (PMI/PMBOK) to create comprehensive, consistent methodologies. Following these industry recognized methodologies, augmented by the direct experience and knowledge of our professionals, helps us minimize risks, increase the quality and reliability of our outcomes, lower costs and reduce timeframes, and in turn ensure client satisfaction with services.</p> <p>Tiree's Quality Management Program</p> <p>Tiree has earned a distinguished reputation for delivering top-tier services and being a trusted partner to our clients. In our ongoing commitment to maintaining this trust, we have developed a comprehensive Quality Management Program (QMP) that ensures the accuracy and quality of all deliverables and services provided. For 25 years, our teams have consistently achieved compliance with best practices. Our QMP integrates the principles of quality assurance and quality control in a seamless manner, so that the best possible outcomes are delivered. Our QMP is based on lessons learned from all our projects and includes the following foundational objectives:</p> <ul style="list-style-type: none"><li>• Quality Planning: to identify the quality requirements for the project, and to document how the project meets those requirements. Outputs of this planning process include a Quality Management Plan, quality metrics, quality checklists, and a Process Improvement Plan. The Quality Management Plan and its outputs are reviewed and updated regularly to ensure continuous improvement.</li><li>• Quality Assurance: to verify that the project processes are sufficient so that if they are being adhered to the project deliverables will be of satisfactory quality. Process checklists and project audits are two methods used for project quality assurance.</li><li>• Quality Control: to verify that the product meets the quality requirements. Peer reviews and testing are two methods used to perform quality control. The results determine if corrective action is needed.</li></ul> <p>Our approach to quality assurance – in other words having the necessary processes in place to avoid potential quality issues – and for implementing our QMP is based on the following key criteria:</p> <ul style="list-style-type: none"><li>• Defining Quality Objectives: we start by identifying our quality objectives, which at a high level reflect client requirements for the project, and more specifically relate to key elements that help us achieve those requirements, such as accuracy, timeliness, professionalism, and clarity of the services and deliverables we provide.</li><li>• Defining Roles and Responsibilities: each of our project team members has a role to play in meeting quality objectives, from the production of data and research to the development of deliverables informed by that data and research, to the methods by which we engage with client and applicable stakeholders. Our Team Lead is ultimately responsible for quality and works collaboratively with the team to ensure the objectives are met.</li><li>• Defining the Processes: the need to ensure quality is inherent in every phase of the project and the production of all deliverables and materials must undergo sufficient quality control before being issued to the client.</li><li>• Continuous Refinement and Communication: a quality assurance plan is not a static document and must be continuously reviewed based on feedback to ensure that it continues to meet the project objectives. Any refinements to the plans and processes are communicated with the project team so that they continue to be effectively delivered by those implementing them.</li></ul> <p>In addition to our industry recognized Quality Management Program, our Project Managers have access to various tools, technology, and training to deliver our quality promise, including:</p> <ul style="list-style-type: none"><li>• Tools and Technology: Our project teams have access to the latest project management tools and software that facilitate high-quality work, including scheduling, risk management, and budgeting.</li><li>• Training: We strongly encourage all employees to obtain the relevant professional certifications. In addition, we encourage our employees to continue their career development by undertaking specific skills training where it would augment their expertise, as well as participating in our Tiree mentorship program to benefit from the applied knowledge of our subject matter experts.</li><li>• Professional Practice Playbook: A critical aspect of our service platform is our Playbook, which guides our team in delivering projects for our clients. The Playbook is informed by PSPC's Project Navigator, the Project Management Institute's Project Management Body of Knowledge (PMI's PMBOK), and other industry best practices, as well as lessons learned from our projects. It contains reference materials to help our project team members effectively manage quality control procedures.</li><li>• Centres of Expertise (CoE): We have created Centres of Expertise across several project management and technical knowledge areas. The purpose of these CoEs is to ensure that Tiree remains at the leading edge of the services we provide, including our commitment to quality in everything we do.</li><li>• Client Feedback: As part of our quality management program, Tiree solicits comments from clients during project delivery and upon project completion. Our executives address any client concerns personally and promptly, and this feedback is used to continuously refine our processes so that they continue to achieve our clients' quality objectives.</li></ul> <p>Tiree will regularly review our team's quality performance with the client's Departmental Representative(s), as well as with our team members to ensure successful delivery of quality services by assigning:</p> <ul style="list-style-type: none"><li>• The right people - achieved through deliberate and proactive resource allocation and management</li><li>• The right process - focused on a culture of continuous improvement and application of lessons learned</li><li>• The right product - realized through clearly defined project objectives, specifications, and performance criteria</li></ul>
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Member access to services

Describe the process and steps for Members to access the services you offer.

Line Item	Question	Response
1	List the necessary steps for a Canoe Member to access your services should you be awarded a contract. How will you work Canoe Members to scope their requirements, provide a project plan and quote for their deliverables?	<p>Accessing our services is straightforward and member-friendly. Our step-by-step access process is meticulously designed to ensure seamless engagement for Canoe members, providing ease and efficiency from the very beginning. This proven process has been successfully utilized with hundreds of public sector clients over the past 25 years, demonstrating its reliability and effectiveness. Members can conveniently initiate contact through our dedicated online portal, email, or office number, offering multiple access points tailored to diverse preferences. This flexibility ensures that members can choose the communication method that best suits their needs, making the initial engagement straightforward and user-friendly.</p> <p>Step One involves a prompt response to an inquiry from a dedicated regional Account Executive within one business day. This quick response time is a testament to our commitment to excellent customer service and ensures that members receive immediate attention and support. The Account Executive will arrange a meeting to understand and define the client's high-level requirements, guiding them through the subsequent steps. To gain a comprehensive understanding of each member's unique goals, challenges, and expectations, we offer an in-depth discovery session. This session is crucial for laying the foundation of a successful partnership, as it allows us to align our services with the specific needs and aspirations of the member.</p> <p>Step Two focuses on requirements definition and scoping. The dedicated Account Executive organizes a meeting with key project team members from the potential Canoe client. This session outlines project objectives, key deliverables, timelines, and constraints, facilitated by a dedicated Technical Lead from Tiree. This collaborative approach ensures that all aspects of the project are thoroughly considered and documented. Tiree collaborates closely with members to refine the project scope and requirements, ensuring alignment with best practices and specific regulations. To aid this process, members have access to industry-leading templates and checklists, empowering them to articulate their needs efficiently and accurately.</p> <p>Step Three involves project plan development. Tiree drafts a customized plan that includes a defined scope and key milestones. Resources are assigned with clear roles, and a comprehensive Work Breakdown Structure (WBS) is developed. This structured approach ensures that every aspect of the project is accounted for and that resources are optimally utilized. We incorporate risk assessment and mitigation strategies, alongside a robust communication strategy to keep stakeholders informed and engaged throughout the project lifecycle. These strategies are essential for managing potential challenges and ensuring the project stays on track.</p> <p>Step Four involves providing a detailed proposal for approval. Our proposal offers clear, competitive, and value-driven pricing, with quotes broken down by labor, materials (if applicable), and optional services, enabling informed decision-making. The proposal includes resumes of key personnel, our strategic approach, and the WBS. This level of detail ensures that members have all the information they need to make confident decisions about moving forward. Members can review and approve quotes electronically, expediting the contracting process and minimizing delays.</p> <p>Our commitment to a member-centric approach ensures flexibility and customization, whether full-scale project management or specialized support is required. We guarantee regional accessibility through a combination of onsite and remote support options, ensuring equitable access regardless of geographic location. This adaptability is crucial for meeting the diverse needs of Canoe members across various regions. Our rapid response times include replying to inquiries within one business day and providing initial project assessments within five business days. Furthermore, all project plans and contracts align with industry best practices and Canoe procurement standards, ensuring efficiency and regulatory compliance.</p> <p>By prioritizing accessibility, transparency, and high-quality service delivery, we ensure that Canoe members can engage with us effortlessly and confidently. Our process fosters a partnership built on trust and success, ensuring that members receive the support and solutions they need to achieve their goals effectively and efficiently.</p>

2	Describe your firm's approach to managing and resolving disputes, disagreements and issues with clients? Please provide examples of how you handle challenges in a manner to ensure service excellence and maintain strong client relationships.	<p>Effective dispute resolution is fundamental to maintaining service excellence and fostering long-term client relationships. Our approach is proactive, structured, and rooted in open communication, ensuring that challenges are addressed swiftly and effectively to minimize disruptions to our clients' operations and bottom line.</p> <p><b>Early Identification and Prevention</b></p> <p>We prioritize early identification and mitigation of potential conflicts through transparent and continuous engagement. Our Project Teams establish clear communication channels and feedback loops, conduct regular status meetings, and provide structured reporting to ensure alignment with client expectations. By addressing concerns at an early stage, we minimize disruptions and keep projects on track, ensuring that our clients receive high-quality, reliable service. This approach not only prevents minor issues from escalating into disputes, but also reinforces trust and collaboration, demonstrating our commitment to delivering results while maintaining strong, long-term client relationships and allowing our clients to focus on their core operations with confidence.</p> <p>For example, in a recent engagement, our team identified early warning signs of potential budget overruns due to shifting project requirements. By proactively engaging with the client and key stakeholders, we facilitated discussions that allowed for scope adjustments, cost realignments, and risk mitigation strategies before the issue became a critical challenge. This not only kept the project within budget but also demonstrated our commitment to transparency and collaboration, reinforcing trust with our client.</p> <p><b>Responsive and Accessible Resolution Process</b></p> <p>Should a disagreement arise, our first step is to facilitate direct discussions between the involved parties, led by the Project Manager. This ensures that concerns are heard, misunderstandings are clarified, and a collaborative solution is developed in alignment with project goals. By responding quickly and efficiently, we ensure that concerns are addressed in a timely manner, minimizing any potential impact on project timelines, costs, and quality. Clients can access our resolution services quickly, regardless of their location, through direct engagement with their designated Project Manager, ensuring an efficient and streamlined process.</p> <p>If an issue requires further escalation, our designated Project Manager will work closely with the client to mediate and determine a mutually beneficial resolution. In cases involving technical complexities, we engage Subject Matter Experts to provide objective insights and ensure that the resolution is both informed and practical. By offering clear pathways to address challenges and demonstrating responsiveness, we reinforce confidence in our ability to deliver consistent, high-quality outcomes while fostering strong client partnerships built on trust and collaboration.</p> <p>As another example, on a complex multi-stakeholder project, an unexpected regulatory requirement created a conflict between the project schedule and compliance obligations. Our Project Manager immediately engaged with the client and regulatory authorities to find a solution, facilitating discussions and presenting alternative approaches that met compliance requirements without causing major project delays. Our ability to act swiftly and problem-solve effectively ensured that the client's project moved forward while maintaining compliance, reinforcing our value as a responsive and solutions-oriented partner.</p> <p><b>Accountability and Service Commitment</b></p> <p>Tiree maintains a formal issue log to document, track, and manage the resolution process, ensuring transparency and accountability. This structured approach allows us to resolve issues consistently and efficiently while continuously improving our processes based on past challenges. By maintaining clear records and following a structured resolution framework, we not only enhance service delivery but also provide clients with visibility into issue management, ensuring they feel informed and valued. Our commitment to accountability and continuous improvement reassures clients that we are invested in their success, strengthening long-term relationships and solidifying our role as a trusted partner.</p> <p>For example, during a long-term engagement, a recurring challenge emerged with delayed approvals impacting project progress. By systematically tracking the delays and analyzing patterns through our issue log, we identified root causes and worked with the client to implement a more streamlined approval workflow. This proactive approach significantly improved turnaround times, enhancing project efficiency while demonstrating our commitment to continuous improvement and operational excellence.</p> <p>Ultimately, our approach ensures that issues are handled efficiently, minimizing operational impacts while preserving strong client relationships. Canoe members can rely on Tiree as a trusted partner, dedicated to service excellence, proactive problem-solving, and a commitment to their success.</p>
3	Describe your client management approach.	<p>With 25 years of experience supporting public and private sector clients, we have developed a structured and client-centric approach that ensures seamless access to our services, timely responses to client needs, and tailored solutions that maximize value. Our dedicated Account Executives and Team Leads serve as primary points of contact, providing strategic oversight and proactive support. Additionally, executive engagement is reinforced through Quarterly Business Reviews (QBRs), ensuring alignment with client objectives and continuous service improvement.</p> <p><b>Seamless Accessibility &amp; Responsiveness</b></p> <p>We understand that clients require fast and easy access to services, regardless of their location. As a trusted partner, Tiree provides a streamlined engagement process that allows organizations to quickly leverage our expertise through the Canoe Procurement Group contract. Our team is equipped to provide support remotely or in person, ensuring that geography is never a barrier to exceptional service. We prioritize responsiveness by maintaining open lines of communication, ensuring that clients can reach our experts when they need guidance, answers, or strategic input.</p> <p><b>Proactive Communication &amp; Alignment</b></p> <p>Clear, structured, and proactive communication is at the core of our client management strategy. Tiree ensures that all stakeholders remain informed and aligned through well-defined communication protocols, regular reporting, and scheduled updates. Our Account Managers and Lead Project Managers serve as dedicated points of contact, providing real-time insights and addressing client inquiries with transparency and professionalism. We tailor our communication approach to each client's preferences, ensuring that information is delivered efficiently and effectively to support informed decision-making.</p> <p><b>High-Quality Service &amp; Measurable Impact</b></p> <p>Clients choosing Tiree can expect a high level of service that is results-driven and client-focused. Our project management methodologies are rooted in industry best practices, ensuring that projects are delivered on time, within scope, and on budget. By engaging Tiree through the Canoe contract, organizations benefit from proven expertise in optimizing project outcomes, enhancing operational efficiency, and ultimately improving their bottom line. Our approach is not just about delivering services—it's about creating value, reducing risks, and driving long-term success.</p> <p><b>Commitment to Client Success</b></p> <p>At Tiree, we view every client relationship as a partnership built on trust, responsiveness, and a shared commitment to achieving project goals. We are invested in our clients' success and are committed to adapting our approach to meet evolving needs. Whether providing strategic advice, managing complex projects, or supporting day-to-day operations, Tiree is dedicated to delivering solutions that drive meaningful impact.</p> <p>By choosing Tiree, Canoe members gain a reliable, knowledgeable, and client-focused partner who understands their priorities and works collaboratively to achieve their objectives.</p>

#### Engagement , Marketing and Training

Line Item	Question	Response *
1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	<p>Promoting Value: Tiree has a longstanding and successful approach to public sector engagement and marketing, built on trusted partnerships, proactive education, and data-driven outreach strategies. Our team has successfully positioned public sector procurement vehicles for over 25 years, ensuring that clients across municipalities, public sector entities, and not-for-profit organizations understand and maximize their procurement opportunities.</p> <p>The Canoe contract will be fully embedded into Tiree's existing engagement and marketing framework, ensuring that members recognize its value as a strategic, cost-effective procurement tool for infrastructure and construction project management services.</p> <p>Our engagement and marketing strategy focuses on:</p> <ul style="list-style-type: none"> <li>Stakeholder-Specific Outreach – Leveraging targeted engagement strategies to build awareness, strengthen relationships, and drive contract adoption.</li> <li>Strategic Marketing Execution – Reinforcing the contract's benefits and Tiree's unique service offerings through integrated digital, content, and co-branded campaigns.</li> <li>Performance Tracking &amp; Optimization – Ensuring ongoing contract visibility, adoption growth, and continuous improvement through real-time analytics and member feedback.</li> </ul> <p>By integrating the Canoe contract into Tiree's existing engagement and marketing framework, we will ensure that it is positioned as a trusted and high-value procurement solution for project management services across Canada.</p> <p><b>Stakeholder-Specific Approach:</b> To maximize awareness, adoption, and long-term engagement, Tiree's approach is structured around meaningful relationship-building, tailored messaging, and sector-specific engagement strategies. We recognize that each group within Canoe's membership has unique procurement challenges, infrastructure needs, and capital planning priorities.</p> <p>Our team will leverage its existing relationships, sector expertise, and proven engagement model to ensure that every stakeholder group understands the value of the Canoe contract, how it simplifies procurement, and why Tiree is the trusted project management partner to deliver results.</p> <p><b>Municipalities &amp; Government</b></p> <p>Engagement Strategy - Tiree will engage directly with municipal leaders, public works officials, and procurement teams, ensuring that the Canoe contract is positioned as a strategic procurement tool that streamlines infrastructure delivery while maintaining compliance with regulatory requirements. Our engagement approach will prioritize alignment with municipal capital planning cycles, ongoing relationship management, and participation in policy-shaping discussions to strengthen adoption and ensure municipalities see the long-term value of cooperative purchasing for their infrastructure projects.</p>

	<p>Marketing Strategy - Our marketing approach will focus on positioning the Canoe contract as a trusted procurement vehicle by demonstrating examples of efficiencies, cost savings, and procurement simplification. Tiree will deploy targeted messaging that highlights our track record of success in municipal infrastructure delivery, using data-driven insights and case studies to reinforce our value proposition.</p>
	<p>Conservation Authorities</p> <p>Engagement Strategy - Conservation authorities prioritize environmental sustainability, regulatory compliance, and long-term infrastructure resilience. Tiree will engage with decision-makers to align our project management expertise with their unique environmental mandates and conservation objectives. By positioning the Canoe contract as a procurement vehicle that supports sustainable, cost-effective infrastructure solutions, we will strengthen adoption and long-term partnerships with conservation authorities.</p> <p>Marketing Strategy – Tiree will focus on reinforcing our expertise in managing environmentally sustainable projects and our ability to align with conservation authorities' mandates. Our marketing efforts will emphasize long-term asset and portfolio management, along with innovative solutions for conservation-focused infrastructure projects.</p>
	<p>District Social Services Administration Boards (DSSABs)</p> <p>Engagement Strategy - DSSABs oversee critical social infrastructure projects, including affordable housing and community development initiatives. Tiree will engage with DSSAB leadership to position the Canoe contract as a scalable, efficient procurement tool that supports cost-effective project delivery. Our strategy will focus on understanding their long-term capital planning goals and integrating our project management expertise into their procurement processes.</p> <p>Marketing Strategy - Tiree will emphasize our experience in managing high-impact social infrastructure projects, reinforcing how structured project management mitigates cost overruns, enhances funding efficiency, and accelerates project timelines. By aligning marketing messaging with DSSAB priorities, we will drive contract awareness and adoption.</p>
	<p>Education (Universities, Colleges, Public Schools)</p> <p>Engagement Strategy - Educational institutions require strategic infrastructure planning to support long-term growth, modernization, and sustainability. Tiree will engage with facilities management teams and capital planning stakeholders to position the Canoe contract as a flexible, reliable procurement tool that supports both major infrastructure projects and ongoing facilities management needs. Our strategy will focus on demonstrating the contract's ability to streamline project delivery while maintaining fiscal responsibility and compliance with educational procurement policies.</p> <p>Marketing Strategy - Tiree will develop targeted messaging that emphasizes our expertise in delivering complex education infrastructure projects, ensuring that procurement officers, capital planners, and institutional leadership understand how the Canoe contract can simplify their procurement process while improving project outcomes.</p>
	<p>Hospitals &amp; Healthcare</p> <p>Engagement Strategy - Healthcare infrastructure projects require highly regulated, cost-sensitive, and time-critical project management solutions. Tiree will focus on aligning with healthcare procurement teams, infrastructure planners, and capital project executives to demonstrate how the Canoe contract provides an efficient, compliant pathway to access expert project management services. By ensuring that healthcare procurement teams understand how the contract reduces administrative burden and accelerates infrastructure delivery, we will drive contract adoption in this sector.</p> <p>Marketing Strategy - Tiree's marketing will highlight our proven track record in delivering healthcare infrastructure projects, reinforcing the importance of risk mitigation and operational continuity. Our marketing efforts will emphasize how the Canoe contract enables hospitals and healthcare institutions to engage expert project management services quickly and efficiently.</p>
	<p>Indigenous Communities</p> <p>Engagement Strategy - Indigenous communities have unique economic development, infrastructure, and procurement priorities. Tiree's approach will focus on leveraging our current membership with the Canadian Council for Indigenous Business (CCIB) well as our existing relationships with Indigenous partners to build trust-based relationships with Indigenous leaders and economic development groups, ensuring that the Canoe contract is positioned as a tool for advancing long-term community infrastructure projects. Our strategy will emphasize collaborative planning, capacity-building initiatives, and alignment with Indigenous economic development goals.</p> <p>Marketing Strategy - Tiree will highlight our experience partnering on Indigenous-led projects, showcasing successful case studies, partnerships with Indigenous-owned firms, and culturally responsive infrastructure solutions. Our marketing will reinforce how the Canoe contract provides a seamless, compliant procurement pathway that supports Indigenous self-governance and long-term economic sustainability.</p>
	<p>Not-for-Profit Organizations</p> <p>Engagement Strategy - Non-profit organizations often face funding limitations and administrative constraints, making efficient procurement essential. Tiree will engage with non-profit leadership teams to educate them on how the Canoe contract simplifies access to project management services, enabling them to focus on their core missions while ensuring cost-effective infrastructure solutions. Our approach will focus on demonstrating long-term value, cost-efficiency, and ease of procurement for non-profits seeking infrastructure project management support.</p> <p>Marketing Strategy - Tiree's marketing efforts will emphasize our experience working with non-profit organizations to manage infrastructure and capital projects within funding constraints. We will position the Canoe contract as a practical, cost-saving solution that allows non-profits to engage expert project management services without the complexities of traditional procurement processes.</p> <p>Joint Marketing &amp; Strategic Outreach with Canoe: To further strengthen our engagement and marketing strategy, Tiree will collaborate with Canoe on joint marketing initiatives, embedding the Canoe contract into our ongoing content marketing, industry event sponsorship and outreach initiatives including but not limited to:</p> <ul style="list-style-type: none"> <li>• Co-Branded Marketing Materials – Jointly developing sector-specific marketing materials, procurement toolkits, and success stories.</li> <li>• Thought Leadership &amp; Content Collaboration – Contributing to Canoe's newsletters, procurement updates, and knowledge-sharing platforms.</li> <li>• Industry Event Participation – Engaging directly with decision-makers at Canoe-sponsored procurement forums and training sessions.</li> </ul> <p>This collaboration will reinforce the trusted partnership between Canoe and Tiree, ensuring that members receive clear, consistent messaging on how the contract simplifies procurement and provides value-driven project management solutions.</p> <p>Performance Tracking &amp; Continuous Optimization: To ensure that engagement and marketing efforts translate into measurable contract adoption and impact, Tiree will implement a structured performance tracking framework. Our approach focuses on capturing meaningful data, analyzing trends, and continuously optimizing our outreach strategies to maximize contract utilization.</p> <p>Through ongoing collaboration with Canoe, we will monitor adoption rates, stakeholder engagement, and marketing performance to ensure that members are fully aware of the contract's value and leveraging it effectively. By proactively gathering feedback and usage data, we will refine our approach to ensure that the contract remains a trusted and high-value procurement tool for Canoe's members.</p> <ul style="list-style-type: none"> <li>• Contract Adoption Rates - Monitoring usage across the various stakeholder groups and market sectors.</li> <li>• Stakeholder Engagement Metrics - Tracking participation in webinars, events, and direct consultations.</li> <li>• Marketing Performance Data - Analyzing reach, engagement, and lead conversion rates from marketing initiatives.</li> <li>• Direct Feedback from Members - Gathering insights via post-engagement surveys and quarterly business reviews.</li> </ul> <p>By leveraging real-time data and member feedback, Tiree will continuously refine its engagement approach, optimize marketing efforts, and maximize contract adoption.</p>

2	<p>Collaboration between Canoe and the vendor is essential to the buy-in of group purchasing by vendors and their network. What do you expect Canoe's role to be in demonstrating the value of the contract?</p>	<p>As a trusted procurement partner, Canoe plays a pivotal role in reinforcing the contract's credibility, accessibility, and cost-effectiveness. However, demonstrating its true value requires a collaborative effort between Canoe and Tiree. By working together to deliver clear, consistent messaging, targeted member education, and ongoing advocacy, we will ensure that Canoe members fully understand the value of cooperative purchasing and the strategic advantages of leveraging expert project management services.</p> <p>Canoe's role is to position the contract as a strategic procurement tool, ensuring members recognize how it streamlines purchasing, maximizes efficiencies, and provides seamless access to high-quality professional services. Tiree will support this effort through joint outreach, co-branded marketing initiatives, and direct member engagement to reinforce the contract's benefits, drive adoption, and maximize utilization.</p> <p>We anticipate Canoe to demonstrate the value of the contract by focusing on three key areas:</p> <p>Positioning the Contract as a Strategic Procurement Vehicle</p> <ul style="list-style-type: none"> <li>• Promoting the efficiency and simplicity of cooperative purchasing – Helping members bypass lengthy RFP processes and secure pre-vetted, high-quality services faster.</li> <li>• Reinforcing compliance with trade agreements – Ensuring members procure with confidence, knowing the contract meets regulatory requirements.</li> <li>• Highlighting cost savings through aggregated purchasing power – Showcasing how Canoe's model provides cost-effective access to expert professional services without compromising quality.</li> </ul> <p>Driving Awareness &amp; Confidence Through Joint Marketing &amp; Advocacy</p> <p>Working in collaboration with Tiree to:</p> <ul style="list-style-type: none"> <li>• Amplify contract visibility through its established communication channels – Including newsletters, procurement bulletins, industry events, and its procurement portal, ensuring members receive timely and relevant information.</li> <li>• Develop co-branded marketing materials and procurement toolkits – Showcasing the efficiency, cost-effectiveness, and ease of adoption associated with the contract.</li> <li>• Promote contract success through member case studies and testimonials – Highlighting tangible efficiency gains, cost savings, and project outcomes experienced by Canoe members who have leveraged the contract.</li> <li>• Drive member engagement through joint educational initiatives – Collaborating on webinars, procurement training, and industry forums to educate members on best practices in infrastructure procurement and project execution.</li> </ul> <p>Enhancing Member Confidence Through Direct Engagement</p> <ul style="list-style-type: none"> <li>• Serving as a procurement liaison – Acting as the primary resource for contract-related inquiries, ensuring members fully understand how the contract aligns with their specific needs.</li> <li>• Facilitating industry best practices &amp; knowledge-sharing – Providing training, guidance, and engagement opportunities to help members maximize the contract's benefits.</li> </ul> <p>By proactively reinforcing credibility, driving awareness, and facilitating contract adoption, Canoe ensures that members understand and experience the full value of the contract. Tiree will work alongside Canoe to support these efforts, ensuring that the contract is recognized, trusted, and utilized as a preferred procurement solution across all stakeholder groups.</p>
3	<p>Describe how you will train your sales force and network on the value of utilizing the group purchasing such as the Canoe contract for public sector and non for profit clients. Include details on measure you will put in place, such as type and cadence of engagement etc.</p>	<p>Tiree has a proven track record of successfully navigating public sector procurement, leveraging over 25 years of experience delivering project management solutions for federal, municipal, and non-profit clients. Our business development and sales team is a key driver of this success, bringing extensive expertise in public sector engagement, procurement advisory, and contract positioning.</p> <p>Our team is already highly experienced in selling through group purchasing models and positioning pre-approved contracts as strategic procurement solutions. Our structured sales enablement framework, engagement strategies, and performance tracking mechanisms are already in place, ensuring that we can immediately integrate the Canoe contract into our existing processes and drive adoption without delay.</p> <p>To ensure our team effectively communicates the value of utilizing the Canoe contract for public and not-for-profit sector clients, we will embed it into our existing training and sales engagement processes, reinforcing:</p> <ul style="list-style-type: none"> <li>• The strategic advantages of cooperative purchasing – Reinforcing how Canoe simplifies procurement and provides cost savings, while giving members seamless access to pre-qualified professional services for infrastructure and construction project management.</li> <li>• Positioning the Canoe contract as a cost-effective, streamlined procurement pathway – Ensuring our team can immediately articulate how the contract eliminates lengthy RFP processes, enables faster service procurement, and reduces risk for members.</li> <li>• Stakeholder-Specific Messaging &amp; Engagement Strategies – Leveraging our current sector-specific sales approach to ensure municipalities, education, healthcare, and non-profits clearly understand how the contract directly supports their procurement needs.</li> </ul> <p>Tiree's Training Approach &amp; Execution: Tiree's sales training and contract enablement processes are well-established and will seamlessly incorporate the Canoe contract. We will ensure consistent messaging, strong sales execution, and long-term contract engagement by reinforcing knowledge through structured onboarding, interactive workshops, and ongoing performance tracking.</p> <p>Canoe-Specific Training &amp; Onboarding</p> <p>Our Sales Enablement Toolkit, which we use to support all procurement contract adoption efforts, will be expanded to include the Canoe contract. This will provide our team with the resources needed to position the contract effectively from the beginning.</p> <ul style="list-style-type: none"> <li>• Contract Value Proposition Guide – Outlining Canoe's procurement advantages, trade compliance benefits, and cost efficiencies, ensuring our team can communicate its strategic value.</li> <li>• Stakeholder Playbooks &amp; Member-Focused Engagement Training – Leveraging our existing sector-specific sales playbooks, we will integrate Canoe-specific messaging into our targeted sales approach for municipalities, public sector entities, and non-profits.</li> <li>• Procurement &amp; Compliance Training – Our current training model includes procurement compliance education, ensuring our sales and business development team fully understand public sector purchasing and how the Canoe contract streamlines access to professional services.</li> </ul> <p>Ongoing Training &amp; Cadence of Engagement</p> <p>Our contract integration model includes structured onboarding, continuous learning, and sales performance tracking to ensure contract knowledge is reinforced over time. Our current training measures that will incorporate the Canoe contract include:</p> <ul style="list-style-type: none"> <li>• Initial Kickoff Training – Tiree's onboarding process for new contracts includes a dedicated alignment session between the Director of Business Development and the Designated Account Executive assigned to the Canoe contract, ensuring immediate integration into active client discussions.</li> <li>• Weekly Sales Meetings – Contract-specific discussions are built into weekly sales team meetings, where we will introduce Canoe contract updates, discuss procurement trends, and refine engagement strategies.</li> <li>• Monthly Sales Alignment Meetings – As part of our structured sales and marketing alignment process, we will ensure the Canoe contract remains a central component of our outreach strategy, messaging, and content development.</li> <li>• Quarterly Lessons Learned Discussions – Interactive learning sessions are already part of our standard contract knowledge retention strategy. These will include Canoe contract performance reviews, success stories, and strategic engagement adjustments.</li> </ul> <p>Performance Tracking &amp; Continuous Improvement</p> <p>Our sales performance tracking and contract utilization monitoring processes will provide real-time visibility into contract adoption, ensuring that training efforts translate into measurable business impact. Our existing performance metrics that will be applied to the Canoe contract include:</p> <ul style="list-style-type: none"> <li>• CRM-Integrated Contract Tracking – All sales activities related to the Canoe contract will be monitored through our CRM system, ensuring visibility into client interactions, contract adoption trends, and procurement discussions.</li> <li>• Sales Performance Dashboards &amp; KPI Monitoring – Our performance dashboards will track lead conversion rates, contract-driven sales growth, and engagement effectiveness for the Canoe contract.</li> <li>• Stakeholder Feedback Loop – We will integrate Canoe-specific post-engagement surveys into our existing member feedback collection process, ensuring that insights drive continuous improvement.</li> <li>• Contract Utilization Analysis – Our contract tracking methodology will monitor member participation levels, repeat engagements, and procurement frequency, allowing us to refine sales messaging and optimize positioning strategies.</li> </ul> <p>By embedding the Canoe contract into our established training methodology and leveraging our seasoned sales and business development team with deep expertise in public sector procurement vehicles, Tiree is uniquely positioned to integrate the Canoe contract seamlessly into our established training methodology to ensure the contract is not only well understood but actively positioned and promoted.</p>



4	How will you position the Canoe contract in your sales, marketing and engagement efforts?	<p>Tiree will position the Canoe contract as a strategic, high-value procurement vehicle that provides seamless access to expert project management services for infrastructure and construction projects. By integrating the contract into our existing sales, marketing, and engagement framework, our approach will reinforce the Canoe contract as a trusted and streamlined procurement solution while simultaneously positioning Tiree as the preferred project management partner for public sector infrastructure delivery.</p> <p>Through a structured, multi-channel approach, we will drive contract awareness, engagement, and adoption by leveraging three core pillars:</p> <ul style="list-style-type: none"> <li>• Sales Strategy – Ensuring the Canoe contract is embedded into our client interactions and procurement discussions</li> <li>• Marketing Strategy – Driving contract visibility through thought leadership, digital campaigns, and co-branded initiatives</li> <li>• Engagement Strategy – Strengthening relationships through direct outreach, advocacy and continuous stakeholder engagement</li> </ul> <p><b>Sales Strategy: Positioning Canoe as a Strategic Procurement Solution</b></p> <p>Tiree's seasoned sales and business development team follows a structured approach to positioning procurement contracts. The Canoe contract will be seamlessly integrated into our existing sales processes, ensuring that it is positioned as a preferred procurement pathway for project management services. Our sales effort will focus on:</p> <ul style="list-style-type: none"> <li>• Leveraging Established Sales Expertise – Tiree's business development professionals are already highly experienced in positioning public sector procurement vehicles. The Canoe contract will be embedded into our CRM-driven sales workflows, ensuring it is consistently highlighted in procurement discussions, client meetings, and proposal strategies.</li> <li>• Positioning Canoe as a Competitive Differentiator – The contract will be presented as a pre-approved, procurement solution, reducing administrative barriers, compliance concerns, and procurement lead times for Canoe members in accessing our services.</li> <li>• Stakeholder-Specific Positioning – Sales messaging will be tailored to each sector, ensuring that municipalities, healthcare, education, non-profits, and Indigenous communities understand how the contract directly supports their procurement and project needs.</li> <li>• Collaboration with Canoe for Market Growth – Our team will work in partnership with Canoe's Client Relations team to coordinate introductions, access member insights, and participate in key industry events to drive adoption.</li> </ul> <p><b>Marketing Strategy: Driving Awareness &amp; Adoption</b></p> <p>Tiree's marketing strategy is designed to accelerate contract awareness, build credibility, and drive adoption. By embedding Canoe contract messaging into our existing marketing framework, we will reinforce its value across key sectors through strategic content, targeted outreach, and collaborative campaigns with Canoe. Our marketing efforts will focus on:</p> <ul style="list-style-type: none"> <li>• Thought Leadership &amp; Education – Tiree will develop whitepapers, reports, and procurement best-practice guides demonstrating how the Canoe contract simplifies project procurement and enhances infrastructure delivery.</li> <li>• Sector-Specific Digital Campaigns – Targeted LinkedIn campaigns, industry outreach, and digital advertising will position the Canoe contract as a trusted procurement vehicle among procurement professionals, capital project teams, and infrastructure decision-makers.</li> <li>• Co-Branded Marketing Initiatives with Canoe – Our team will collaborate with Canoe to develop joint marketing materials, success stories, and procurement toolkits, ensuring high visibility through Canoe's newsletters, website, and educational programs.</li> <li>• Client Success Stories &amp; Case Studies – Impactful project success stories will be developed to demonstrate the impactful efficiency gains, cost savings, and improved project outcomes through the Canoe contract.</li> </ul> <p><b>Engagement Strategy: Strengthening Relationships</b></p> <p>Tiree's engagement strategy is centered on long-term relationship-building, direct stakeholder engagement, and strategic advocacy efforts. By embedding the Canoe contract into our proven client engagement framework, we will ensure high contract visibility, continuous education, and ongoing adoption growth. Our engagement efforts will focus on:</p> <ul style="list-style-type: none"> <li>• Strategic Industry Engagement – Tiree will continue its active participation in public sector conferences, trade shows, and capital project summits, reinforcing the Canoe contract as a valuable procurement tool for infrastructure delivery.</li> <li>• Direct Procurement Outreach – Tailored procurement briefings and structured stakeholder meetings will ensure that decision-makers fully understand the contract's value proposition and procurement benefits.</li> <li>• Collaboration with Canoe's Client Relations Team – Our team will work closely with Canoe to ensure alignment in outreach efforts, coordinate member engagement opportunities, and provide customized content to drive contract adoption.</li> <li>• Continuous Stakeholder Engagement &amp; Feedback Loop – Our team will leverage its current contract performance tracking framework to monitor engagement effectiveness, adjust strategies, and refine messaging based on feedback from Canoe members.</li> </ul>
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5	<p>Describe your methodology and approach to a successful start up / implementation plan and ongoing review and monitoring of the contract use and promotion. Include details on measure you will put in place.</p>	<p>Tiree's structured implementation methodology is an established process we have refined over the past 25 years of managing public sector contracts, ensuring seamless adoption, compliance, and operational integration.</p> <p>The Canoe contract will be incorporated into our existing framework, which not only includes sales and marketing but also our core business operations. By integrating the contract into our Finance, Business Operations, Service Line Leadership, Proposals, Human Resources, and Security teams, we will ensure efficient contract execution, strategic oversight, and sustained long-term success.</p> <p>Implementation Strategy: Setting the Foundation for Success: To ensure long-term contract success, Tiree follows a structured, phased implementation approach that first establishes internal operational readiness and then focuses on strategic market engagement. This approach ensures that our teams are aligned, our contract management processes are embedded, and our engagement strategy is effectively deployed to drive adoption across Canoe members.</p> <p>Phase 1: Internal Alignment &amp; Contract Integration</p> <p>Before launching external engagement, Tiree embeds the Canoe contract into its internal systems, processes, and team workflows to ensure seamless execution. This ensures that all functional teams are fully equipped to support contract adoption, optimize resource allocation, and maintain compliance.</p> <p>Sales / Business Development &amp; Marketing:</p> <ul style="list-style-type: none"> <li>• The Director of Business Development assigns a Dedicated Account Executive responsible for overseeing contract adoption and stakeholder engagement.</li> <li>• Our sales and business development team are trained and equipped to position the contract as a trusted and valuable procurement solution for engaging our services.</li> <li>• The contract is fully integrated into Tiree's Salesforce-based CRM, allowing for real-time tracking of inquiries and stakeholder interactions.</li> <li>• Our Marketing team supports contract visibility and awareness through thought leadership, digital campaigns, and co-branded content development with Canoe.</li> </ul> <p>Finance &amp; Contract Administration:</p> <ul style="list-style-type: none"> <li>• Tiree's Finance Team ensures that the contract is aligned with our internal financial controls, utilization tracking, and compliance requirements.</li> <li>• Monthly reporting mechanisms are established to track contract revenue, project expenditures, and adoption trends.</li> <li>• A dedicated contract analyst will oversee financial performance tracking, invoicing accuracy, and budget alignment.</li> </ul> <p>Business Operations &amp; Service Delivery Alignment:</p> <ul style="list-style-type: none"> <li>• Tiree's Business Operations Team integrates the Canoe contract into our internal resource planning tools, ensuring seamless deployment of project teams.</li> <li>• Service Line Leaders (Real Property Advisory, Infrastructure and Construction Project Management, Digital Services, and Security and Smart Technologies) are briefed on contract activation and project scoping strategies – ensuring alignment with Business Development and Marketing to drive strategic engagement and tailored messaging to Canoe members.</li> <li>• Capacity planning reviews ensure that staffing levels align with anticipated contract demand.</li> </ul> <p>Proposals &amp; Contract Governance:</p> <ul style="list-style-type: none"> <li>• Tiree's Proposal Team is trained to integrate the Canoe contract into proposal responses ensuring consistency in messaging and compliance with member requirements.</li> <li>• Standardized proposal templates and procurement toolkits will include pre-vetted contract language to streamline response times for Canoe members.</li> </ul> <p>Human Resources &amp; People Operations:</p> <ul style="list-style-type: none"> <li>• Tiree's HR &amp; People Operations Teams ensure that project staffing requirements under the Canoe contract are met, optimizing resource allocation, hiring timelines, and workforce planning.</li> <li>• Workforce planning and recruitment strategies are aligned to support projected contract demand, ensuring Tiree can scale resources as needed.</li> </ul> <p>Security &amp; Compliance:</p> <ul style="list-style-type: none"> <li>• Tiree's Designated Security Officer oversees security clearance processing for all employees, ensuring alignment with contract requirements and public sector security standards to enable seamless workforce deployment.</li> </ul> <p>This foundational alignment ensures that all teams are fully equipped to execute targeted engagement strategies in Phase 2 while maintaining operational efficiency in contract fulfillment.</p> <p>Phase 2: Market Introduction &amp; Stakeholder Engagement</p> <p>With the internal structure in place, Phase 2 focuses on introducing Tiree's new contract to Canoe members, reinforcing its value proposition, and engaging key decision-makers. This includes a formal contract announcement, multi-tiered stakeholder engagement, and strategic relationship development to build early momentum.</p> <p>Contract Announcement &amp; Market Visibility:</p> <ul style="list-style-type: none"> <li>• Public Announcement - Tiree will issue a contract award announcement, ensuring current and prospective clients are aware of the new procurement pathway for its project management services.</li> <li>• Targeted Communications - Direct messaging to existing clients and key stakeholders to inform them of the contract's availability and benefits.</li> <li>• Strategic Messaging Alignment with Canoe - Ensuring consistency in communication through Canoe's procurement portal, newsletters, and educational materials.</li> </ul> <p>Multi-Tiered Member Engagement Strategy:</p> <ul style="list-style-type: none"> <li>• Implementing a structured, multi-channel outreach approach that ensures all key stakeholder groups are engaged, fully aware of the contract's benefits, and empowered to utilize it effectively.</li> </ul> <p>Integrated Collaboration with Canoe:</p> <ul style="list-style-type: none"> <li>• Working alongside Canoe to align on contract positioning, leverage Canoe's established procurement touchpoints, and co-develop outreach strategies that enhance contract visibility.</li> </ul> <p>Stakeholder Education &amp; Relationship Development:</p> <ul style="list-style-type: none"> <li>• Our Sales / Business Development and Marketing teams will proactively engage members through targeted communication, digital campaigns, and educational opportunities, ensuring that the contract is clearly understood and positioned as a preferred procurement tool for our services.</li> </ul> <p>Ongoing Stakeholder Engagement &amp; Member Feedback:</p> <ul style="list-style-type: none"> <li>• We will implement an ongoing engagement framework, leveraging quarterly engagement sessions and sector-specific forums to ensure continuous knowledge-sharing and increase contract adoption over time.</li> </ul> <p>By establishing this initial presence, positioning the contract effectively, and engaging key stakeholders, Phase 2 creates the momentum needed for ongoing performance monitoring and strategic refinement.</p> <p>Ongoing Performance Review &amp; Monitoring of Contract Use and Promotion: Tiree will ensure the Canoe contract remains visible, widely utilized, and continuously optimized through an integrated performance management framework embedded across sales, marketing, finance, and business operations. Our structured review process will monitor contract adoption, use, and promotion, ensuring alignment with strategic growth objectives.</p> <ul style="list-style-type: none"> <li>• Sales &amp; Stakeholder Engagement Monitoring – Tiree will track contract adoption through monthly sales and utilization reports, analyzing market penetration across key sectors. Quarterly and annual business reviews with Canoe will provide insights into adoption trends, stakeholder engagement, and areas for growth, ensuring our outreach remains targeted and effective.</li> <li>• Financial &amp; Operational Performance Tracking – Tiree will monitor contract-driven revenue growth, assessing project volume and service utilization to evaluate financial impact. Our finance and operations teams will track invoicing accuracy, budget alignment, and workforce capacity to ensure scalable service delivery in response to contract demand.</li> <li>• Marketing &amp; Awareness Performance – Tiree will evaluate contract visibility through digital engagement analytics, thought leadership initiatives, and market awareness campaigns.</li> <li>• Adaptive Strategy Adjustments – Based on utilization trends and stakeholder feedback, Tiree will refine contract messaging, enhance targeted engagement efforts, and continuously align with Canoe to maximize awareness and adoption. Insights gathered through ongoing performance monitoring will guide adjustments to outreach strategies, ensuring sustained growth and long-term contract success.</li> </ul>
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6	<p>How will you be monitoring the adoption and utilization of the Canoe contract by your sales and network? Which key performance indicators will you be monitoring?</p>	<p>Tiree employs a structured, data-driven framework to track, measure, and optimize contract adoption, ensuring that Canoe members fully leverage the agreement. Our monitoring approach integrates seamlessly into our existing sales, marketing, business operations, and financial tracking systems, allowing us to assess contract utilization in real time, adjust engagement efforts based on insights, and drive long-term adoption across all key stakeholder groups.</p> <p>As with all major public sector procurement vehicles we manage, our focus is on ensuring visibility, optimizing member engagement, and refining contract positioning to maximize impact. Through our CRM-driven sales tracking, market intelligence reviews, and quarterly performance evaluations with Canoe, we will proactively monitor contract usage, identify opportunities for expansion, and refine our engagement approach as needed.</p> <p>Strategic Framework for Contract Utilization Monitoring</p> <p>To ensure effective tracking and reporting, Tiree's approach includes three key components:</p> <p>1. Sales &amp; Market Engagement Tracking</p> <p>Tiree's Salesforce-based CRM will be the primary tool for tracking contract adoption across sales and marketing. This centralized system enables real-time visibility into:</p> <ul style="list-style-type: none"> <li>• Member Engagement Trends – Volume of procurement consultations, contract inquiries, and stakeholder interactions.</li> <li>• Sales Pipeline Conversion – Percentage of contract-related discussions converted into active project engagements.</li> <li>• Sector &amp; Regional Utilization – Adoption breakdown across municipalities, healthcare, education, Indigenous communities, and non-profits.</li> <li>• Procurement Decision-Maker Interactions – Capturing engagement data with capital planning, facilities management, and procurement teams.</li> </ul> <p>This data-driven approach allows for proactive adjustments to sales engagement, targeted marketing, and contract positioning strategies.</p> <p>2. Key Performance Indicators (KPIs) for Measuring Success</p> <p>Tiree will track the following KPIs to assess contract adoption, utilization, and financial impact:</p> <p>Contract Adoption &amp; Market Penetration</p> <ul style="list-style-type: none"> <li>• Contract Utilization Rate – Percentage of Canoe members actively using the contract.</li> <li>• New Member Activation – Increase in first-time contract users.</li> <li>• Sector-Specific Adoption Trends – Identifying high- and low-adoption sectors for refined outreach.</li> </ul> <p>Member Engagement &amp; Relationship Development</p> <ul style="list-style-type: none"> <li>• Consultation-to-Utilization Conversion Rate – Percentage of procurement consultations resulting in contract use.</li> <li>• Stakeholder Retention &amp; Repeat Business – Percentage of members engaging in multiple contract procurements.</li> <li>• Stakeholder Satisfaction – Insights gathered from post-engagement surveys and direct member feedback.</li> </ul> <p>Revenue &amp; Financial Impact</p> <ul style="list-style-type: none"> <li>• Contract-Driven Revenue Growth – Measuring total revenue generated from projects secured through the Canoe contract, assessing growth over time.</li> <li>• Project Volume &amp; Scope – Tracking the number, scale, and complexity of infrastructure projects procured under the contract to evaluate market demand and service capacity.</li> <li>• Contract Utilization Value – Assessing the financial impact of recurring contract engagements, revenue trends by sector, and overall contribution to Tiree's business growth.</li> </ul> <p>3. Continuous Optimization &amp; Strategic Adjustments</p> <p>To ensure long-term contract success, Tiree will conduct structured reporting, reviews and continuous data-driven refinements, leveraging market insights to optimize contract adoption.</p> <p>Quarterly &amp; Annual Business Reviews with Canoe</p> <ul style="list-style-type: none"> <li>• Assess contract utilization trends across all stakeholder groups.</li> <li>• Identify barriers to adoption and develop targeted outreach solutions.</li> <li>• Align on contract messaging refinements based on member feedback.</li> </ul> <p>Member Feedback Integration &amp; Engagement Refinement</p> <ul style="list-style-type: none"> <li>• Conduct post-engagement surveys and direct procurement consultations.</li> <li>• Refine contract messaging based on real procurement challenges and market demand.</li> <li>• Develop updated procurement toolkits, success stories, and educational content based on evolving member needs.</li> </ul> <p>CRM-Driven Market Intelligence &amp; Proactive Outreach</p> <ul style="list-style-type: none"> <li>• Analyze regional and sector-specific adoption trends to adjust sales efforts.</li> <li>• Optimize stakeholder engagement strategies based on real-time utilization insights.</li> <li>• Refine financial and operational performance tracking to maximize contract-driven growth.</li> </ul>
7	<p>Describe your commitment to attending and/or sponsoring member engagement events (e.g., reverse trade shows, conventions, golf tournaments, educational offerings, retreats, procurement excellence etc.)</p>	<p>Tiree has a long-standing presence at major industry and client events, where we actively contribute to knowledge-sharing and stakeholder engagement. Our participation as a primary sponsor of two of Canada's largest and most exclusive public sector conferences demonstrates our commitment to advancing infrastructure solutions and fostering collaboration across the industry.</p> <ul style="list-style-type: none"> <li>• The National Executive Forum on Public Property (NEFPP) National Symposium – The leading forum for public real property knowledge and innovation, bringing together senior government leaders and decision-makers from across Canada.</li> <li>• The Real Property Institute of Canada (RPIC) Summit – A national event fostering collaboration and professional development among real property professionals in the public sector.</li> </ul> <p>Building on this strong foundation, Tiree is committed to deepening engagement with Canoe members through active participation, sponsorship, and strategic involvement at key industry events. As a trusted partner in infrastructure and construction project management, we recognize the importance of face-to-face networking, thought leadership, and industry advocacy in fostering meaningful relationships and driving contract adoption.</p> <p>Tiree's sales and business development team, along with key members of our leadership team, will actively attend, exhibit, and participate in Canoe member events, including reverse trade shows, conventions, retreats, and educational forums. By directly engaging with procurement professionals, infrastructure leaders, and key decision-makers, we will provide first-hand insights into the benefits of the Canoe contract and demonstrate how members can seamlessly access Tiree's full lifecycle project management expertise.</p> <p>Beyond participation, Tiree will contribute to thought leadership discussions, panel engagements, and procurement excellence forums, reinforcing our commitment to delivering streamlined, cost-effective, and scalable project management solutions.</p> <p>To further strengthen our partnership with Canoe, we will actively support Canoe-led initiatives through sponsorships and co-branded opportunities, similar to our ongoing partnerships with other public sector organizations. This ensures that members remain well-informed, engaged, and have direct access to our expertise in infrastructure and capital project delivery.</p>

8	<p>Provide details on industry and association partnerships your company has fostered over time which will be beneficial to promoting the Canoe contract in Canada.</p>	<p>Tiree has built strong partnerships across key industry associations, professional organizations, and procurement networks that align with the Canoe contract's objectives. These partnerships provide valuable access to municipal, public sector, and Indigenous procurement decision-makers, strengthening our ability to promote the contract and increase adoption among stakeholders.</p> <p>Industry &amp; Association Partnerships</p> <ul style="list-style-type: none"> <li>National Executive Forum on Public Property (NEFPP) &amp; Real Property Institute of Canada (RPIC) – As a long-standing member and sponsor of Canada's leading public property organizations, Tiree actively engages in knowledge-sharing and best practices that influence public sector procurement and infrastructure development.</li> <li>Canadian Council for Indigenous Business (CCIB) – As a CCIB member, Tiree is committed to supporting Indigenous economic development and strengthening partnerships with Indigenous communities—aligning with Canoe's Indigenous engagement initiatives.</li> <li>Building Owners and Managers Association (BOMA) – Through our engagement with BOMA, Tiree connects with infrastructure leaders and property managers responsible for capital planning, aligning with many Canoe members' needs.</li> <li>Ottawa Board of Trade – As a member, Tiree actively participates in discussions on economic development and municipal infrastructure, reinforcing our ability to engage and influence public sector stakeholders.</li> <li>buildingSMART Canada – As a 'innovator' member, Tiree is actively remaining at the forefront of Building Information Modeling (BIM), digital project delivery, and data-driven decision-making to enhance the efficiency and quality of public infrastructure projects.</li> </ul> <p>Employee Engagement Across Professional Networks</p> <p>Beyond formal memberships, Tiree employees actively contribute to industry forums, regulatory discussions, and professional development initiatives, strengthening our engagement with key decision-makers in infrastructure, procurement, and construction. Our team regularly attends industry events, participates in knowledge-sharing forums, and advocates for best practices across multiple professional organizations.</p> <p>Tiree employees maintain active engagement with Ontario Association of Architects (OAA), Association of Registered Interior Designers of Ontario (ARIDO), Canada Green Building Council (CAGBC), Project Management Institute (PMI), International Association of Accessibility Professionals (IAAP), and Professional Engineers of Ontario (PEO), among others. These connections further enhance our ability to stay informed on evolving industry trends, regulatory updates, and emerging opportunities that align with the Canoe contract's objectives.</p> <p>Community Engagement &amp; Leadership Through Charitable Events</p> <p>Beyond industry associations, Tiree actively participates in and sponsors major charitable events that bring together public sector leaders, municipal decision-makers, and business leaders. These events serve as another key touchpoint for fostering relationships with infrastructure and procurement professionals. Through our corporate sponsorship and direct involvement in these initiatives, Tiree strengthens its position as a trusted and engaged industry partner, demonstrating our commitment to community impact, collaboration, and responsible leadership.</p> <p>By leveraging both organizational partnerships, employee-driven industry engagement, and community involvement, Tiree ensures strong alignment with Canoe's membership base, increased visibility of the contract, and a direct channel to infrastructure decision-makers across Canada.</p>
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## Sales and service network

Question	Response *
<p>Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area that the Proponent wishes to do business in. Your response should address at least the following areas.</p> <p>a. Sales force. b. Service personnel/teams.</p> <p>Please include details, such as the locations of your network of sales and service providers, and any overlap between the sales function.</p>	<p>We take pride in being the largest Canadian owned project management firm in Canada, uniquely positioned to meet the diverse needs of clients nationwide. Our comprehensive sales network and operational teams prioritize quality service delivery and responsive sales and customer support, ensuring effective delivery of services to Canoe members nationally.</p> <p>Tiree is licenced to do business in every province and Territory in Canada. We have offices in most major cities across Canada, which allows us to provide local, in-person support to our clients who are located in many different regions in Canada. Our office locations include Vancouver, Calgary, Edmonton, Toronto, Ottawa, Montreal, and Quebec City. Every year, we provide end-to-end project management support for more than \$4B of construction and infrastructure spend on projects across Canada.</p> <p>Our approach is backed by a dedicated team of over 300 project management employees, who have a depth of experience delivering public sector infrastructure projects. Our project management professionals are strengthened by a specialized sales force of more than 15 Account Executives, ensuring tailored support for Canoe members. Additionally, our headquarters team of 40+ employees provides comprehensive operational support, including proposal development, recruitment, financial management, and human resources, enabling seamless project execution and unparalleled client service.</p> <p>Canoe members will benefit from a dedicated, regionally assigned Account Executive, fostering strong relationships and a deep understanding of the unique challenges faced by Canoe members. Our Account Executives have extensive experience supporting public-sector clients and a high volume of public-sector projects. Many of these projects involve current Canoe member partners, including provinces, municipalities, conservation authorities, and educational institutions. Tiree will work closely with Canoe to leverage our existing relationships and extensive sales network to further expand and support the growth of Canoe's service offerings among its members. To help navigate the complexities of public procurement, our Account Executives will work with members to ensure compliance with trade agreements and public sector requirements. We offer various engagement options tailored to member preferences, including in-person at member locations or virtual meetings and consultations, and hybrid options as well.</p> <p>Tiree's robust operational structure and dedicated Account Executive team position us to effectively meet the needs of Canoe members across Canada. Our commitment to quality service and responsive support enables us to adapt to the unique challenges and opportunities presented by each Canoe member, in all geographical areas, enhancing the value we provide to our members.</p> <p>For the past 25 years, we have refined our delivery model to provide reliable, scalable, and high-quality project management services to public-sector clients. With over 250+ successfully completed public-sector projects valued at more than \$50 billion, our structured yet flexible approach is designed to meet the diverse needs of Canoe members, including municipalities, educational institutions, and government agencies. Our existing client relationships with Canoe members—such as the City of Ottawa, Metro Vancouver, Infrastructure Ontario, Algonquin College, and the University of Toronto—serve as a testament to our proven track record of delivering industry-leading project management services.</p> <p>Timelines and Service Responsiveness</p> <p>Our service delivery model prioritizes both responsiveness and scalability, ensuring all Canoe members receive expert client service through our sales and project support teams. Upon receiving an inquiry from Canoe members, our sales and service team will respond within one business day. A full description of this process is outlined above in the "Member Access to Services" section.</p> <p>Scalability and Regional Coverage</p> <p>We are committed to delivering local expertise while ensuring national service consistency. Our seven regional offices across Canada serve as hubs for hiring local project managers, ensuring that each project benefits from professionals who live and work in the regions they serve. Each regional office is staffed with project teams that include a comprehensive range of disciplines, allowing us to execute projects effectively within their respective regions while contributing to local economic growth. Our teams are flexible, meaning Canoe members can engage Tiree on a part-time and deliverable-basis or can integrate our project management, construction procurement and infrastructure specialists into their project teams. We regularly support multi-year projects, and our clients benefit from being able to scale up and down their project teams on demand, based on the project needs throughout its life cycle.</p> <p>To maintain service excellence and operational consistency, all of our regional offices are centrally supported by our HQ corporate support team. Our corporate support team provides essential functions such as human resources, recruitment, operations, communications, finance, IT, security, and client services to our regional project teams. This team works behind the scenes to ensure that our project professionals—and by extension, our clients—receive the highest level of operational support, resources, and expertise necessary for successful project delivery. This structure ensures standardized project management methodologies, seamless execution, and high-quality client engagement across all locations.</p> <p>Flexible Delivery Approach</p> <p>Understanding that cost efficiency is a priority for many Canoe members, we offer a customized deployment strategy to optimize budgets and reduce travel costs. This includes:</p> <ul style="list-style-type: none"> <li>Leveraging virtual collaboration tools (MS Teams, Zoom) for efficient remote coordination while maintaining in-person oversight at critical project stages.</li> <li>Providing real-time project updates through our cloud-based project management platform, ensuring all members—regardless of geographic location—have full visibility into project milestones, progress, and updates to project budgets, schedules and risk management plans.</li> <li>Maintaining a scalable workforce, enabling us to adjust project resourcing based on specific needs and timelines.</li> </ul> <p>Team Structure and Quality Assurance</p> <p>Our regional project teams are led by Team Leads who oversee coordination and ensure quality assurance across all deliverables. Team Leads report to our Project Management Directors, who provide strategic guidance and operational leadership. This structure is further reinforced by Joanne Pagani, Vice President of Project Management, ensuring strong executive oversight. With this layered approach, we maintain consistency, precision, and a client-focused delivery across all projects.</p> <p>Commitment to Regional Economic Development</p> <p>We actively partner with local businesses and Indigenous suppliers to enhance regional economic growth and foster inclusive procurement practices. Our approach aligns with trade agreement compliance, ensuring that all procurement processes remain fair, competitive, and transparent while upholding industry best practices.</p> <p>Exclusions from Our Offering</p> <p>While we provide comprehensive end-to-end project management solutions, we do not offer IT project management services, as this falls outside the scope of our expertise. IT project management, along with highly specialized engineering services, such as seismic studies or advanced geotechnical analysis, may be referred to partnered firms. In extremely remote locations, extended timelines for onsite personnel deployment may be required, though virtual support will always be available.</p>

Describe your how you manage government sales. Include details on the sales and training structure and how you specifically address sales and marketing with public sector clients.	<p>Successfully managing government sales is unique and requires a strategic and relationship-driven approach that considers public sector procurement processes, regulatory requirements, compliance, and stakeholder engagement. Our sales team has been supporting public sector and government sales for over 25 years, with public sector clients making up over 80% of Tiree's business. We are highly experienced in navigating the complexities of public sector procurement and tailoring our sales and marketing strategies to align with the needs of Canoe members. This section will outline how we structure our sales efforts, train our team to effectively engage with public sector entities, and ensure that our marketing approach resonates with the unique priorities of canoe members.</p> <p>Team Structure</p> <p>Our sales organization is led by Melissa Moffitt, Vice President of Business Development, who oversees our Director of Business Development and more than 15 Regional Account Executives. These regional Account Executives are responsible for selling our services to new and existing clients, many of whom are already Canoe members. This structured, regionally focused approach ensures that each client benefits from:</p> <ul style="list-style-type: none"><li>• Personalized Relationship Management – Our Account Executives develop deep relationships with municipal, provincial, and federal clients, ensuring long-term engagements.</li><li>• Local Expertise with National Coverage – Each Account Executive understands regional procurement requirements, while benefiting from centralized business development leadership that provides strategic oversight.</li><li>• Dedicated Support for Key Sectors – Our team specializes in engaging with municipalities, provincial agencies, federal departments, and other public entities, ensuring tailored solutions that align with government priorities and procurement mandates.</li><li>• Proactive Market Development – Account Executives are responsible for identifying new opportunities, expanding existing relationships, and ensuring seamless project delivery for public sector clients.</li></ul> <p>Our approach is proactive, relationship-driven, and results-oriented, ensuring that Canoe members and other public sector clients receive unparalleled service and expertise.</p> <p>Sales Strategy</p> <p>Our government sales strategy is built on a combination of relationship management, targeted marketing, and a deep understanding of procurement processes. Our relationship-based sales approach prioritizes long-term partnerships over transactional sales. Our Account Executives act as trusted advisors, helping clients navigate procurement processes, access the right solutions, and optimize project outcomes. Our team utilizes Salesforce as our Customer Relationship Management (CRM) platform to systematically track and manage sales efforts. This enables us to maintain a comprehensive record of interactions and engagements with Canoe members, ensuring seamless follow-ups and data-driven decision-making. Additionally, Salesforce provides real-time tracking of opportunities identified during conversations with Canoe members, allowing us to proactively address their needs, track the opportunity throughout the sales cycle and enhance service delivery.</p> <p>Sales Training and Development</p> <p>To maintain our competitive edge in government sales, we invest in ongoing training and development for our sales team, ensuring they are equipped to support public sector clients effectively. Tiree's monthly sales training includes a wide range of topics, including:</p> <ul style="list-style-type: none"><li>• Procurement– Regular education on public procurement best practices, compliance requirements, and trade agreements such as CFTA and CETA.</li><li>• Indigenous Procurement Strategies – Understanding of PSIB (Procurement Strategy for Indigenous Business) and set-aside programs.</li><li>• Ethical Sales Practices – Strict adherence to conflict-of-interest policies and public-sector procurement ethics.</li><li>• Solution-Based Selling – Training focused on aligning our services with the operational needs and mandates of public sector clients.</li></ul> <p>Marketing</p> <p>Our public sector marketing strategy leverages multiple engagement channels to reach and support government clients effectively. Tiree's marketing strategy is described in detail in the "Engagement and Marketing Strategy" section above, however some of the foundational sales and marketing tactics include:</p> <ul style="list-style-type: none"><li>• Dedicated Account Management – Each public sector client is assigned an Account Executive who ensures ongoing engagement and tailored support.</li><li>• Industry and Trade Events – We participate in key municipal, provincial, and federal conferences and industry trade shows, engaging directly with public sector decision-makers.</li><li>• Proposal and Bid Support – Our dedicated proposal team ensures high-quality responses to government RFPs, RFQs, and tenders.</li></ul> <p>Our sales model is designed to maximize accessibility so that Canoe members can quickly access our services through dedicated Account Executives who help clients navigate procurement rules and contract structures. Our nationally recognized expertise in government sales, procurement, and project management sets us apart. By leveraging a strong regional sales structure, a deep understanding of public procurement, and a highly engaged account management team, we ensure that Canoe members receive industry-leading solutions tailored to their unique needs.</p> <p>Our sales team delivers unmatched client support. At Tiree, we don't just sell services; we build long-term partnerships that provide ongoing value to government clients.</p>
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Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Question	Response *
1	Canoe members may have social benefits policies and goals. Explain how your company's social benefits programs and offerings contribute to Canoe members' ability to meet their respective goals.	<p>Tiree is committed to advancing social benefits through our Diversity, Equity, and Inclusion (DEI) initiatives, Environmental, Social, and Governance (ESG) commitments, and Indigenous engagement efforts. Our DEI Committee fosters an inclusive workplace by providing educational resources, amplifying diverse voices, and encouraging open dialogue, ensuring all employees feel valued and empowered. Through our ESG initiatives, we actively contribute to sustainability by participating in Environment and Climate Change Canada's Net-Zero Challenge, integrating eco-friendly practices into our project management approach, and promoting responsible procurement. Additionally, Tiree is enhancing Indigenous capacity by becoming a member of the Canadian Council for Indigenous Business (CCIB) and finalizing our application to the Progressive Aboriginal Relations (PAR) Program, reinforcing our commitment to Indigenous inclusion and community prosperity.</p> <p>By embedding these principles into our corporate culture and project management practices, Tiree can help Canoe members achieve their respective social benefit goals, whether through fostering workplace diversity, supporting environmental sustainability, or strengthening Indigenous partnerships. Our approach ensures that the projects we manage contribute positively to communities, align with social responsibility objectives, and create long-term, meaningful impact.</p>

Line Item	Question	Comments *
1	Did you use any Artificial Intelligence (AI) tools or systems in the preparation of your RFP response?	Yes
2	If yes, please specify which AI tools were used and describe their roles in the drafting process.	Tiree utilized ChatGPT solely to refine grammar, sentence structure, and the overall flow of content in our RFP response. The tool was not used to generate new content, conduct research, supplement or modify the information presented in our response. All substantive content, including technical details, methodologies, and corporate information, was created exclusively by Tiree's team of professionals. Additionally, we uphold strict confidentiality protocols and do not share proprietary information, whether our own or our clients', through AI tools.
3	How did the AI tools or systems influence the content presented in your RFP response? Please provide specific examples of contributions made by AI to your proposal.	AI did not influence the core content of our RFP response in any way, nor did it contribute to the development of ideas, strategic responses, or any key material. The use of AI in our response was strictly limited to language refinement, ensuring clarity, readability, and professional presentation. For example, it was used to correct minor grammatical inconsistencies and enhance clarity without altering the meaning or intent of our content.

Proponents are responsible to ensure the uploaded file(s) is/are not defective or corrupted and are able to be opened and viewed by Canoe. If the attached file(s) cannot be opened or viewed, your response Document may be rejected.

The maximum size is 2MB.

Do not include generic promotional marketing materials, pictures, resumes, corporate brochures, unless specifically asked in the RFP. Canoe will not review any materials not explicitly requested.

Please ensure the pricing list is in legible font, format and size.

- [Discount and rate structure for services offered.](#) - Discount and Rate Structure - Final.xlsx - Thursday February 27, 2025 09:12:36

## Addenda, Terms and Conditions

### PART D -TERMS AND CONDITIONS OF THE SOLICITATION PROCESS

Proponents should structure their proposals in accordance with the instructions in the Procurement Portal.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

#### 1.1.1 Ability to Provide Deliverables

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

#### 1.1.1.2 Non-Binding Pricing

The Proponent has submitted its pricing in accordance with the instructions in the Solicitation. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

#### 1.1.2 Proposals in English

All proposals are to be in English only.

#### 1.1.3 No Incorporation by Reference

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

#### 1.1.4 Past Performance

In the evaluation process, Canoe may consider the proponent's past performance or conduct on previous contracts with Canoe or other institutions.

#### 1.1.5 Information in SOLICITATION Only an Estimate

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

#### 1.1.6 Proponents to Bear Their Own Costs

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

#### 1.1.7 Proposal to be Retained by Canoe

Canoe will not return the proposal or any accompanying documentation submitted by a proponent.

#### 1.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

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

#### 1.1.9 Trade Agreements

Proponents should note that (based on the Members looking to purchase under this Solicitation) this procurement process is subject to the requirements of:

- Comprehensive Economic and Trade Agreement between Canada and the European Union, Chapter 19 (Government Procurement)
- Canadian Free Trade Agreement, Chapter 5 (Government Procurement)
- New West Partnership Trade Agreement, Article 14 (Procurement) and Part V, Section C (Exceptions: Government Procurement)
- Trade and Cooperation Agreement Between Ontario and Quebec, Chapter 9
- Atlantic Procurement Agreement
- Ontario Broader Public Sector (BPS) Procurement Directive

### 1.2 Communication after Issuance of Solicitation

#### 1.2.1 Proponents to Review Solicitation

Proponents should promptly examine all of the documents comprising this Solicitation and may direct questions or seek additional information in writing through the Procurement Portal on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. Canoe is under no obligation to provide additional information, and Canoe is not responsible for any information provided by or obtained from any source other than the Solicitation Contact or the Procurement Portal. It is the responsibility of the proponent to seek clarification on any matter it considers to be unclear. Canoe is not responsible for any misunderstanding on the part of the proponent concerning this SOLICITATION or its process.

#### 1.2.2 All New Information to Proponents by Way of Addenda

This Solicitation may be amended only by addendum in accordance with this section. If Canoe, for any reason, determines that it is necessary to provide additional information relating to this Solicitation, such information will be communicated to all proponents by addendum posted in the Procurement Portal. Each addendum forms an integral part of this Solicitation and may contain important information, including significant changes to this Solicitation. Proponents are responsible for obtaining all addenda issued by Canoe.

#### 1.2.3 Post-Deadline Addenda and Extension of Submission Deadline

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

#### 1.2.4 Verify, Clarify, and Supplement

When evaluating proposals, Canoe may request further information from the proponent or third parties in order to verify, clarify, or supplement the information provided in the proponent's proposal. Canoe may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

#### 1.2.5 Restricted Communications

Proponents that fail to comply with the requirement to direct all communications to the Solicitation Contact may be disqualified from the Solicitation process. Without limiting the generality of this provision, Proponents may not communicate with or attempt to communicate with the following (unless instructed to by the Solicitation Contact):

1. any RMA director, officer, employee or agent (other than the Solicitation Contact);
2. any member of the Evaluation Team;
3. any expert or advisor assisting the Evaluation Team; or
4. any other elected official of any level of government, including any advisor to any elected official.

#### 1.2.6 Authorized Communications, Amendments, Waivers

Proponents are advised that from the date of issue of the Solicitation through any award notification:

1. only the Solicitation Contact is authorized by CANOE to amend or waive the requirements of the Solicitation pursuant to the provisions of this Solicitation; and
2. under no circumstances shall a Proponent rely upon any information or instruction from any commissioner, officer, employee, agent of CANOE or RMA unless the information or instruction is provided in writing by the Solicitation Contact.

### 1.3 Notification and Debriefing

### 1.3.1 Notification to Other Proponents

Once an agreement is executed by Canoe and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

### 1.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the Solicitation Contact and must be made within thirty (30) days of such notification. The Solicitation Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at Canoe's location or by way of conference call or other remote meeting format as prescribed by Canoe.

### 1.3.3 Procurement Protest Procedure

Any proponent with concerns about the Solicitation process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the Solicitation process, it should provide written notice to the Solicitation Contact in accordance with the procurement protest procedures below:

A bid dispute must be submitted within 5 Business Days of the circumstances giving rise to the dispute. To submit a bid dispute, proponents must deliver a written submission containing:

1. The name, address, and telephone number of the Proponent;
2. An indication that the bid dispute is authorized by an authorized signing officer or representative of the Proponent;
3. The Solicitation number;
4. Identification of the statute or procedure that is alleged to have been violated;
5. A precise statement of the relevant facts;
6. Identification of the issues to be resolved;
7. The Proponent's argument and supporting documentation; and
8. The Proponent's proposed resolution. All documentation must be addressed to:

Attention: Chief Executive Officer, RMA Group of Companies  
Canoe Procurement Group of Canada  
2510 Sparrow Drive, Nisku, Alberta T9E 8N5

EMAIL: [proposals@canoeprocurement.ca](mailto:proposals@canoeprocurement.ca)

Once a bid dispute has been received, the Chief Executive Officer of RMA Group of Companies will initiate a review of the matter. The Chief Executive Officer will complete that review and provide a response to the proponent as soon as reasonably possible, but generally within 10 Business Days.

That response shall be the final response from CANOE regarding the bid dispute.

Filing a bid dispute does not affect a Proponent's ability to participate in ongoing or future procurement opportunities with CANOE.

## 1.4 Conflict of Interest and Prohibited Conduct

### 1.4.1 Conflict of Interest

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

1. in relation to the Solicitation process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
2. having or having access to confidential information of Canoe in the preparation of its proposal that is not available to other proponents;
3. having been involved in the development of the Solicitation, including having provided advice or assistance in the development of the Solicitation;
4. receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the Solicitation;
5. communicating with any person with a view to influencing preferred treatment in the Solicitation process (including, but not limited to, the lobbying of decision-makers involved in the Solicitation process); or
6. engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive Solicitation process or render that process non-competitive or unfair; or
7. in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
8. could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
9. could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

### 1.4.2 Disqualification for Conflict of Interest

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

An existing supplier of Canoe may be precluded from participating in the Solicitation process in instances where Canoe has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

### 1.4.3 Disqualification for Prohibited Conduct

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

### 1.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Procurement Portal.

### 1.4.5 Proponent Not to Communicate with Media

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

### 1.4.6 No Publicity or Promotion

CANOE does not wish any Proponent, including the Ranking Proponent, to make any public announcement or distribute any literature regarding this Solicitation or otherwise promote itself in connection with this Solicitation or any arrangement entered into under this Solicitation without the prior written approval of CANOE.

If a Proponent, including the Ranking Proponent, makes a public statement either in the media or otherwise that is contrary to CANOE's wishes noted above, then:

1. CANOE may disqualify that Proponent; and
2. although CANOE intends to treat all Proposals as confidential, CANOE may disclose any information about a Proponent's Proposal to provide accurate information and/or to rectify any false impression which may have been created.

### 1.4.7 No Lobbying

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

### 1.4.8 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of Canoe; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this SOLICITATION.

### 1.4.9 Supplier Suspension

Canoe may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

1. illegal or unethical conduct as described above;
2. the refusal of the supplier to honour its submitted pricing or other commitments;
3. engaging in litigious conduct, bringing frivolous or vexatious claims in connection with Canoe's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or



4. any conduct, situation, or circumstance determined by Canoe, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, Canoe will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by Canoe in making its final decision.

## **1.5 Confidential Information**

### **1.5.1 Confidential Information of Canoe**

All information provided by or obtained from Canoe in any form in connection with this Solicitation either before or after the issuance of this Solicitation:

1. is the sole property of Canoe and must be treated as confidential;
2. is not to be used for any purpose other than replying to this SOLICITATION and the performance of any subsequent contract for the Deliverables;
3. must not be disclosed without prior written authorization from Canoe; and
4. must be returned by the proponent to Canoe immediately upon the request of Canoe.

### **1.5.2 Confidential Information of Proponent**

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by Canoe. The confidentiality of such information will be maintained by Canoe, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by Canoe to advise or assist with the Solicitation process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this Solicitation, questions are to be submitted to the SOLICITATION Contact.

## **1.6 Procurement Process Non-Binding**

### **1.6.1 No Contract A and No Claims**

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

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

### **1.6.2 No Contract until Execution of Written Agreement**

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

### **1.6.3 Non-Binding Price Estimates**

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

### **1.6.4 Cancellation**

Canoe may cancel or amend the Solicitation process without liability at any time.

### **1.6.5 Competition Act**

Under Canadian law, a Proponent's Proposal must be prepared without conspiracy, collusion, or fraud. For more information on this topic, visit the Competition Bureau website at <http://www.cb-bc.gc.ca/eic/site/cb-bc.ns/eng/01240.html>, and in particular, part VI of the *Competition Act*, R.S.C. 1985, c. C-34.

## **1.7 Rights of Canoe Procurement Group of Canada – General**

In addition to any other express rights or any other rights which may be implied in the circumstances, CANOE reserves the right to (in its sole discretion):

1. make public the names of any or all Proponents;
2. request written clarification or the submission of supplementary written information from any Proponent and to incorporate such clarification or supplementary written information into the Proponent's Proposal;
3. waive formalities and accept Proposals that substantially comply with the requirements of this Solicitation;
4. contact or not contact any or all references provided by the Proponent;
5. verify with any Proponent or with a third party any information, or check references other than those provided by Proponents, as set out in a Proposal, as described in Section 2.14 (Verification of Information);
6. disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information, or any Proponent whose reasonable failure to cooperate with CANOE impedes the evaluation process, or whose Proposal is determined to be non-compliant with the requirements of the Solicitation;
7. disqualify any Proponent that has a Conflict of Interest or Unfair Advantage, or where reasonable evidence of any Unfair Advantage or Conflict of Interest is brought to the attention of CANOE, and CANOE determines that no reasonable mitigation is possible, or that the Proponent has not taken sufficient steps to promptly address such matters to the satisfaction of CANOE;
8. disqualify any Proponent that is bankrupt or insolvent, or where bankruptcy or insolvency are a reasonable prospect;
9. disqualify any Proponent that has engaged in significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts;
10. disqualify any Proponent if the Proponent, or any officers, directors or other key personnel of the Proponent:
  - a. are subject to final judgments in respect of serious crimes or other serious offences; or
  - b. have engaged in professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the Proponent – including where there is any evidence that the Proponent or any of its employees or agents colluded with any other Proponent, its employees or agents in the preparation of its Proposal, or have made false declarations to CANOE;
11. disqualify any Proponent if the Proponent has failed to pay taxes;
12. make changes, including substantial changes, to this Solicitation provided that those changes are issued by way of addenda in the manner set out in this Solicitation;
13. accept or reject a Proposal if only one Proposal is submitted;
14. accept any Proposal in whole or in part;
15. reject a subcontractor proposed by a Proponent within a consortium;
16. reject a Proposal:
  - a. if CANOE or RMA has initiated a dispute, claim or litigation with that Proponent;
  - b. if that Proponent has initiated or is involved in a dispute, claim or litigation against CANOE or RMA that CANOE or RMA considers to be frivolous, vexatious, without merit and/or unreasonable;
  - c. if the Proponent has failed to satisfy an outstanding debt to CANOE or RMA;
  - d. if the Proponent has a history of illegitimate, frivolous, unreasonable or invalid claims;
  - e. if the Proponent provides incomplete, unrepresentative or unsatisfactory references; or
  - f. if CANOE determines that it would not be in the public interest to accept the Proposal;
  - g. select a Proponent other than the Proponent whose Proposal reflects the lowest cost to CANOE; or
  - h. cancel this Solicitation process at any stage (without providing reasons), and thereafter issue a new request for proposals, request for qualifications, engage in limited tendering, or take no further action in respect of the matters contemplated by this Solicitation.

By submitting a Proposal, the proponent authorizes the collection by CANOE of the information identified in this Solicitation which CANOE may request from any third party.

### **1.7.1 No Prohibited Conduct**

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

### **1.7.2 Disclosure of Information**

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

## **1.8 Governing Law and Interpretation**

These Terms and Conditions of the Solicitation Process (PART D):

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

End of PART D



I have the authority to bind the Proponent.

- Mark LeBlanc, President, Tiree Facility Solutions Inc.

Conflict of Interest

The proponent must declare all potential Conflicts of Interest or unfair advantages as described in this Solicitation. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; AND (b) were employees of Canoe within twelve (12) months prior to the Submission Deadline.

By Selecting "NO" in the box below, the Proponent declares that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Solicitation.

☒ Yes ☐ No

The Proponent is deemed to have read and taken into account all addenda issued by Canoe.

Please check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum 02 - CAN-2025-002 Tue February 18 2025 06:54 AM	<input checked="" type="checkbox"/>	7
Addendum 01 - CAN-2025-002 Tue February 11 2025 06:45 AM	<input checked="" type="checkbox"/>	6

### **Schedule “C”**

#### **MARKETING AND PROMOTION OF AGREEMENT**

Once the Agreement is awarded, the Supplier will meet with Canoe to discuss an effective launch strategy, and shall provide:

- Supplier’s contact information;
- Customer engagement strategy;
- Access to knowledge sharing materials (e.g., webinars);
- Escalation process;
- Marketing materials, and,
- Other relevant materials.

To support Members, Canoe and the Supplier will work together to encourage the use of the Agreement resulting from this RFP.

The Supplier will actively promote the Agreement to Members by:

- Educating and creating awareness within their dealer and distribution networks about group purchasing, Canoe Procurement Group and the use of Canoe contract by Members;
- Conducting sales and marketing activities directly to onboard Members;
- Providing excellent and responsive Members support;
- Identifying Members savings; and
- Identifying improvement opportunities (e.g., planning priorities, multi-year projects).

Canoe will promote the use of the Agreement with Members by:

- Using online communication tools to inform and educate;
- Holding information sessions and webinars, as required;
- Attending, when appropriate, Members and Supplier events;
- Facilitating Member engagement, where appropriate;
- Providing effective business relationship management;
- Managing and monitoring Supplier performance;
- Facilitating issue resolution; and
- Marketing Supplier promotions.

## Schedule "D"

## SAMPLE SALES REPORT



Supplier Name: OFFICE SUPPLY COMPANY  
 Canoe Contract Number: CAN-2024-III  
 Month: June  
 Year: 2024

CANOE SUPPLIER ADMIN FEE TEMPLATE  
 Monthly Submission of Data Required

Member Number	Member Name	Province	Branch (if applicable)	Date of Purchase	Transaction Date	Accounting Date	PO #	Invoice #	Item Description	Category (Parts / Labour / Service)	Item cost	Miscellaneous	Freight	Subtotal	PST	GST/HST	Total Invoice	Amount eligible for Admin Fee	Admin Fee Rate	Admin Fee to Canoe
AB1603	SAMPLE ONLY County of your County	AB	ED	3/5/2024	3/5/2024	3/5/2024	555662	9955623	Pens	Parts	5.32	-	-	5.32	-	0.27	5.59	5.32	5.00%	0.27
AMM5002	SAMPLE ONLY RM of your town	MB	WN	2/1/2024	2/25/2024	3/1/2024	TR33556	9955624	Trays	Parts	552.30	0.20	0.50	553.00	33.18	27.65	613.83	552.30	5.00%	27.62
SAR1222	SAMPLE ONLY Town of At Home	SK	RG	12/23/2023	1/31/2024	3/1/2024	202403jj	9955625	Whiteboard	Parts	1,555.20	-	20.30	1,575.50	110.29	78.78	1,764.56	1,555.20	5.00%	77.76
TOTALS											2,112.82	0.20	20.80	2,133.82	143.47	106.69	2,383.98	2,112.82	5.00%	105.64