

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: Colliers Project Leaders Inc.

Supplier Corporate Jurisdiction: 5515 North Service Rd. Suite 300 Burlington, Ontario L7L 6A6
(the "**Supplier**"), as of

Date of Agreement: April 23, 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.
- (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 (15th) day of each month to Canoe via electronic funds transfer ("EFT") at 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 (15th) 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 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

Any Notice to the Supplier shall be addressed to:

COLLIERS PROJECT LEADERS INC.
5515 North Service Rd Suite 300
Burlington, Ontario L7L 6A6

Attention: Lindsay Devine, Client Relationship Specialist
Tel: 289.208.5571
Email: Lindsay.devine@colliersprojectleaders.com

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 09:41 MDT)
 Name: Tyler Hannemann
 Title: General Manager, Canoe Procurement Group

Supplier Legal Name: Colliers Project Leaders Inc.

By: 
Simon Rainsbury (Apr 24, 2025 08:42 MDT)
 Name: Simon Rainsbury
 Title: Senior Vice President, Western Canada

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.

Non-Price Rated Criteria Category	Points	Minimum points
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
Pricing -Discounts offered -Pricing structure -Administrative fee	30	
Total Points	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

Vendor Details

Company Name: Colliers Project Leaders Inc.
Address: 5515 North Service Rd.
Suite 300
Burlington, Ontario L7L 6A6
Contact: Virtual Proposal Team VPT
Email: VirtualProposalTeam@colliersprojectleaders.com
Phone: 613-866-5796
HST#: 121381487RT

Submission Details

Created On: Monday January 27, 2025 07:47:41
Submitted On: Thursday February 27, 2025 10:39:57
Submitted By: Virtual Proposal Team VPT
Email: VirtualProposalTeam@colliersprojectleaders.com
Transaction #: dc64d00f-f215-49c2-97aa-773465cd9622
Submitter's IP Address: 99.224.43.172

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):	Colliers Project Leaders Inc.
2	Proponent Address:	- Ottawa (Head Office), 2720 Iris Street, Ottawa, ON, K2C 1E6, t: 613.820.6610 - Burlington: 300-5515 North Service Road, Burlington, ON, L7L 6G4, t: 905.639.2425 - Calgary: 900 Royal Bank Building, 335 8th Avenue SW, Calgary, AB, T2P 1C9, t: 403.262.0022 - Cambridge: 202-485 Pinebush Road, Cambridge, ON, N1T 0A6, t: 519.231.1000 - Edmonton: Bell Tower, 1700-10104 103 Avenue NW, Edmonton, AB, T5J 0H8, t: 780.969.2988 - Fort William: 200-690 Mountain Road, Fort William First Nation, ON, P7J 1G8, t: 807.632.2423 - Halifax: 301-1559 Brunswick Street, Halifax, NS, B3J 2C1, t: 902.468.9663 - Kelowna: 805 - 1499 St. Paul Street, Kelowna, BC, V1Y 6P2, t: 250.317.7328 - Kingston: 203-27 Place D'Armes, Kingston, ON, K7K 6Z6, t: 613.417.0895 - London: 202-1071 Wellington Road South, London, ON, N6E 1W4, t: 226.213.4920 - Mississauga: 101-5255 Orbitor Drive, Mississauga, ON, L4W 6M6, t: 905.624.3481 - Moncton: 25 rue Gorge, Unit 205, Moncton, NB, E1G 0Y4, t: 902-468-9663 - Montreal: 410-1800 Avenue McGill College, Montreal, QC, H3A 3J6, t: 514.243.0860 - Nipissing: 40 Couchie Industrial Park, Nipissing First Nation, ON, P1B 8G5, t: 416.725.8641 - Prince George: 1232-4th Avenue, Prince George, BC, V2L 3J4, t: 604.681.4111 - Québec: 500-140 Grande-Allée East, Québec, QC, Canada, G1R 5N6, t: 514.243.0860 - Regina: 300-2505 11th Avenue, Regina, SK, Canada, S4P 0K6, t: 306.352.6476 - St. John's: 306-10 Rowan Street, Terrace on the Square, PO Box 23076, Churchill Square, St. John's, NL, Canada, A1B 4J9, t: 902.468.9663 - Thunder Bay: 2002-715 Hewitson Street, Thunder Bay, ON, Canada, P7B 6B5, t: 807.333.0180 - Toronto: 1400-181 Bay Street, Toronto, ON, Canada, M4S 2C6, t: 416.777.2200 - Toronto North: 400-3389 Steeles Avenue East, Toronto, ON, Canada, M2H 0A1, t: 416.777.2200 - Vancouver: 1066 West Hastings Street, 23rd Floor, Vancouver BC, Canada, V6E 3X1, t: 604.681.4111 - Victoria: 1110-1175 Douglas Street, Victoria, BC, Canada, V8W 2E1, t: 250.388.6454 - Whitehorse: 230-2237 2nd Avenue, Whitehorse, YT, Canada, Y1A 0K7, t: 867.689.2111 - Winnipeg: 600-330 St. Mary Avenue, Winnipeg, MB, Canada, R3C 3Z5, t: 204.956.4055 - Yellowknife: 202-5204 50th Avenue, Yellowknife, NT, Canada, X1A 1E2, t: 867.794.2694
3	Proponent website address:	https://www.colliersprojectleaders.com
4	Proponent's Authorized Representative (name, title, email address & phone) (The representative must have authority to sign on behalf of the Proponent):	Simon Rainsbury, Senior Vice President, Western Canada, T.: 403.808.7055, E.: simon.rainsbury@colliersprojectleaders.com
5	Proponent's primary contact for this proposal (name title address email address & phone):	Simon Rainsbury, Senior Vice President, Western Canada, T.: 403.808.7055, E.: simon.rainsbury@colliersprojectleaders.com
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	- Lindsay Devine, Client Relationship Specialist, T.: 289.208.5571, E.: Lindsay.Devine@colliersprojectleaders.com - Mike Sazynski, Vice President, Saskatchewan and Alberta, T.: 306.541.6155, E.: mike.sazynski@colliersprojectleaders.com - Chris Monson, Managing Principal, T.: 403.973.9394, E.: christopher.monson@colliersprojectleaders.com - Brendan Wade, Business Development Manager, T.: 403.700.3031, E.: brendan.wade@colliersprojectleaders.com
7	Proponent GST registration number:	121381487RT
8	If the Proponent is representing a consortium, each member of that consortium.	Not Applicable
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.	Colliers Project Leaders was founded on a single powerful idea: dedicate a team of project managers to advocate on behalf of a client. In the 35 years since our founding, we have been an independent representative of owners' interests – providing exceptional project leadership during the development, design, construction, commissioning, and warranty period of a capital infrastructure project. With 30 offices and more than 900 employees across Canada, our teams live in the communities where we work. Every project we manage is important to us. We bring our values to life in everything we do, every day. This includes: - We do what's right – Our people are the heart of our business. The work we do makes a difference in communities and for the people who live there. - We are a team – Collaboration makes us smart, strong and agile. Our common drive to make a meaningful impact energizes and orients us. - We are enterprising – We are empowered to bring an enterprising mindset to every opportunity, to think with creativity in our drive for growth. We imagine the possibilities using initiative and curiosity to create solutions that solve the challenges our communities face. - We are leaders – We use our expertise to lead our clients into the future towards a better tomorrow. We share our knowledge and passion to inspire others to align and act. - We are trusted advisors – We take nothing for granted. Earning our clients trust is our priority. Our commitment to realizing our clients' vision inspires us to look beyond the immediate future. We deliver peace of mind to our clients, every time. We deliver a certainty of success to owners by representing their interests and helping achieve their project vision. Our organization's philosophy centres around being a true partner to our clients. We advocate on our client's behalf, making sure all decisions about their project are made with their best interests in mind. We interface with user groups, designers, consultants, contractors, stakeholders, and all other parties to coordinate their actions with our client's project objectives. We develop a strong understanding of our clients' needs and then apply our expertise in managing the project process. Our goal is to make sure projects are completed on time, on budget, and to the complete satisfaction of our clients. Our staff consists of a multidisciplinary team of project management and advisory professionals, with the academic training and practical experience required to lead projects from inception through to successful completion. Most of our project managers are Project Management Professional (PMP) certified and Leadership in Energy and Environmental Design (LEED) accredited. We employ Project Management Institute (PMI) methodologies and have developed a Professional Practice Playbook of best practices through building on these methodologies with our proprietary tools and techniques. Our depth of resources across Canada permits us to offer experienced project leaders for peer review and quality assurance, as well as continuous coverage in case of absence. Our staff is knowledgeable in all facets of programming, design management, value engineering, procurement, construction, and commissioning.
10	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	We confirm that Colliers Project Leaders has no suspension or debarment from public entities in Canada.

Bill S-211 declaration - COPY

Line Item	Bill S-211	Answer *
1	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"? As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that (a) is listed on a stock exchange in Canada; (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: (i) it has at least \$20 million in assets, (ii) it has generated at least \$40 million in revenue, and (iii) it employs an average of at least 250 employees; or (c) is prescribed by regulations. 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.	☒ Yes ☐ No

Geographical coverage for offering

Province/Territory	Do you offer goods in this area? *	Area included in your offering for this RFP *	Comments
Alberta	☐ Yes ☐ No	☐ Yes ☐ No	
British-Columbia	☐ Yes ☐ No	☐ Yes ☐ No	
New-Brunswick	☐ Yes ☐ No	☐ Yes ☐ No	
Manitoba	☐ Yes ☐ No	☐ Yes ☐ No	
Newfoundland and Labrador	☐ Yes ☐ No	☐ Yes ☐ No	
Northwest Territories	☐ Yes ☐ No	☐ Yes ☐ No	
Nova-Scotia	☐ Yes ☐ No	☐ Yes ☐ No	
Nunavut	☐ Yes ☐ No	☐ Yes ☐ No	
Ontario	☐ Yes ☐ No	☐ Yes ☐ No	
Prince Edward Island	☐ Yes ☐ No	☐ Yes ☐ No	
Saskatchewan	☐ Yes ☐ No	☐ Yes ☐ No	
Yukon	☐ Yes ☐ No	☐ Yes ☐ No	
Quebec	☐ Yes ☐ No	☐ Yes ☐ 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.	Colliers Project Leaders has extensive experience working with clients under standing offer and supply arrangements for municipal, provincial, and federal government. Our experience ensures we understand how to tailor our support to meet the specific project management needs of our clients. We have demonstrated below our familiarity with purchasing supply programs and our ability to work within this structure. We then go on to describe our extensive experience with government sector clients. 1.1. Purchasing Supply Programs 1.1.1. Ontario Education Collaborative Marketplace (OECM) OECM is a Broader Public Sector, not-for-profit group procurement organization, offering a marketplace of competitively sourced and priced products and services that deliver savings and efficiencies to Ontario's publicly funded organizations. Municipal members include City of Toronto, Barrie, Cornwall, Hamilton, London, Thunder Bay, Timmins, Greater Sudbury, Windsor, County of Bruce, Renfrew, Peterborough, Lambton, District of Kenora, Regional Municipality of York, and many more. Colliers Project Leaders is an OECM Supplier Partner providing Facility Project Management services under OECM's Master Agreement and through OECM's Marketplace of products and services. Colliers Project Leaders was selected through a competitive sourcing process that complies with the BPS Procurement Directive. Through the OECM, Colliers Project Leaders has been selected by clients to provide project management services to support the delivery of their construction projects, including several assignments for clients including Centennial College, where we helped to support the construction of a new tower. Prior to Colliers Project Leaders' engagement the Centennial College tower construction was behind schedule, we successfully recovered the schedule to ensure timely completion of the project. In addition, we supported the Royal Ontario Museum in the renovation of their facility. As part of these efforts, we have developed presentation packages and collateral which we have provided to clients as part of our business development materials, to get facilities department more aware of the OECM mandate as a procurement option. 1.1.2. Public Service and Procurement Canada (PSPC) - Task and Solutions Professional Services (TSPS) mandate PSPC acts as the procurement entity for the federal government and helps to facilitate all design and construction projects. TSPS is the mandatory method of supply for the provision of non-IT professional services for all federal government departments and crown corporations and is organized by PSPC. TSPS is made up of three categories of work: (1) a Task-Based Standing Offer, stream-based, for requirements with a very low complexity up to \$250K; (2) a Task-Based Supply Arrangement, stream-based and divided into two tiers: Tier 1 for up to \$2 million in value, and Tier 2 for requirements above \$2 million; and (3) a Solutions-Based Supply Arrangement, which is also stream-based and divided into the same two tiers. Streams are consistent among all three categories. Task vs solution-based work differ in the breadth of scope. Tasks are for a specific need, with a defined set of responsibilities, clear deliverables, and a start/end date. Solutions require more responsibility by the suppliers, as they are asked to define and provide a solution for a requirement, manage the solution, and accept responsibility for the outcome. Work under category 1 can be sole sourced to firms. Work under categories 2 and 3 is always competitively procured amongst the pre-qualified suppliers, of which there are between 10–40 depending on the category and stream. Requests for Proposals are issued to the pre-qualified suppliers in which each supplier must demonstrate how they meet mandatory and rated requirements based on the needs of the specific assignment. Submissions are then evaluated, and the highest-ranked submission is awarded the assignment. Colliers Project Leaders has been prequalified under the TSPS mandate since 2008. We are currently qualified for four of five streams: Stream 2 Business Consulting Change Management, Stream 3 Project Management Services, Stream 4 Real Property Project Management, and Stream 5 Technical Engineering and Maintenance Services. Over the last 15+ years we have successfully provided a broad range of services to government departments for projects across Canada. Colliers Project Leaders primarily provides support in Streams 3 Project Management Services and Stream 4 Real Property Project Management. Over the last 10 years, our firm's volume of work under TSPS has steadily grown and we now have approximately 150 staff fully committed to delivering solutions-based and task-based assignments under our agreements. The scale and scope of any TSPS Task or Solution-Based request is dependent upon the scope and scale of work, with varying positions required, similar to the Canoe mandate. 1.1.3. Plexxus Plexxus is an organization responsible for Supply Chain Leadership in the Health Care system, delivering services to hospitals in Ontario. Plexxus helps hospitals focus on caring for their patients by managing their supply chain. In essence, they are a Share Service which provides logistics, warehousing, and back-office consistency across the major of hospitals in the Greater Toronto Area. Through their affiliate arrangements, they provide services for over 54 hospitals. Colliers Project Leaders prequalified with Plexxus to provide project management and advisory services and as such, we are often invited to bid on work in both competitive and non-competitive environments, along with other prequalified firms. We have been awarded several mandates to support hospital upgrade and renovation projects through our Plexxus prequalification, including several projects at North York General Hospital. 1.1.4. Lower Mainland Facilities Management Lower Mainland Facilities Management (LMFM) represents Fraser Health, Vancouver Coastal Health, Provincial Health Services Authority and Providence Health Care regions which are responsible for delivering healthcare services to over 50 hospitals in BC. In 2015, they prequalified several firms for project management services and these hospitals now use this list to hire providers, either directly or competitively, to help support their facilities efforts, including design and construction projects. Colliers Project Leaders was prequalified for Project Management Services in several streams based on the size of the project. The prequalification allowed us to successfully respond to numerous bids to support a diverse range of projects. The most notable projects include Jim Pattison North Level 3 Decant, Elevator Upgrade Program Management Office for over 340 elevators across the various health authority facilities, Vancouver General Hospital Heliport Elevator Modernization, and several more. 1.2. Government Sector Experience Colliers Project Leaders has direct experience working with clients under standing offer agreements, which works similarly in principle to the supply chain arrangement. We are well versed in serving clients under standing offers. They enable our clients to remain flexible in identifying project opportunities, and to efficiently organize qualified consultant teams, and strategic advisors. It incentivizes Colliers Project Leaders to become a key partner, advocate, and leaders in executing our client's requests, assignments, and projects. Some recent examples of our involvement with standing offers are included below: • Alberta Environment & Parks • Algonquin College (ON) • BC Ferries

- City of Abbotsford (BC)
- City of Barrie (ON)
- City of Calgary (AB)
- City of Chilliwack (BC)
- City of Edmonton (AB)
- City of Medicine Hat (AB)
- City of Melville (SK)
- City of Mississauga (ON)
- City of Regina (SK)
- City of Vancouver (BC)
- City of Winnipeg (MB)
- District of Saanich (BC)
- District of Sechelt (BC)
- Government of Yukon
- Government of Nunavut
- Metro Vancouver (BC)
- Ministry of Saskatchewan and Procurement (SK)
- Nova Scotia Department of Transportation and Infrastructure
- Nunavut Housing Corporation
- Parkland County (AB)
- Regina Qu'Appelle Health Region (SK)
- Regional District of Fraser-Fort George (BC)
- SaskPower (SK)
- Thompson Rivers University (BC)
- The Ottawa Hospital
- Town of Canmore (AB)
- University of Calgary (AB)
- University of Saskatchewan
- University of Victoria (BC)
- Vancouver Port Authority

In addition, the following clients demonstrate our ability to work on a standing offer basis with large government clients, providing services as and when requested, having been prequalified with each client through a competitive procurement process.

1.2.1. Alberta Infrastructure – Standing Offer Agreement

Alberta Infrastructure (AI) is the provincial government authority responsible for the planning, development, and management of public infrastructure projects, including schools, healthcare, and other essential public services across Alberta. Colliers Project Leaders' relationship with Alberta Infrastructure began two years ago with the establishment of a standing offer, enabling us to provide critical services to that enables AI to fund, build, renovate, and operate key public assets across the province.

Under this standing offer, Colliers Project Leaders has supported AI with a wide range of services, including project management, construction solutions, infrastructure advisory and consulting, and policy development. Our work has spanned multiple sectors, including education, healthcare, and community infrastructure. Additionally, we have provided strategic support for the creation of policies, governance structures, and site selection methodologies that help guide Alberta Infrastructure's planning and decision-making processes.

In 2024 alone, Colliers Project Leaders contributed to over 74 vital new projects with Alberta Infrastructure, including various schools, diagnostic centers, hospitals and more. This has further solidified our role as a trusted partner in delivering essential public infrastructure. These projects encompassed various phases, from early planning and design through to construction and operational readiness, all aimed at enhancing the province's public services and community resources.

Colliers Project Leaders' involvement with Alberta Infrastructure aligns with the Province's commitment to delivering high-quality infrastructure that meets the needs of the community. Through this relationship, we have contributed to the successful planning and execution of several large-scale public projects that are integral to the region's growth and development.

Our standing offer with Alberta Infrastructure allows us to collaborate efficiently and provide the expertise required for complex, multi-phase projects. As a trusted partner, Colliers Project Leaders continues to deliver on our commitment to excellence in project management and professional services, to deliver capital project solutions to fulfill Alberta Infrastructure's needs to achieve its objectives.

1.2.2. Infrastructure Ontario (IO)

Infrastructure Ontario (IO) delivers large, complex infrastructure renewal projects and manages one of the largest real estate portfolios in Canada. Each year IO undertakes an Annual Capital Repair Project for each of their four regions. These projects involve leasehold improvements and alterations, as well as infrastructure repairs and replacements, on government-owned or leased properties across the province. The work includes building renovations, demolitions, building system upgrades, electrical upgrades, HVAC/boiler/chiller upgrades and replacements, façade and roof works, interior fit-ups, and security upgrades in more than 100 buildings.

Colliers Project Leaders has been a project management partner to IO since 2008. We are a dedicated project management service provider to deliver design and construction projects for provincially owned and leased properties across Ontario. The relationship began with a five-year mandate as one of three service providers, we were then prequalified for an additional five-year period as one of two providers, with several extensions. During our partnership with IO, our team has delivered over 2,300 projects with a value of over \$1 billion dollars.

As a Project Management Services Provider to IO, Colliers Project Leaders delivers assignments valued from \$100,000 to greater than \$10 million. Those assignments will include the renovations, repairs and replacements required to maintain the province's real estate portfolio. Colliers Project Leaders has delivered consistent, high-quality project management services for a wide variety of projects across Ontario. Our team developed a centralized governance model that is integrated with IO's requirements. Our team is available within 3 business days to begin work on a project on a "as, if, and when required" basis.

On average, the capital value of the projects has been \$170 million annually. Projects range in value from \$100,000 to \$10 million. Consulting fees vary from year to year but are approximately \$11 million annually.

At the end of every fiscal year, our team is assessed on their performance against set KPIs. The KPIs centre around cost, time, and quality objectives. Our team has scored Green on these KPIs for the last 10 years of our contract. This demonstrates that our team is keeping more than 90% of their projects on budget, on schedule, and meeting quality parameters for the over 400 projects they deliver annually.

To date, Colliers Project Leaders has delivered more than 3,000 Infrastructure Ontario projects, including feasibility studies, accommodation studies, business cases, relocations, renovations, expansions, new-builds, demolitions, and remediation across Ontario, including downtown Toronto. We have also assumed control of projects outside our designated regions based on our demonstrated ability to provide certainty of success to IO projects and to IO's clients.

1.2.3. BC Hydro

BC Hydro Properties oversees a portfolio of over 100 properties and facilities throughout British Columbia. To support continued operations at these facilities, the Properties group delivers an annual program of work, which consists of a mix of both building development projects which includes major renovations and construction of new field facilities, ranging in size from \$10M to \$60M, and building improvement projects, which include interior fit-ups and space renovations, as well as end-of-life building and yard system replacements (e.g., roofs, paving & drainage, HVAC), securities upgrades, and capital improvements to meet emerging operational needs (e.g. storage). These projects range in complexity and size from \$100,000 to \$10 million.

Since 2008, Colliers Project Leaders has provided program and project management support to BC Hydro's Properties department in the delivery of their Building Development and Building Improvement projects. Our seconded team brings expertise in industry best practices, supporting projects from the capital planning stages through design and construction to project close-out. We have successfully managed over 300 projects for BC Hydro.

As part of our scope of work, our project teams prepare the business cases at each stage of the project, to advocate for the funding and approvals to proceed. We undertake a holistic approach to each project developing project schedules, budgets, risk registers, quality plans, and scopes of work, and then guide the consultant teams through due diligence and design. Collaboration is a key part of project delivery so we proactively work with project stakeholders, including internal departments and local municipalities to ensure buy-in and approval, and including their input into the design process where appropriate. We coordinate with the Construction Managers throughout construction, overseeing progress, changes, and confirming their adherence to BC Hydro's stringent health and safety protocols.

Given the large volume of work, Colliers Project Leaders offers BC Hydro flexible and scalable resources that can quickly adapt to their changing organizational needs. Our dedicated team has in-depth understanding of BC Hydro's expectations, processes, and strategic objectives. This allows our team to integrate seamlessly into the organization, and advocate on their behalf.

As part of our program management support, our team has helped to create project management frameworks and processes for BC Hydro. Our team has developed and deployed a number of tools to promote consistency and standardization and actively contribute to continuous improvement processes.

1.2.4. SaskPower

Colliers Project Leaders provided leadership and assistance to SaskPower's Properties and Project Management department under a standing offer. The department is responsible for overseeing a number of assignments from the other business units and leading them to conclusion. Projects include new constructions, major renovations, demolitions, building system upgrades, and project studies among others, and are delivered in every region across the province. Many of these complex programs of work occur in highly secure, sensitive, and occupied facilities, and have compressed and aggressive schedules.

As part of our assignment, Colliers Project Leaders provided comprehensive project management services for the delivery of projects – from small generator buildings, window and elevator replacements, and office renovations to new maintenance buildings. We aided the department's project start-up process by introducing project charters, statements of work, and business case reviews. During design, we developed a process to engage the various (and often conflicting) user groups to understand their needs, interests, and lessons learned from previous experience. Throughout implementation, we supported SaskPower's business processes and infused some of our proven internal tools, such as our cost control logs, to elevate the project's level of success.

Our contract knowledge guided efforts with the Procurement, Risk, and Legal departments to navigate solutions in the best interest of the client and achieve a sound tender and request for proposal process. In addition, our team supported the development of SaskPower's project delivery office with project planning sessions,

		lessons learned, project plans and best practice templates. Over the tenure of our agreement, Colliers Project Leaders offered SaskPower flexible and scalable resources that quickly adapted to changing organizational needs. We provided adaptive resourcing solutions ranging from multiple full-time secondments within their office, to external support across Saskatchewan, to minimal support as capital funding approvals were being processed. 1.2.5. Parks Canada Agency Colliers Project Leaders provided project management services to Parks Canada Agency's Highway Services department, overseeing a program of road and infrastructure projects in Eastern Canada. This included bridge, culvert and road rehabilitations, replacement and repair projects in Nova Scotia, New Brunswick, and Newfoundland (Terra Nova National Park and Gros Morne National Park in Newfoundland and Labrador). For each project Colliers Project Leaders provided the following services: Procured, selected, and organized project teams (including engineering consultants); Prepared required contracts and internal documents and established levels of authority and lines of communication; Supervised the feasibility studies associated with road design and bridge replacements and rehabilitation, including geotechnical investigations, hydrological and hydraulic studies and associated designs for bridges / culverts, and environmental considerations; Supervised and reviewed pre-design services, including cost estimates, options for replacement or rehabilitation of existing infrastructure, and project schedules; Supervised the design phases and reviewed design documents for compliance to the requirements defined in the terms of references and project scope of work; Managed the tender and construction phases of the projects, including reporting, contract administration, budget and schedule monitoring etc. Furthermore, our team participated in the overall management of the program of works (estimated at \$350 Million), including assistance with regard to terms of references, standing offers, requests for projects budgets, and preparation of templates and processes. Key to the success of the numerous projects overseen by our team for Parks Canada Agency was the proper understanding of funding and scheduling requirements and regard to the limited consulting resources, road network usage and Federal funding process. By assessing key priorities in the rehabilitation and replacement of infrastructure (bridges, culverts & roads), we confirmed that each project was designed, funded and constructed so as to: Respect the yearly program funding per the Federal funding schedule; Follow the environmental, seasonal, and cultural requirements of the parks in which the projects are undertaken; and Reduce issues that could arise from multiple projects occurring on the same road network; and met the quality requirements established throughout the design and construction of the projects. 1.2.6. Canada Post Corporation Colliers Project Leaders has provided program and project management services under a Regional Project Delivery Service Agreement to Canada Post Corporation since 1995. During that time, we've completed over 700 projects valued at more than \$750 Million, with projects ranging in size from small retail and office upgrades less than \$50,000 to new Distribution and Sorting Centers, with construction values over \$100 Million. For each project assignment under the RPDS Agreement, we are responsible for working closely and collaboratively with CPC and stakeholders to gain a solid understanding of each project's goals, objectives, and requirements. Building trust and defining clear objectives is key to project CPC project delivery. We engage with user groups, designers, Consultants, Contractors, stakeholders, and all other parties to coordinate and make sure that their actions are in line with CPC's project objectives. Our project management services typically encompass the entire project process and include developing project charters and project plans; preparing project, communications, quality management, change management, and risk plans, master schedules, and budgets; procuring and contracting consultants and contractors and overseeing their work; maintaining project documentation including issues and records of decision management; monitoring, measuring and reporting project status to defined baseline using specified processes; and preparing project close-out documentation, including lessons learned and updating client project cost and schedule database. When projects are unique or face tight timelines, we take the initiative to offer CPC customized services in lieu of hiring third-party consultants, as appropriate. With a deep understanding of CPC project scope, sequencing, approvals, and procurement, we can effectively provide CPC with design reviews, cost estimation exercises, due diligence exercises, etc. to bring added value to their projects. We have at times taken on the role of Construction Manager as an Agent as a natural extension of our core service. We overlay our proven project management philosophies and approach onto the construction management roles we undertake and fiercely advocate on CPC's behalf. 1.2.7. City of Ottawa Over the past 20 years, Colliers Project Leaders has been managing facility, infrastructure, and real property advisory projects for the City of Ottawa, ranging in value from \$5,000 to \$193 million. Since our first project in 1999, we have managed more than 400 projects for the City. We have been a supplier to the City of Ottawa via their Standing Offer Agreement for Project Management Services since 2001. Our project managers have led the on-time and on-budget completion of a wide range of projects and has earned a track record of success with the City. We have managed several programs of small projects, including: Incompatible Water Meter Replacement Program, East-End Road Resurfacing Program, Annual Facility Lifecycle Renewal Programs, 2007 – 2012, Trail Road Solid Waste Facility Improvements, Sussex Drive Integrated Road Project, and the François Dupuis Recreation Centre.
2	What is your Canadian public sector market share for the solutions that you are proposing?	Public sector work forms the core of our business, with over 70% of work from public sector firms. This gives us deep domain knowledge to deliver highly visible, high profile, risky, complex, resource intensive programs and projects for public sector clients. Based on our fees accounting for 1% of public capital infrastructure projects in Canada, we touched nearly \$10B of infrastructure needs in 2024. Having delivered over 18,000 projects in our 35+ year history, we have a track record that speaks for itself. As demonstrated in the preceding response, Colliers Project Leaders is an expert within the public sector, which requires an understanding of community drivers, political sensitivities, Broader Public Service constraints and considerations to how public dollars are spent. It is under these types of project constraints that we excel. We are experienced and well versed in public project environments and we will work with Canoe Members to properly integrate their specific needs and deadlines into the project delivery process.
3	What do you consider to be the top three market differentiators of your services relative to this solicitation?	3.1. Project Management Professionals We are Professional Project Managers, not architects or contractors looking to supplement our core service offering. As project leaders, our client's goals are our goals – we have no hidden agendas, our only objective is the successful completion of the project. We are Owner's Representatives and will fearlessly push for our client's best interests. With over 900 professional/technical employees, our staff include Project Management Professionals (PMP), Professional Engineers (P. Eng), Registered Architects (RA), Registered Professional Planners (RPP), and Master of Business Administration (MBA) leaders who can be called upon to support Canoe Members as needed. Every project we successfully complete increases our knowledge base and we document lessons learned from each project. As a result, we have a diverse library of best practices and understand the fluid requirements in delivering various capital projects whether it be from an advisory perspective (e.g. feasibility studies) or project management delivery perspective (e.g. project controls). 3.2. Bench Strength When a client partners with Colliers Project Leaders, the client is partnering with the firm, not just with an individual. We understand the variety of specialisms that are required to deliver complex projects, we offer a large roster of more than 900 project managers and experts each with their own specializations and technical domain knowledge to ensure your project goals are met and your expectations exceeded. When needed, additional capacity and expertise can be accessed to proactively manage issues, resource peaks, or additional workload. This depth makes sure that we are always available and ready to support you. Whether it is delivering much needed infrastructure, providing strategic guidance, or jumping-in to projects already in progress to fill resourcing gaps, we are committed to being a partner that Canoe Members can trust to deliver. Furthermore, we have subject matter experts in our various service lines who are also ready to support members on any unique project requirements in all asset classes, including educational institutions, recreational facilities, aquatic and ice rinks, fire halls, cultural facilities, municipal offices, works and service yards, childcare facilities, and multi-family residential and mixed-use. 3.3. Integrated Solutions Whether working independently or collaboratively with our client's team, our approach is adaptable to suit the dynamic needs of their projects. With Colliers Project Leaders, clients have a partner that can provide services spanning all stages of the project and can quickly provide the appropriate resources exactly when clients may need them. We have the in-house staff to seamlessly deliver the listed core project management services, construction procurement services, and infrastructure and construction solutions scope of services as 'one team.' Our project managers are able and ready to transition quickly onto a project at any stage of the project life cycle. We also have in-house teams who provide advisory services, furniture and equipment planning and procurement, operational readiness, transition planning and move management services. The needs of our client's projects and their overall capital plan can change quickly; expanding and shrinking as the result of budget changes, project challenges, employee turnover, and more. We are a partner that can adapt to client resourcing demands. We are poised to provide clients with a competent project team that can scale up or down based on the changing needs of the project or Canoe Member organization. We can integrate quickly and autonomously into our client's corporate culture; training, onboarding, and managing our personnel to meet client standards. Colliers Project Leaders employs a proven approach for human resource management consisting of identification of resource requirements, purposeful performance management, long-term continuity of assigned personnel, effective succession planning, and the continuing ability to deploy top project talent.

4	List the various certifications your company currently holds.	As an organization, Colliers Project Leaders has an ISO 9001:2015 registration for our Quality Management System (QMS). Our QMS outlines our process for the planning and delivery of projects, document control, reviews and approvals, awareness and training, and non-conformance activities. We are also licensed to practice engineering in all provinces and territories in Canada, where organizational licensing is required. Regarding health and safety, our Occupational Health & Safety Management System is ISO 45001:2018 certified and we have a Certificate of Recognition (COR) or equivalency in Alberta, Saskatchewan, and Ontario. Beyond these certificates which are good business practices, our resources are the service we provide to our clients. As such, it is their certificates which matter the most, which prove their industry experience and expertise. By the numbers, our staff include: • 285+ PMP Certified Project Management Staff • 200+ LEED Certified staff • 150 Professional Engineers (P.Eng.) In addition, we have many staff who have the following certifications and designations: Certified Associate in Project Management (CAPM), Supply Change Performance Management Professional (SCPM), Member of the Royal Architectural Institute of Canada (MRAIC), Envision Sustainability Professional (ENV SP), Registered Interior Designer in Ontario (ARIDO), Certified Asset Manager, Certified Professional Facilitator, Certified Management Accountant (CMA), and many more.
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Program offering

Describe your program offering.

Question	Reponse *
Describe the Core Project Management Services (non-IT) you offer.	Since 1989 our work in the public sector has been a core part of our business. We acknowledge that many if not most of our public sector clients have capable in-house resources. The demand for our service has always been about capacity and capability. Capital budgets change year over year impacting demands and certain projects may only arise once in a decade. Colliers Project Leaders has and continues to recognize this variable demand and are positioned to respond with objective, affordable professional services to government entities across Canada providing the flexibility for our clients to deliver on capital projects without significant increases to their own resourcing or budgets. Colliers Project Leaders' bench strength of over 900 staff enable us to be flexible in our services and scalable in the supply of qualified project management professionals on a short-term or long-term basis to meet specific Canoe Member needs. Colliers Project Leaders employs a proven approach for human resource management consisting of identification of resource requirements, purposeful performance management, long-term continuity of assigned personnel, effective succession planning, and the continuing ability to deploy top project talent. Many public sector organizations who have outsourced project management services now consider Colliers Project Leaders as their go-to construction project management firm for the on-time and on budget delivery of their projects. We have successfully led thousands of real property advisory, project management, and infrastructure programs representing the interests of the federal, provincial and municipal governments across Canada. This includes more than 60 multi-year standing offer agreements and subsequent renewals that testify to our ability to create, maintain, and nurture long-term relationships. Our Core Project Management Services include the following: 1.1. Project Planning Colliers Project Leaders specializes in project planning by offering structured and strategic approaches to delivering projects successfully. Our project planning encompasses comprehensive assessments, detailed scheduling, resource allocation, and scope and budget management to align with Canoe Member objectives, goals, deliverables and constraints. Clarity on project goals and trust amongst stakeholder is a crucial part of our methodology. To foster collaboration and align on project goals we conduct workshops with internal and external stakeholders. These workshops provide the opportunity to identify potential challenges, and establish a shared vision among all participants. By leveraging collective insights and expertise, Colliers Project Leaders meticulously plans and executes every aspect of the project. Our commitment to thorough planning and stakeholder engagement through workshops enhances project efficiency, mitigates risks, and optimizes outcomes while delivering projects on time, within budget, and to the highest quality standards. 1.2. Execution and Monitoring We coordinate resources, monitor progress, and manage risks to permit timely, on-budget project delivery while maintaining the highest quality standards. By proactively addressing potential issues, we minimize delays, keep projects on track, and align outcomes with client expectations and project goals. Execution – Project execution is where most of the project activities are completed and actual work is produced and delivered, and focuses on managing people, following processes, and distributing information. Execution in each stage will generally use the same tool and apply the same strategies as outlined in the following sections. Monitoring – Project performance can be measured with the help of a monitoring system and key measurable indicators. Project Controls are the process of tracking, reviewing, and regulating the project to meet defined performance objectives and critical success metrics. Project controls provide critical information for proactive decision making by identifying potential issues concerning overall scope, schedule, costs and any issues or risk events that may impact the program and projects. 1.3. Stakeholder Engagement Stakeholder engagement is a crucial part of any projects. External and internal stakeholder buy-in early in a project avoids unnecessary delays and scope changes that can result from a lack of project clarity. Colliers Project Leaders has led countless public engagement forums, facilitated large stakeholder and partnering sessions, and are skilled at bringing together large and diverse groups to achieve alignment in their vision. We collaborate with clients to identify and assess possible stakeholders for a project, both internal and external, and assess their level of influence. We develop strategies for engagement to address each group. 1.4. Documentation and Reporting We lead the development and management of project delivery documentation, including project charters, master project schedules, budgets and cost tracking logs, stakeholder logs, risks registers, and all other documentation required to confirm the project is on track to deliver on client expectations. Effective project information reporting makes sure that all project stakeholders and participants have the information they need to participate effectively and render decisions on critical and time-sensitive issues. Reporting will follow a consistent format, aligned to client reporting frameworks, and will be frequent, regular and accurate. Report content will include the status of the work in progress, schedule, budget, work performance/quality and any outstanding issues. The project status reports will also include project outlooks, photos, field notes and other relevant data. Colliers Project Leaders uses a well established and rigorous technology platform for document management and control. Electronic copies of project-related documents and correspondence are maintained within a project filing library on our Microsoft SharePoint system, utilizing a standard numbering structure for each document, with version history, which enabling complete transparency and accountability. 1.5. Risk Management Our clients appreciate that early identification and mitigation of project risks is crucial to project success. Colliers Project Leaders always works to identify risks early and determine effective mitigation strategies upon risk identification. This makes sure projects remain on budget and on schedule. Colliers Project Leaders has an established risk management process that has been successfully implemented on thousands of complex construction projects. Our risk management plan identifies who will be involved in risk management, when risk management activities will take place, and how frequently risk will be reviewed. Our ISO 9000:2015 registered processes make sure that our underlying risk management processes are well developed and consistent. A key component of our risk management strategy is the facilitation of risk workshops, which engage project stakeholders in collaborative sessions to uncover and prioritize risks. These workshops foster a proactive risk culture by encouraging open communication and the sharing of insights from diverse perspectives. Through systematic risk analysis and the development of tailored risk mitigation plans, Colliers Project Leaders aims to minimize uncertainties and enhance project outcomes. 1.6. Advisory Support We offer guidance and recommendations to optimize project outcomes. Our Infrastructure Advisory team provides strategic advice for owners and investors in the public sector to help them deliver their capital projects effectively and maximize the performance of their infrastructure and real estate portfolios. Our expertise encompasses PMO development and project management process design, procurement strategy, project compliance audits, workplace strategy, transaction management, contract / commercial management, stakeholder communications & change management, feasibility and business case development, financial modeling, and market research and gap analysis.

Describe the Construction Procurement Services you offer.	Colliers Project Leaders' Construction Procurement Services include the following. 2.1. RFP and Tender Development for Construction Projects Colliers Project Leaders can assist Canoe Members with procurement execution services in drafting, structuring, and publishing procurement documents specific to construction projects, including RFPs, RFQs, and tenders. Colliers Project Leaders is well versed in the Broader Public Sector procurement guidelines and is careful to respect these guidelines as well as any unique client policies and procedures. We have existing procurement (RFP, RFQ and tender) templates, sample supplementary conditions, and use industry-standard contracts, amending and improving these documents to benefit our clients. We follow our client's mandate for posting opportunities on certain sites, such as MERX and Biddingo, and keep their internal team updated on the process. 2.2. Solicitation Response Evaluation Support As part of our project management delivery, Colliers Project Leaders is often tasked with procuring and overseeing design consultants, contractors, and specialty consultants. Our team are subject matter experts and many have a contracting or procurement backgrounds. This positions us well to work with clients developing evaluation criteria, scoring methodologies, and facilitate bid evaluations for construction-related procurement. We have developed proven RFQ, RFP and tender templates, agreements, and evaluation matrices which comply with the various professional organization's standards (RAIC/OAA, APEGA, PEO, etc.). We also are comfortable with the management of these consultants as this is a key component of the Owner's Representative role. We manage all procurement in accordance with federal, provincial, and municipal policies and procedures, directives, applicable trade treaties, and other applicable procurement laws and principles. Our procurement templates are easily updated to align to Canoe Member procurement policies and include clauses that comply with Master Service Agreement requirements. Our procurement professionals are well versed in federal, provincial and local government procurement policies and can oversee and monitor all procurement activities for compliance. We have the expertise to tailor the development of tender packages that to the scope and scale of each project. Given the size of the projects, we may recommend pre-qualifying general contractors and major trade groups, such as mechanical and electrical. We have developed exceptional pre-qualification documents which utilize the CCDC templates with supplementary conditions to better protect our clients' interests. Clear bid documents, including instructions to bidders, general conditions, agreements and specifications, RFQ and RFP documents (for certain Design-Build and Construction Management solicitations), and evaluation methodologies will be developed as part of the construction procurement process. During bid evaluations, we balance the requirements of financial considerations with quality, to make sure all vendors can meet the requirements of the project, and deliver best value to Canoe Members. 2.3. Contract Management for Construction Colliers Project Leaders can support Canoe Members in drafting, reviewing, and managing construction contracts, such as CCDC contracts or other industry-standard agreements, to confirm compliance and effective execution. An important aspect to project planning is establishing the 'right' project delivery methodology early on. With the wide variety of projects, partnerships agreements, and stakeholders, we anticipate that the Canoe Members may need to employ a variety of project delivery methodologies to balance risk allocation, capture opportunities, and confirm the project meets its stated success metric. Colliers Project Leaders takes a risk-based approach to methodology selection with our Delivery Methodology Assessment Tool, developed and informed by our first-hand experience with each of the project delivery methods and leading-industry research. We can use this tool to inform and guide Canoe Members and development partners in selecting the most appropriate methodology for a project. Colliers Project Leaders is uniquely positioned to support Canoe Members in all contract administration needs. Our team of Project Managers and Contract Administrators have extensive experience working as integrated members of local and regional governments. We understand the expectations placed on client staff to deliver projects that meet scope, budget, and schedule requirements without compromising the needs and concerns of residents, businesses, community organizations, First Nation rights holders, third-party utility providers, and regional and provincial governmental entities. 2.4. Vendor and Contractor Management We are open and fair in our approach to working with vendors, with clear templates and dialogue with the industry to make sure all parties are aware of and understand their responsibilities and the process utilized. The insights gained from our on-site observations and detailed reporting enable Colliers Project Leaders to effectively monitor contractor performance against project benchmarks. This oversight makes sure that any deviations from planned workforce utilization are promptly identified and addressed. Colliers Project Leaders uses Earned Value Management (EVM) to measure progress and construction performance and to identify early warnings of performance issues. EVM is an effective risk management tool that uses cash flow to determine schedule performance. It is the most reliable and unbiased schedule monitoring technique available. The contractually binding specification section requires the contractor to submit financial information with their schedules, extending schedule management directly to cash flow and financial progress. Prior to the commencement of construction, Colliers Project Leaders requests a schedule of planned values from the contractor that details the anticipated distribution of costs over the life of project. As the project progresses, actual earned value is compared against the planned value to determine whether the contractor has earned more or less than the corresponding planned value. When progress billings begin to fall behind the planned values, this is an early indicator of schedule problems. The ratio of earned value to planned value can then be used to determine if the contractor is behind schedule, ahead of schedule, or on schedule. If the progress begins to fall behind based on the EVM, we will request an action plan from the contractor to get the project back on schedule. The result is a useful tool that allows Colliers Project Leaders to continuously evaluate and manage schedule performance to identify schedule problems and appropriately address these with the contractor before it is too late. 2.5. Construction Policy and Procedure Development We leverage our wealth of construction project experience to advise clients on how to strategically navigate the insurance and bonding options to protect their projects. Our insights have assisted owners in the determining the right blend of bonding versus subtrade default insurance, protecting the owner from contractors "double dipping" on charges. Colliers Project Leaders supports owners in asking the right questions to their legal counsel and insurance providers. Earned Value Management is an effective risk management tool that uses cash flow to determine schedule performance. Colliers Project Leaders has developed a contractually binding specification section that we recommend being included in the RFP packages that requires the Contractor to submit financial information with their schedules, extending schedule management directly to cash flow and financial progress. 2.6. Integrated Project Delivery (IPD) Support IPD is another form of project delivery, such as Design-Bid-Build, Construction Management, Design-Build and Public-Private-Partnerships (P3) that like these other, more established methods, has its advantages and constraints. The focus in IPD is to align Owner-Designer-Contractor interest to drive greater value for all project participants. The selection of the most appropriate delivery method remains dependent on the project and owner's unique circumstances. Colliers Project Leaders is well-versed in assessing IPD suitability, along with the other available methods, on large and complex projects. Our IPD and Lean experts have consulted on more than 100 projects across North America. We work with clients to build IPD project capabilities, and help clients implement IPD to its full potential by leveraging Lean principles through design and construction to optimize project efficiency, reduce waste, and enhance project outcomes. 2.7. Lean Construction Services Complementary to our experience and leadership in Integrated Project Delivery is that of Lean Thinking, including the application of lean towards planning, design, construction and operational activities. Having been involved in several projects across Canada, our team is well-versed in application of lean practices in engineering and construction projects. Amongst Colliers Project Leaders' teams, there are a number of individuals who are certified Lean practitioners. Colliers Project Leaders believes that implementation of lean construction principles at the beginning of the project is key to its success, as a lean approach needs to be built into design of the site and not be applied to a conventional design. Lean principles need to be leveraged across design and trades to gain efficiencies, and we are committed to ongoing open conversation with all stakeholders involved for implementing lean methodologies. 2.8. Compliance and Risk Management Tendering is a legal process that carries owner obligations even during the procurement period. Colliers Project Leaders are experts in public procurement having delivered hundreds of projects for municipalities, provincial and Federal governments. For this reason, the advice and experience of Colliers Project Leaders in contractor procurement will be highly valuable. We welcome the opportunity to lead a competitive environment for construction services for Canoe Members. Coupled with potential project delivery modelling, we can right-size the procurement method to the scope's cost and complexity. During these activities, we will develop or review construction procurement documents, depending on the author, and will facilitate the posting and information distribution during the competition. We will review and confirm that received bids are compliant with applicable laws, regulations, and Canoe Member procurement policies, and that the evaluation is completed as described in the tender documents. We explore the received bids until a preferred proponent is identified. Once substantiated, we present, with recommendations, our evaluation and preferred proponent to Canoe Members for review and tentatively, contract negotiations until award. If needed, Colliers Project Leaders can negotiate with vendors and consultants as required on behalf of Canoe Members. As experts in all forms of readily available Canadian design and construction contracts, we will propose standard industry contracts for execution and guide Canoe Members thought the contracting process with its vendors.
Describe Infrastructure and Construction Solutions Services you offer.	3.1. Infrastructure Planning and Design As infrastructure and facility project specialists, Colliers Project Leaders has provided Owner's Representative and Project Management Services for hundreds of municipalities across Canada. We have delivered a diverse portfolio of municipal projects in the facility, infrastructure, transportation, water, and sanitary sectors and we have

recent and relevant experience quickly assimilating into client teams to "hit the ground running" and deliver results at all project stages. We are experienced and comfortable working in local government service delivery environments. Many of these Owner's Representative and Project Management services were provided as part of a Master Service Agreement / Standing Offer Agreement, so we are very familiar and comfortable working with these types of Contracts.

3.1.1. Project Planning

Colliers Project Leaders excels in project planning by offering structured and strategic approaches to delivering projects successfully. Our project planning encompasses comprehensive assessments, detailed scheduling, effective resource allocation, and budget management to align with the project objectives, goals, deliverables and constraints. A crucial element of our methodology includes conducting workshops that actively involve both project internal and external stakeholders. These workshops are designed to foster collaboration, clarify project goals, identify potential challenges, and establish a shared vision among all participants. By leveraging collective insights and expertise, Colliers Project Leaders meticulously plans and executes every aspect of the project. Our commitment to thorough planning and stakeholder engagement through workshops enhances project efficiency, mitigates risks, and optimizes outcomes while delivering projects on time, within budget, and to the highest quality standards.

3.1.2. Schedule Management

We collaborate closely with our client teams and stakeholders to develop comprehensive schedules that incorporate all phases of project implementation, including but not limited to investigation, planning, due diligence, design, tendering, construction, and commissioning. This approach permits seamless integration of all phases for an effective project execution. We have successfully undertaken peer reviews of project schedules developed by construction managers, contractors, design and engineering consultants, private sector developers, and third-party utility and service providers to identify, avoid, and mitigate risks to project timelines; accelerate schedules; or rescue projects that have fallen off track.

3.1.3. Cost Management

Our approach to cost planning and cost control has been praised by chief financial officers, treasurers, staff, and management, for our simple yet effective project cost management approach. We will tailor a cost-control approach based on client systems to keep a close tab on project costs, reviewing and confirming that the projected amounts are within the project budget.

3.1.4. Management of Design

Diligent management of the design process, and rigorous design reviews are among the most effective methods of controlling the project scope and budget, as well as identifying opportunities for cost savings and improved project performance, confirming value for money. On each project, Colliers Project Leaders monitors the progress of design by actively participating in all Design Meetings, reviewing the minutes as they are produced and reviewing design team drawings as they are issued. We will monitor the design progress in detail to minimize scope creep; the potential for schedule delays; and to confirm design team coordination and program compliance during the development of the issued for tender (IFT) and subsequent issued for construction (IFC) drawings. We will confirm the appropriate stakeholders and specialty consultants are consulted as necessary to review and confirm the design meets the stated intent. Non-compliances will be noted, and remedial actions will be agreed upon with the consultant and the Canoe Member.

In the administration of the Prime Consultant's design services contract, we will provide ongoing oversight of their performance and compliance with their stated quality control protocols. Effective design control, internal reviews and consultant coordination in the development of the construction drawings will avoid shortcomings in the tender documents and specifications. This oversight will avoid future claims and change orders. Our proactive approach during this phase can provide significant cost savings to Canoe Members.

3.2. Feasibility Studies and Cost Analysis

3.2.1. Feasibility Assessments

Colliers Project Leaders specializes in conducting extensive due diligence activities and feasibility studies to facilitate the best possible decisions and project solution outcomes. We take the time to conduct a thorough analysis of client needs and goals and shape this assessment into a set of core criteria, and then set out to define project parameters. Colliers Project Leaders performs feasibility studies on all relevant components of projects, providing the critical input necessary for decision making. Colliers Project Leaders can assist Canoe Members in preparing a Business Case for future capital infrastructure projects, which will inform the scope, budget, or schedule decisions later in the project and help assess project success at the end.

3.2.2. Value Engineering

Our experience enables progressive value engineering and life cycle assessments throughout the design development process. We evaluate designs for overall value against project objectives and identify cost savings wherever possible. To maintain the project budget and avoid re-design, we will make sure that value engineering is the design philosophy adopted by the project team. The team will be charged with considering constructability and making the best-informed decisions for the budget, schedule, sustainability, and the Canoe Member's long-term quality and functionality objectives.

We will help the team to focus on the right priorities at the right time. It is not about reducing cost, but rather about delivering best value to the project by minimizing the resources (money, time, personnel) needed to achieve project short-term and lifecycle objectives. Throughout all phases of the work, we will provide consistent and rigorous application of value engineering to projects. Colliers Project Leaders will assist in facilitating Value Engineering Workshops as required.

3.2.3. Constructability Reviews

Key project milestones are identified in the project initiation and planning phase. At design milestones, Colliers Project Leaders conducts a rigorous design review process, including a review of constructability and recommendations for changes to address designs that are difficult or costly to execute. When construction documents are near completion (Pre-Tender stage), we schedule a comprehensive final design review. The review team includes the project team and key stakeholders as appropriate.

3.2.4. Risk Management

Colliers Project Leaders excels in comprehensive risk management to successfully deliver projects to client satisfaction. In collaboration with clients, we identify, assess, and mitigate potential risks throughout the project lifecycle. A key component of our risk management strategy is the facilitation of risk workshops, which engage project stakeholders in collaborative sessions to uncover and prioritize risks. These workshops foster a proactive risk culture by encouraging open communication and the sharing of insights from diverse perspectives. Through systematic risk analysis and the development of tailored risk mitigation plans, Colliers Project Leaders aims to minimize uncertainties and enhance project outcomes. Our expertise in risk management, combined with our structured workshop approach, confirms projects are resilient, adaptable, and better positioned to achieve the Canoe Member's objectives and deliverables.

3.3. Sustainability and Green Infrastructure

Colliers Project Leaders' primary opportunity to contribute to creating an environmentally, ethically, and socially sustainable future is with our clients and their projects. We believe incorporating sustainability in project lifecycles comes at no net cost. We believe that effective incorporation of environmental, ethical, and social sustainability strategies is imperative to responsible project delivery and capital investment. We are fully committed to creating momentum for sustainability and environmental responsibility while carefully balancing this imperative with the constraints of the project budget, schedule, and functional program.

We advocate for sustainable design and construction within the industry and are often asked to present our Sustainability is Free™ message to senior leaders in government and the public sector. This advocacy is supported by our project managers who are strong promoters of the business case for environmental, ethical, and social sustainability. We can clearly establish these objectives for the project owner, key partners and stakeholders, which can then be integrated into the project's plan and planning processes, becoming a valuable reference for: procuring consultants; defining the sustainability roles and responsibilities across the Design Team; integrating decision-making into the evaluation of sustainability features; evaluating LEED credits; and determining the scope of work for feasibility studies. Our process make sure these objectives are met throughout a project.

3.4. Project Execution Support

Colliers Project Leaders assist clients with construction oversight, quality assurance, and compliance monitoring during infrastructure project implementation. Our services include the following:

3.4.1. Safety

Colliers Project Leaders recognizes the importance of maintaining a safe and healthy workplace for all project participants. We see our role as confirming all project team members – from design and engineering consultants to contractors – have a health and safety policy applicable to their role. We have a Zero Tolerance Policy regarding construction site health and safety. Given this, we will monitor continuously the contractor's implementation of its Health & Safety policy via site reviews, reporting any infractions back to the contractor and Canoe Members. Any immediate concerns would be flagged directly to the Site Superintendent, the contractor's corporate office and the Canoe Member for prompt rectification.

Colliers Project Leaders' ISO 45001 certified Health & Safety Management System is evidence of our commitment to safety. As our clients' representative, we will engage the contractor early in the process to clearly understand, and provide advice based on industry leading practices on the development of the qualified Prime Contractor's Site-Specific Health and Safety (H&S) Plan. During the construction, our team will monitor construction activities for conformance to the Owner approved contract terms and site-specific H&S plans. We track and report on the status of internal actions from their inception to closure, supporting the continual improvement of the site's H&S performance.

3.4.2. Construction Inspection and Monitoring

Colliers Project Leaders will provide services throughout the construction phase to maintain the quality of the constructed product. We will monitor the activities onsite to confirm the contractor is working in accordance with its contract.

3.4.3. Quality Management

Colliers Project Leaders pursues excellence in quality, cost control, on time-delivery and sustainability, focused on meeting or exceeding client expectations. Colliers Project Leaders is committed to providing consistent, value-added service to our clients. Our ISO 9001:2015-registered Quality Management System (QMS) accomplishes these goals through:

- Dedicated application of the quality management system by all staff
- Compliance with the requirements of the quality management system
- Continuous improvement of the quality management system
- Identification of non-conformances (NC) and opportunities for improvement (OFI)
- Implementing corrective and preventive action when required
- Capturing of lessons learned from projects that are searchable by phase or by type of project on an internal database

3.4.4. Change Order Management

Changes can arise from stakeholder requests, technology or equipment changes, regulatory changes from the authorities having jurisdiction, site conditions, market conditions, and coordination issues. We devote great attention to cost control during the design stage and follow this up with careful management of changes and claims for extras during construction. Rigorous change management has proven to be the most effective way of controlling cost variances. Non-controllable changes are scrutinized, assessed, documented, and mitigated to reduce impact on schedule and cost and always with our client's best interest in mind.

3.4.5. Claims Management

Consultant and contractor claims and disputes not only impact project budgets and schedules negatively, but they can also often be time consuming and draining on project

	staff and management. Our Project Managers have the experience and expertise to not only assist clients in managing active claims during design and construction, but also to provide solutions that prevent and mitigate potential claims, thus reducing a client's risk exposure. We will review and assess claims, prepare reports detailing their nature, and provide recommendations for their resolution. 3.4.6. Post Construction As part of the Canoe Member's team, we do not simply walk away from the project when the infrastructure project or facility is completed. Completion of work is assumed to mean completion of all deficiencies, removal of the Contractor's temporary facilities and equipment and receipt of final project as recorded documentation. We will develop with Canoe Members a Project Close-out Plan, which may include sections such as: • Contract Closures • Substantial Performance • Deficiency Reviews • Lien Period • Training • Final Payment Process • Close-out Documentation • Administrative Close-out • Warranties • Final Acceptance. 3.5. Technology Integration HoloBuilder Colliers Project Leaders utilizes HoloBuilder on many project sites, notably as part of our program delivery for Canada Post Corporation. The software delivers GPS location-tagged 3D digital progress photography. It captures 3D photographs of multiple site locations and produces a digital report, accessible via web-based portal and PDF, which overlays the progress photos on the construction drawings, allowing the user to interactively walk the project site and visualize the construction progress against the construction drawings. This platform is proving to be extremely valuable in minimizing the necessity to conduct physical site visits. 3.6. Public Engagement and Consultation 3.6.1. Stakeholder Coordination Stakeholders can have a significant impact on the direction, performance, and success of the project. Managing and meeting the expectations of multiple stakeholders is one of Colliers Project Leaders' primary objectives as Owner's Representative. Colliers Project Leaders takes a strategic role leading communication with project stakeholders, keeping them engaged, informed, consulted, and empowered in their role, not only throughout the programming process, but also throughout the project's lifecycle. While consultations and workshops are best conducted in person, Colliers Project Leaders has also been highly successful by deploying tools such as Zoom, Microsoft Teams, Skype and other add-ons like Survey Monkey and Polls Everywhere that aid in the delivery of workshops, surveys and general client interactions. 3.7. Disaster Recovery Services Climate Readiness and Community Recovery Colliers Project Leaders has the expertise and resources to help communities proactively plan for disasters and manage recovery efforts, allowing client teams to focus on meeting the daily needs of residents. Colliers Project Leaders can help Canoe Members with: • Community recovery, including early integration and Emergency Operations Centers (EOC) support, damage assessment, project scoping, and recovery team development; • Critical infrastructure resilience and emergency continuity of operations; • Feasibility studies and capital and program investment road mapping; • Emergency management program gaps analysis and development; • Project planning and procurement; • Project leadership and reporting; • Funding source and budget development. A project management firm can make a big difference when you're preparing for climate challenges or recovering from adverse events. Our team offers comprehensive support through both technical, advisory and governance services. We know from experience which solutions will best equip Canoe Members to handle and overcome climate-related obstacles.
Describe any other related services you offer to the extent that these solutions are complementary to the services being requested in this RFP.	4.1. Advisory Services We provide integrated strategic support through a wide range of services to infrastructure and real estate clients in the public and private sector. We seek benefits for our clients from the early study and planning stages through procurement and project delivery to close-out. 4.1.1. Program Advisory Efficiency and effectiveness are hallmarks of well-managed capital programs and real estate portfolios. We offer governance advisory and Project Management Office support, including operational audits, structuring advice, and project controls reporting. 4.1.2. Financial Advisory We take a holistic approach to strategic planning for owners and investors faced with critical and complex real estate and infrastructure decisions. We use our financial analysis to optimize real property portfolios while maximizing the performance of our client's investments. We perform feasibility and highest-and-best-use analysis to help inform our clients, including developing business cases to support investment and funding. Our understanding of costs inputs allows us to create financial models and pro formas that explore our client's options, so that clients always understand the fiscal impact of every decision. 4.1.3. Transaction Advisory Our team of experts understand the financial, commercial, and operational considerations required to support our clients in the delivery of their complex P3 projects and transactions. We offer sound advice on contract structuring, project financing, and the commercial aspects of agreements, with a strong focus on risk allocation. We provide value for money analysis and maintain an independent and holistic view of the market to support our client's deals from conception through to execution. 4.1.4. Procurement Advisory With a focus on fairness and transparency, we work with our clients to define and execute their procurements. We use our expertise to guide project delivery analysis, helping clients determine the right model for a client's project and then creating the requirements, documentation, contracts, and evaluation criteria to undertake the procurement process for goods and services alike. We perform market analysis to maximize efficiency and drive interest, manage the tender process, and facilitate evaluations and negotiations. 4.2. Development Management Maximize the return on real property investments. We take ownership of the development cycle on our client's behalf—from idea generation and evaluation through construction and rent commencement. Our team brings creativity and market knowledge to real estate visualization, offering a sophisticated approach to assessing financial feasibility. 4.2.1. Development Advisory Our team of planners, analysts, and development managers review zoning, lead the design of preliminary concepts, and procure current market cost estimates and revenue expectations. We produce pro forma analyses that allow clients to make go or no-go decisions. 4.2.2. Development Management From idea refinement to real asset performance, we procure and manage the design consultants to advance concepts. We work with local authorities to navigate intricate political and entitlement processes. We advise on the best construction methodologies, assist with financing arrangements, and provide oversight of tender, award, and construction while monitoring financial performance in real time. 4.3. Furniture Planning, Design and Procurement We create planning and design documents that reflect optimal furniture layouts and solutions and present clients with a full spectrum of available options in the market to assist our client's team in selecting furniture ideas that enhance spaces and outcomes. Our technical specifications are developed to make sure that clients get the best solution at the best possible price, through our open competitive procurement process. 4.4. Equipment Planning and Procurement From assessing new technologies and trends, to evaluating the condition of our client's current equipment, our team of experts will provide clients with a tailored strategy to permit cost-effectiveness and project success. From inventory through to GAP analysis, budgeting, space planning, tendering and installation, our process takes into full account the impact that equipment planning has on our client's organization. 4.5. Operational Readiness Operational readiness planning includes the management and oversight of changes to services, changes to staffing and client volumes, the introduction of new equipment and technology, updates to policies and procedures, to name a few examples. We provide detailed and knowledgeable planning to make sure all systems are "go" on Day One. 4.6. Move Management Our project leaders manage moves from planning to completion. We meet with project stakeholders well in advance to determine what support is needed; work closely to make sure that both managers and staff are fully engaged and informed; and manage every detail, from tendering to elevator bookings to claims resolution. 4.7. Bid Document Review Colliers Bid Document Review™ (BDR) is a unique offering. It is a structured review of tender documents by an independent team of construction professionals for the purpose of identifying ambiguities, inconsistencies, conflicts, missing information, and constructability problems. The final report generated allows the design team to modify their documents prior to tendering to make sure these issues are addressed to reduce claims, change orders and their resulting effects on schedule and budget.

Describe the various types/levels of project manager you offer, including the minimum qualifications, certifications and experience required for each type.	On almost any project we undertake, we routinely work as teams, in a dynamic and efficient process of shared complementary knowledge, background, and skills. While the team will have a designated Project Manager, we believe in a team-based approach that will enable Canoe Members to achieve the best value for the services provided as the work is allocated among the team on the basis of the highest and best use for that specific team member. Each team member's knowledge, commitment, and involvement in the project will make sure that constant and consistent coverage is provided, as there are multiple team members who are fully up to date on the project. Our team members can readily step into a colleague's role in case of illness, vacation, or other absence – thus mitigating risks to clients. Our teams are typically comprised of a Senior Project Manager, and Project Manager, and an Assistant Project Manager; however, many different fields exist, which we have included in our Canoe rate structure proposed. 5.1. Senior Project Manager The Senior Project Manager oversees our project delivery teams to permit their successful development, and that client and company needs are met throughout our client's projects. The Senior Project Manager provides our project teams with clear leadership and coaching and directs them to additional support when needed. Qualifications and experience: • A minimum of 5 years of experience leading project management mandates of varying size and scope, involving multiple stakeholders. Experience closing new business, winning key pursuits (incl. client interviews), and mentoring new employees • A university degree or diploma in business administration, commerce, finance, or engineering (or a related mix of academic and practical experience) • Knowledge of various types of construction methodologies, project management models, financial management, contract law, and relevant legislation • Excellent organizational and analytical skills • A broad written and verbal communication skill set including strong presentation, stakeholder facilitation and report writing skills • Effective client, stakeholder, and people management skills, matched with the ability to effectively influence others and successfully resolve a variety of commercial, people, client and technical issues • Excellent relationship-building and collaboration skills to interact with clients, colleagues, and external industry subject matter experts • Professional industry credentials such as PMP, P.Eng., CET, RA, or similar industry-recognized designation is considered a strong asset • Advanced level knowledge of Project Information Management Systems (PIMS) 5.2. Project Manager The Project Manager is responsible for excellence in service delivery and leading projects to our clients' satisfaction. The Designated Project Manager is the primary point of contact for clients on projects. Qualifications and experience: • A minimum of 3 years of capital project experience • A university degree or diploma in engineering, architecture, or construction management (or an equivalent combination of academic and practical experience) • Advanced understanding of Project Management methodologies and experience working in a PMO environment • Deep knowledge of various design and construction methodologies, project management models and financial management, contract law and relevant legislation • Excellent written and verbal communication skills • Effective client, stakeholder, and people management skills, matched with the ability to effectively influence others and successfully resolve a variety of commercial, people, client and technical issues • Professional industry credentials such as PMP, P.Eng., CET, RA, or similar industry-recognized designation • Solid understanding of Project Information Management Systems (PMIS) 5.3. Junior Project Manager / Assistant Project Manager The Assistant Project Manager implements project tasks assigned by the Project Manager, which initially includes drafting deliverables, coordination, and project administration. Qualifications and experience: • Preferably 1 year of experience in project management consulting, supporting the delivery of projects in areas such as construction, engineering, or architecture. Previous experience can include summer work terms, co-operative education programs or internships. • A university degree or diploma in engineering, architecture, or construction management (or an equivalent combination of academic and practical experience) • Familiarity with building codes, contracts and regulations, construction administration, and ethics • Excellent written and verbal communication skills • A client-centric attitude and excellent customer service skills • Demonstrates the ability to build harmonious relationships with both internal and external members of the project team • Highly cooperative, demonstrates a willingness to assist others, learn and take on new responsibilities. • Exercises sound judgement and decision-making capabilities • Actively working towards obtaining PMP certification • Basic knowledge of Project Information Management Systems (PMIS)
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.	6.1. High-Level Project Management Approach Colliers Project Leaders achieves project success through consistent application of rigorous management processes. Our approach blends the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) areas with our firm's experience and best practices in delivering projects. A high-level summary of our approach and methods for managing project deliverables is provided below. Our approach and methodology will be tailored to suit the unique needs of each client and project. • Project Charter – Our project charter will define the "why" behind the project while outlining what success means. This will be used as the basis for every major decision to make sure there is alignment of the project goals. • Project Implementation Plan – The project plan acts as the blueprint for project implementation and will contain all the information required for successful project delivery. • Communication, Collaboration, and Team Building – Good communication assists in team building, reduces misunderstandings, improves overall coordination, and reduces errors, omissions, and rework. We will develop a Communications Plan that makes sure all project participants are informed about the status of each project. • Cost Planning And Control – We achieve excellent results using an integrated Cost Control Log to both monitor and report project financial information for facility projects. • Schedule Management – We use a Master Project Schedule to communicate the timing and interdependency of all tasks to project participants. • Document Control – Control and management of documentation is a critical component of the successful management of projects. Project Libraries and protocols for document identification, version control and recording of the distribution of controlled documents are established within our SharePoint platform to facilitate the management, maintenance and retrieval of all client documents that we are required to retain during and after the life of a project. We adhere to strict processes and procedures with respect to records management, including the completion of the file audit checklist and submission of all required documents from the centralized repository. • Risk Management – Risk exists in all projects. Colliers Project Leaders employs a proactive approach to risk management including our Risk Management Plan and Risk Register; thereby improving the probability of achieving financial and schedule objectives and enhancing our client's confidence in our management of their project. • Change Management – However well planned, changes will arise during the planning, design, and implementation phases of a project. Colliers Project Leaders will establish a procedure for processing change requests in our Change Management Plan. The client can then accept or reject changes, based on an informed recommendation. • Quality Management – To maintain our position as a leader in the delivery of effective project management services, Colliers Project Leaders is registered to the ISO 9001:2015 international quality standard. Performance monitoring is inherent in our PMBOK-based methodology and built into our best practices and standard operating procedures (SOPs). Once we identify the client's success criteria and confirm the goals are clear for the project, we will work with the client to establish and monitor objective criteria predefined and tailored to the nature of the job — primarily cost, schedule, and inspection and test results — complete with milestones. • Construction Monitoring – As the client's single point of contact and responsibility during the project, Colliers Project Leaders will provide professional advice on all issues relating to building design and construction. • Commissioning – Effective commissioning makes the difference between a vibrant, working facility and one that disappoints expectations. From project inception, Colliers Project Leaders will integrate facility commissioning into the ongoing procurement and construction strategy and master schedule. • Close-Out – Projects often achieve a 98% or 99% level of completion and then go stagnant for an excessive time, making project close-out difficult and painful for the owner. Colliers Project Leaders believes that project close-out must be managed proactively, and we will make sure that the entire project team is motivated to remain focused and held accountable for the timely completion of all contract obligations. 6.2. Professional Practice Playbook A critical aspect of our service platform, our Playbook guides our project managers in the delivery of projects. The Playbook is a collection of best practices, lessons learned, tools and templates that our Project Managers use in the delivery of construction projects consisting of new builds and major renovations to deliver exceptional service. It is a living document, which we update as we innovate. A step-by-step guide for delivering projects during their lifecycle, our Playbook includes the documents and contracts required, potential areas of concern, challenges to watch for, and ways to adapt and respond to issues that may arise. It is organized into distinct modules that are identified by the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK), by knowledge areas, by process group, and by project phase for a typical scope of work. While following the PMBOK knowledge areas, our Playbook expands beyond the basics to incorporate our own thought leadership. As part of our Playbook, we have over 25 key templates which we encourage our staff to use and customize for their clients to foster strong, collaborative relationships, all of which have been successfully deployed on thousands of projects. As part of our in-house training, our Project Managers are asked to document both successful and unsuccessful procedures, methodologies, decisions, and activities on each of their projects to continuously improve. Successful practices are highlighted, and Project Managers are encouraged to use them on future projects.

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.	7.1. Quality Management System When asked who is responsible for quality control at Colliers Project Leaders, the answer is simple — every single employee. Canoe and its Members will benefit from our proven approach to quality management, documented in our Quality Management System (QMS). As an industry leader in program and project management, we have developed a Quality Management System (QMS), which forms the backbone of our service offerings. It is an essential component of our Professional Practice platform, demonstrating our commitment to continuous improvement. Our QMS is ISO 9001:2015 registered which confirms we meet customer, statutory, and regulatory requirements applicable to our services and that we are consistent in our application and use of the system when delivering our services. Our QMS outlines our process for the planning and delivery of projects, document control, reviews and approvals, awareness and training, and non-conformance activities. We identify opportunities to improve future project performance by collecting, reporting, and analyzing lessons learned from the hundreds of projects that we deliver annually. The resulting improvements are then incorporated into the QMS to the benefit of every current and future client or project. Every employee is trained in our quality management system, as part of their onboarding activities, and quality audits of our performance on projects are carried out by our Internal Auditor on hundreds of our projects annually. If non-conformances are found as part of the audit, all project team members and the auditor meet to discuss and determine corrective measures to implement for the future. They are documented and circulated to all relevant staff to drive future improvement. Canoe and its Members will benefit from this rigorous in-house training and application of QMS processes by our staff, which encourages our staff to be risk managers who actively look to identify and mitigate quality deterrents such as challenges, risks, errors, potential issues, and more. 7.1.1. Quality Control Efforts We believe that effective quality management is achieved when every element and task is regarded as a quality determinant and is managed to obtain a successful outcome. Our QMS directs our project managers to prepare project-specific plans for quality assurance and control and to implement those plans through all phases of project design, construction, and commissioning. Below are some of the common quality control efforts we have deployed for clients on their assignments: • Comprehensive Cost Control Logs – Continual updates and forecasting to our cost-tracking log to provide our clients an accurate reflection of budget status at all times. • Project Schedule and Contractor Progress Claims – Earned Value Management is used to monitor the construction progress and confirm actual construction progress versus what the Design-Builder is reporting. • Receipt and Review of Schedule Updates – Our Project Managers regularly review and update the master schedule to incorporate new information to verify impacts and progress. • Management and Control of Documents – Seamless transfer of information to client systems, enforcing document management guidelines, naming conventions, format, and style conform to client standards. • Action/Issue Tracking – Comprehensive issue tracking document used by the Project Manager to track and report on all project issues until formal closure and acceptance. • Complete Inspections and Tests – We establish the necessary testing and inspections prior to work starting and then verify the reports and challenge non-conformance immediately. 7.2. Subconsultant Quality Control Subcontractor consultants are rarely used to deliver our services and only on a case-by-case basis, however they are held to the same quality standards we expect of our staff. All subconsultants are managed by either the designated project manager of a project or their delegate. All deliverables are reviewed for quality and compliance prior to issuance to the client.
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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?	1.1. Member Onboarding To onboard any Canoe Member interested in utilizing our services, Colliers Project Leaders will arrange a kickoff meeting to fully brief the Member on the wide range of service offerings that we are able to provide. At this time, a Business Development lead (Account Manager, Business Development Manager or Sector Director) will be assigned and will serve as a key point of contact for any questions and issues for the duration of that specific relationship and extends beyond a single project. The Business Development leads will work with the Client Relationship Specialist to make sure the Canoe Members are fully satisfied with the services being provided and to assist and offer solutions for any new projects the Member wishes to address. The role of the Client Relationship Specialist is to make sure a consistent experience for Canoe Members across the country. The Client Relationship Specialist, supporting the Business Development lead, has access to the full array of Colliers Project Leaders' resources and is able to bring in experts, should they be required, in a given field to offer their thoughts and experience on a given challenge. The Client Relationship Specialist supports the Business Development leads in confirming the obligations of Colliers Project Leaders as a supplier to Canoe Members is understood and consistently applied. Our role is to help each Canoe Member find solutions to any challenge or project they may be facing and through the combined experience of our project managers across the country, we are confident that we can help each Canoe Member overcome any obstacle. 1.2. Delivery All inbound requests for work will be directed to Colliers Project Leaders' primary point of contact, our Client Relationship Specialist. Upon receipt of a request for support, our Client Relationship Specialist will engage the appropriate Business Development lead and a designated Regional Lead practitioner, who will review a provided Statement of Work and/or meet with the Canoe Member's team to gain an understanding of the scope of work and project stakeholders. Following this assessment, the Client Relationship Specialist, Business Development lead, and Regional Lead will meet with the delivery team internally to communicate the obligations to the Members under this agreements prior to the Regional Lead review and analyzes the requirements for the project and develop a preliminary work plan, identifying tasks/sub-tasks required for the project, including deliverable requirements. If required, we will meet again with the client's team to confirm and clarify the scope of the work plan to confirm an accurate and comprehensive proposal is prepared for the client's review. We will also create a high-level schedule for the project, using the sequencing of the work plan and preliminary constraints identified during the initial client meeting. This will also allow us to establish personnel requirements for the project, including the type of personnel resources required, the number of people, and mobilization dates. Based on this information, we will determine an appropriate project team to deliver the work. Team members will be selected based on their seniority, expertise, location, and availability and will include a Designated Project Manager who will oversee the project team and delivery of the work, reporting up to the Regional Lead and Principal Resource. The proposal will include a detailed cost proposal based on the tasks/sub tasks identified in the work plan. The fee will include a fixed or maximum upset price for the required services using rates as provided to Canoe. Beyond a work plan, schedule, proposed team, and fee, other proposal elements may include an understanding section and/or an approach and methodology (formalized work plan). Upon completion of the proposal, we will forward our submission to the Canoe Member representative for review and approval. Once the client has reviewed our proposal, and we have received written authorization to proceed, we will begin delivering the work. The Project Manager and team will mobilize and begin project initiation efforts. At the outset of being assigned a project, our team studies all project knowledge to date, this includes all information received as part of the initial response. This may also include previous studies, due diligence reports, cost estimates, stakeholder input, etc. Once we have a strong understanding, our team will lead a Project Kick-off, which brings together the Canoe Member's internal project team and stakeholders, the Architect's representatives (if hired), sub-consultants and other key parties. At the meeting, the assigned Project Manager and team members will lead a comprehensive review covering all aspects of the project including quality, cost, schedule, scope, health & safety, and more. For all projects, we start with this meeting, as it helps to forge a common sense of purpose within the team and helps avoid issues at later stages. By defining coordination practices, aligning expectations, and drawing on the collective expertise, we can develop appropriate strategies. Following the kick-off meeting, a project plan or project charter, depending on the size of the project, is developed that captures all key items from the kick-off meeting and includes items such as project objectives and success metrics, confirmation of work in and out of scope, project stakeholders, project budget and schedule, stakeholders, communication procedures and procurement processes. Additionally, a cost log and master project schedule are developed to track all project expenses and establish a baseline schedule to complete the project. All three of these documents are issued to the client for approval to make sure the entire project team is working towards the same goal. From this point, the work performed will depend on the agreed scope of services but typically will include providing project management services through planning, design, tender, construction, and close-out of the project. As previously mentioned, the Project Manager and the project team, will have regular and frequent contact with the end-user client. For work, our team can use our own internal systems including SharePoint to deliver the work, or if the client prefers, we can work within their system. We have found that adapting to what the client prefers works best.

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.	Our standard Project Management agreement (available upon request), which would exist between us and the end-user client, speaks specifically to the scope of work and agreement of terms. Colliers Project Leaders strives to create and maintain excellent working relationships and open communication with all our clients that is based on mutual respect and collaboration. Wherever issues do arise, we work hard to find a resolution. In most cases, we recommend informing the designated Project Manager in the first instance to resolve any issues that may arise. They are often the most familiar with the project and are typically able to resolve an issue within 1-3 business days depending on the nature of the issue. If the designated Project Manager is unable to resolve the issue, they will internally escalate it to the Principal and then Regional Lead for assistance in the resolution. If the client does not feel it is appropriate to raise the issue with the designated Project Manager, the client may escalate the issue to the Client Relationship Specialist, Business Development or Regional Leads who are responsible for leading the resolution of any issues as they arise pertaining to the delivery of our work, including all customer problems, complaints, service issues, or billing problems. We will take action to correct the issue within 72 hours in order to provide a quick resolution of any issue. 2.1. Identification and Resolution Resolving issues is a fundamental capability within our service offering. We are experts at identifying and resolving contract and performance issues in others, and we use this same rigor internally. Examples of internal issues that may arise include failure to follow the Canoe Member's processes or reporting procedures, poor oversight of particular project elements, or the inability to properly monitor, track, or manage cost, schedule, quality, risk, or safety parameters of a project. As our Client Relationship Specialist takes an active role in monitoring team performance on all Canoe projects, if an issue is identified, the Client Relationship Specialist will engage the Regional Lead to conduct an in-person discussion with the responsible Project Manager followed by an email to Canoe and the Canoe Member's management for reporting purposes. The Client Relationship Specialist will also chair internal team meetings and leadership meetings with Canoe to review any performance issues, identify lessons learned, and implement any required process changes. Actions taken to resolve issues with our staff include: • Immediate determination by our staff and the responsible party on a mitigation solution; • Closely monitored implementation of the mitigation solution; • Formal documentation of the issues; • Discussion during the lessons learned workshop at the end of the project; • Discussions during the bi-weekly internal team meeting, when appropriate; • Discussions with Canoe during the quarterly leadership meetings; • Discussion between Canoe and/or the Canoe Member and the Client Relationship Specialist as to the individual's suitability for the mandate if appropriate. Our team is always available for feedback on our services, as client satisfaction is our priority. 2.2. Escalation Framework Our people are empowered to resolve performance issues directly. However, should issues arise, our team structure is built to support problem-solving and mitigating measures. Colliers Project Leaders' escalation framework follows three tiers to permit efficient issue resolution, clear accountability, and seamless project execution: Project-Level Escalation: The Designated Project Manager • The first point of escalation for project execution challenges, including scope, schedule, budget, and risk management. • Supports Project Leads, Project Managers, and Assistant Project Managers, making sure they have the guidance and resources needed to navigate challenges effectively. Account-Level Escalation: Client Relationship Specialist • Escalation occurs when issues extend as a result of or beyond individual projects, such as resourcing constraints, process inefficiencies, or client satisfaction concerns. • Oversees process consistency, training, resourcing, and relationship management across projects and confirms alignment with client expectations and proactively addresses systemic issues, resource needs, and continuous improvement initiatives. Executive-Level Escalation: Responsible Executive • The ultimate point of escalation for high-impact or strategic concerns that require executive decision-making. • Provides oversight on critical matters, confirming alignment with corporate and client objectives, and facilitates senior-level resolutions when necessary. This structure makes sure that issues are addressed at the appropriate level first, with escalation only when additional authority or intervention is required—driving efficiency, accountability, and successful outcomes.
3	Describe your client management approach.	Client relationship management is a central element in our customer service approach. While individual resources may have direct accountability to the client, it is our Client Relationship Specialist who will be responsible for the long-term success of the partnership. Acting as the client's advocate, our Client Relationship Specialist will be available to address questions and issues as they arise. Our Client Relationship Specialist will act as an objective authority above the day-to-day interactions between Project Management resources and end-user clients. Our Client Relationship Specialist will be responsible for the ongoing performance of the Colliers Project Leaders team in alignment with Canoe program objectives and project objectives. Our Client Relationship Specialist will provide oversight for the resolution of resourcing and performance issues with the Colliers Project Leaders team in a timely and effective manner and will identify gaps and areas for improvement in our performance and/or services. Colliers Project Leaders proposes to use quarterly meetings with Canoe leadership as a venue to discuss performance, including the escalation of an issues. Our Client Relationship Specialist will lead these meetings, which will also be attended by other key team members, particularly key people who are supporting Canoe Member projects and/or sales representatives as part of our marketing plan. During the meeting, the team will review an agenda of items including: • Current Mandates, • Service Performance and Feedback, • Issue Identification and Resolution, • Lessons Learned/Opportunities Identified, and • Marketing Efforts. We can also add additional items to this list based on Canoe's needs or things that may arise. The meeting will be minuted and documented. For the end-users, our review process will happen more regularly given the close nature of the work we do. End-users will meet weekly with their Project Management staff as part of the delivery of services. Each assignment will also have a Designated Project Manager responsible for oversight of the delivery of work. This person too, will meet at minimum monthly with the end-user, likely more frequently. The Designated Project Manager is responsible for project-level support. This role will oversee and support our team of project managers in the delivery of projects, provide support to the end-users during high-profile meetings or presentations to key stakeholders including the executive group, and will attend project objectives meetings to add value and support our staff. They will also insert themselves into challenging projects to help provide solutions or cover any gaps in project delivery due to vacation or unexpected absences. Performance Surveys We hold ourselves to exceptionally high standards for customer satisfaction. As part of our ISO 9001:2015 Quality Management System requirements, performance monitoring is inherent in our PMBOK-based methodology and built into our best practices and standard operating procedures (SOPs). Colliers Project Leaders uses performance surveys to solicit comments from clients, both during project delivery and upon project completion. The following is a snapshot of Colliers Project Leaders' most recent performance survey results for the period January 2024 to December 2024: • Request Issued – 892 • Surveys Returned % – 52% • On Schedule – 97% • On Budget – 98% • Needs Met – 98% • Issues Resolved – 97% • Client Satisfaction – 97% • Value Added – 98% We believe this empirical data speaks volumes about our client satisfaction track-record. We work hard to earn our clients' trust and even harder to sustain it.

Engagement , Marketing and Training

Line Item	Question	Response *
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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.	1.1. National Plan to Market Services to Public Sector and MASH entities As a professional services company, Colliers Project Leaders represents itself in intentional, meaningful, and tailored ways to attract prospective clients and support current clients. Using various marketing methods and means and dedicated Business Development and Marketing teams, Colliers Project Leaders directly engages clientele in the MASH (municipalities, academic, schools, hospitals sector and with entities of all sizes from the non-profit, private, and public sectors across Canada and beyond. Upon successful selection, Colliers Project Leaders will work with Canoe to roll out a national marketing plan that will encompass the following: 1.1.1. Marketing the Master Agreement Colliers Project Leaders will market the Master Agreement through our internal sales teams that will be properly trained, actively engaged and focused on promoting the Master Agreement to Canadian Public Agencies and other clientele. Including the MASH sector, Colliers Project Leaders' existing and aspirational clients come from all sectors, including Indigenous, non-profit, and private sectors – groups that will also be informed of the Master Agreement for potential engagements. 1.1.2. Our Sales Methods Colliers Project Leaders will proactively seek sales with current and prospective public sector clients for the Master Agreement through our Business Development teams comprised of our network of Account Managers and Business Development Managers and insight selling methodologies (in-person, virtual and other engagements); use of existing traditional and digital channels and tailored collateral; focused client engagements; and broad and specific sector promotion, notably national, regional, provincial, and focused conferences, conventions, and other events. Our sales philosophy and insight selling practices involve intentional client engagement tailored to their needs. Our sales-focused staff are supported internally by our Microsoft Dynamics 365 CRM system, internally branded as Connect, which boosts lead general and identification and qualification to realize sales as well as providing robust reporting functions for internal management and strategic purposes. Utilizing Connect has supported sales results of over \$100 million annually since 2018. Working with Canoe, our Business Development team will use their broad and deep networks and Connect to incorporate leads delivered by Canoe to be followed, qualified, and won with our traditionally high rate of success. Colliers Project Leaders, through our Client Relationship Specialist, will provide Canoe with regular and thorough sales results reporting on leads, opportunities, and results as determined by the parties involved. Colliers Project Leaders will also, as directed by our Client Relationship Specialist and requested in advance by Canoe, participate a Performance Review to assess activities and success over a given period and/or with regards to a given client(s) and/or sectors (to be discussed). 1.1.3. Our Sales Initiatives and Collaboration Colliers Project Leaders jointly and actively promotes its many partners to existing clientele and the wider marketplace through traditional and digital marketing channels and through its specialist teams. With Canoe, we will jointly promote the Master Agreement through: • In-person Engagement – Our Business Development team will promote the Master Agreement in their individual markets as well as nationally. Teams will utilize general and curated, co-branded collateral to engage clientele in the MASH and related sectors. • Traditional Marketing – Our Business Development and Marketing teams will promote the Master Agreement at local, provincial, and national events. This includes conferences and conventions (e.g. collateral at booths, other); sharing curated collateral (e.g. articles, brochures, other); and in discussion with prospective Canoe Members. These efforts may also include (co-branded with Canoe) billboards, site signs and other materials (e.g. banners, promotional merchandise). • Digital Marketing – Led by our Marketing team and supported by the Business Development team, Colliers Project Leaders will use its owned (e.g. website, online portal and social media), paid (e.g. online advertising) and other online platforms (e.g. email marketing) to promote the Master Agreement. The plan may involve the following: • Our website (www.colliersprojectleaders.com) will provide online access for interested clientele to learn about and register for information and services as well as discuss services directly (via email address and local office addresses); this may also be used to request client reviews. Similarly, the website will facilitate conversations locally to support specific needs through local teams. • Email marketing will be utilized, engaging existing and prospective clients with co-branded content about the Master Agreement and supported by links to articles, videos and other content (e.g. funding announcements, success stories and more). • Social media marketing will be employed in a scheduled manner, starting with a joint announcement of the Master Agreement with Canoe and continuing with regular reminders, updates on successes (with client and Canoe prior consent), thought leadership pieces (e.g. Insights articles, specialists' perspectives) and event and other announcements that showcase us, Canoe and the MASH and related sectors that we know well. Lastly, social media networks will be employed by Business Development and Marketing professionals and teams to broaden and deepen networks to attract new members to Canoe and utilize the Master Agreement. • Online content will be produced – in conjunction with and/or co-branded by Canoe – to support digital owned media. This may include webinars, promotional videos, online discussions, and other virtual events promoted by us, partners, clients, and associations that can be used to broadcast the value of the Master Agreement. This may also include, but typically does not, news and other mentions that might be a valuable way to promote the Agreement, our partnership with Canoe and client achievements and success. 1.1.4. Co-branding Colliers Project Leaders will use Canoe's branding (e.g., its name, logo, trademark) for mutual benefit. Throughout the term of the Master Agreement, Colliers Project Leaders will deliver to Canoe all required branding of and content about Colliers Project Leaders via our designated Client Relationship Specialist for reproduction in traditional and digital content to promote the Master Agreement and participate in key events, such as trade shows and conferences (see Traditional Marketing within 1.1.3.). The content to be shared will include general details about the competitive Master Agreement; pricing for service(s) to be provided to Canoe Members; disclaimers about no-cost access for Participating Public Agencies, and clarification that the Master Agreement is a non-exclusive contract.
2	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?	2.1. Collaborative Onboarding Process Our transition to this mandate will be quick and effective. Our onboarding plan to work with Canoe will leverage this strength to permit an orderly and successful onboarding to the agreement occurs soon after contract award. Our plan incorporates the following best practices: • Training – Making sure our team understands and integrates the terms of the Agreement and how Canoe works, as well as the needs and objectives of Canoe's Members • Resourcing – Strategic alignment of resources with Canoe's program (preferences, skill set, availability, and any geographical considerations), • Onboarding – Collaboratively implement onboarding of staff for quick integration onto the team, • Implementation – Quick uptake of processes including reporting structure, communications, procurement processes, or otherwise to align ourselves with requirements of the Agreement, • Continuous Improvement – Early, proactive engagement with Canoe staff on implementation of continuous improvement opportunities. Our Client Relationship Specialist will be responsible for enacting our onboarding plan, and shifting our team to understand the agreement. Our plan entails the following: 1) Initial Workshop – Shortly after award, our Client Relationship Specialist and key staff members will meet with Canoe to confirm our understanding of Canoe's objectives, needs, projects, and resourcing requirements, as well as determine a collective definition of success. A marketing plan will also be developed to support these efforts. 2) Internal Workshop – Following this, our Client Relationship Specialist will hold a half-day workshop with the Regional Leads and sales team members to pass along this information and messaging, to make sure all of our staff are aware and educated on Canoe and the agreement, as well as their end-users. This will be the first step in enacting our marketing plan as well. 3) Quarterly Training Sessions – Our Client Relationship Specialist will host quarterly meetings with the Regional Leads, sales team, and when on a mandate, the project teams, to confirm the priorities, objectives, and projects of Canoe, as discussed and agreed to during the Initial Workshop, and in subsequent communication with Canoe leadership. In addition, we will use these sessions as a means to collectively discuss the Canoe mandate, facilitating discussion amongst the team to improve understanding and knowledge, allow staff to ask questions and draw on each other for support, and put forward innovative suggestions, ideas, and improvements which may foster continuous improvement of our service delivery, or our Canoe processes and templates. Should additional people be added to the team, we will also use this as an opportunity to bring them onboard; however, given we are proposing the same resources currently on the mandate, we believe a limited number of sessions are required with the team to confirm expectations. 4) Transition Meetings – During the early stages of the agreement, Canoe staff will meet with our Client Relationship Specialist on a regular basis to make sure our onboarding efforts remain aligned with Canoe requirements. The Agreement transition period is a time of inherent risk to Canoe. Our transition plan will eliminate that risk by leveraging our team's existing strength and experience with similar contracts. We are committed to our shared success and we are investing this effort in the spirit of partnership, setting the foundation for a continued relationship built on trust and collaboration. This is our approach to understand Canoe and their customers on the whole. Should new Members join Canoe, we will utilize our marketing plan (described in 1.1 of this section) and a similar approach to learn about their organization and educate them on what we do and can assist with. In order to onboard Canoe Members such that they become aware of our service offerings and how we may assist them in the delivery of their project, Colliers Project Leaders will arrange a kick-off meeting with any Members who are interested in our services. This meeting will serve as an introduction to the Regional Lead with whom the client will be interacting and will go into detail about our various service offerings, fee structure as per this proposal, and typical project timelines. We will use this meeting as a platform to discover what types of projects the Member may be interested in pursuing allowing Colliers Project Leaders to better meet their needs. 2.2. Educating and Training our Sales Force We envision Colliers Project Leaders and Canoe will work together upon award of contract to train our direct (Business Development) and indirect (Project Management, Advisors) sales teams on the Master Agreement and the overall Canoe program. In general, we will look to Canoe to provide training as and where needed and necessary, and to generally support educating our sales personnel. This will be primarily our Business Development team who will, in turn, be responsible for educating our Project Managers and Advisors through regular sales training, monthly regional Business Development meetings and quarterly or other meetings, sessions and summits.

3	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.	At Colliers Project Leaders, we ask all our staff to be responsible for sales, making the number of sales representatives in our firm over 900 people. Technical staff engage regularly with clients and stakeholders and the quality of work they deliver is the biggest factor in future sales. As such, we have several metrics in place which monitor the quality of each person's work. This includes feedback from client performance surveys and informal communication between resources and the assigned Client Relationship Specialist to the mandate, a role often filled by our Principals. The Client Relationship Specialist is a central element in our customer service approach. While individual resources may have direct accountability to Canoe, it is our Client Relationship Specialist who will be responsible for the long-term success of the partnership. Specifically, to support sales, we also have a robust Marketing and Business Development team. We have 17 people in our Marketing department who support sales meetings, presentations, conferences, and the creation of sales materials. Our Proposal team is dedicated to help respond to formal Requests for Proposals, like this one and includes 12 people spread across the country. Finally, we have a team of 11 regionally based Business Development Managers and 9 regional sector-specific Business Development Directors covering the Infrastructure, Municipal, and Healthcare sectors. Our Business Development team actively maintains relationships with our clients to identify new opportunities for Colliers Project Leaders to provide our services. Our Business Development team views group purchasing organizations as valuable tools in the sales process. 3.1. Salespeople Marketing Approach to the Contract Our organization approaches sales using three levels of business development activities. Account Managers, comprised of our practitioner community, pursue new opportunities with our existing client accounts. Business Development Managers pursue opportunities with new accounts within their assigned regions. Business Development Directors support the pursuit of sectoral-based clients and opportunities both independently and in collaboration with Business Development Managers and Account Managers. To start, Business Development Managers and Sector Directors will receive training on the Canoe program once the Master Agreement is awarded. Business Development Managers and Directors will be the conduit for introduction of Canoe and its advantages in business development pursuits within their respective regions and sector groups, providing educational sessions and ongoing support. Our Client Relationship Specialist will make sure regular updates and briefings (e.g. new clients onboarded, results of completed projects, project profiles, promotional efforts and client reviews); training for new hires and as a refresher for colleagues to remain current on the agreement; research, discussion and announcements on client lists; and details, discussion and education on any new services and value-add activities being considered and/or to be introduced into the Master Agreement. Upon contract award, Colliers Project Leaders envisions collaborating with Canoe to train our direct (Business Development Managers and Sector Directors) and indirect (Account Managers) sales teams on the Master Agreement and the overall Canoe program. In general, we anticipate Canoe will provide training as and where needed and necessary, and to generally support educating sales personnel. This will be primarily our Business Development team who will, in turn, be responsible for educating Account Managers through regular sales training, monthly regional business development meetings and quarterly or other meetings, sessions and summits.
4	How will you position the Canoe contract in your sales, marketing and engagement efforts?	All three of our Business Development groups (BDMs, Sector Directors and Account Managers) will position Canoe as a fantastic tool to provide a direct procurement solution for our clients' needs. Messaging that supports the use of Canoe will be based on the value of a 'one-stop shop' of suppliers who have demonstrated the ability to deliver top-tier service and best value pricing within a service category to Members. Colliers Project Leaders would seek collaboration with Canoe in participation at conferences and other business events. Our Marketing team will support our business development tools through coordination and presence at industry events, social media and messaging in job profiles and collateral.
5	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.	Our transition to this mandate will be quick and effective. Our onboarding plan to work with Canoe will leverage this strength to permit an orderly and successful onboarding to the agreement occurs soon after contract award. Our plan incorporates the following best practices: • Training – Making sure our team understands and integrates the terms of the Agreement and how Canoe works, as well as the needs and objectives of Canoe Members • Resourcing – Strategic alignment of resources with Canoe's program (preferences, their skill set, availability, and any geographical considerations), • Onboarding – Collaboratively implement onboarding of staff for quick integration onto the team, • Implementation – Quick uptake of processes including reporting structure, communications, procurement processes, or otherwise to align ourselves with requirements of the Agreement, • Continuous Improvement – Early, proactive engagement with Canoe staff on implementation of continuous improvement opportunities. Our Client Relationship Specialist will be responsible for enacting our onboarding plan, and shifting our team to understand the agreement. Our plan entails the following: • Initial Workshop – Shortly after award, our Client Relationship Specialist and key staff members will meet with Canoe to confirm our understanding of Canoe's objectives, needs, projects, and resourcing requirements, as well as determine a collective definition of success. A marketing plan will also be developed to support these efforts. • Internal Workshop – Following this, our Client Relationship Specialist will hold workshops with our Regional Leads and Business Development team members to pass along this information and messaging, to make sure all of our staff are aware and educated on Canoe and the agreement, as well as their end-users. This will be the first step in enacting our marketing plan as well. • Quarterly Training Sessions – Our Client Relationship Specialist will host quarterly meetings with our Regional Leads, Business Development teams, and when on a mandate, the project teams, to confirm the priorities, objectives, and projects of Canoe, as discussed and agreed to during the Initial Workshop, and in subsequent communication with Canoe leadership. In addition, we will use these sessions as a means to collectively discuss the Canoe mandate, facilitating discussion amongst the team to improve understanding and knowledge, allow staff to ask questions and draw on each other for support, and put forward innovative suggestions, ideas, and improvements which may foster continuous improvement of our service delivery, or our Canoe processes and templates. Should additional people be added to the team, we will also use this as an opportunity to bring them onboard; however, given we are proposing the same resources currently on the mandate, we believe a limited number of sessions are required with the team to confirm expectations. • Transition Meetings – During the early stages of the agreement, Canoe staff will meet with our Client Relationship Specialist on a regular basis to make sure our onboarding efforts remain aligned with Canoe requirements. The Agreement transition period is a time of inherent risk to Canoe. Our transition plan will eliminate that risk by leveraging our teams' existing strength and experience with similar contracts. We are committed to our shared success and we are investing this effort in the spirit of partnership, setting the foundation for a continued relationship built on trust and collaboration. This is our approach to understanding Canoe and their customers on the whole. Should new Members join Canoe, we will utilize our marketing plan (described in 1.1 of this section) and a similar approach to learn about their organization and educate them on what we do and can assist with. To onboard Canoe Members such that they become aware of our service offerings and how we may assist them in the delivery of their project, Colliers Project Leaders will arrange a kick-off meeting with any Members who are interested in our services. This meeting will serve as an introduction specifically to the Regional Business Development Manager and Regional Lead with whom the client will be interacting and will go into detail about our various service offerings, fee structure as per this proposal, and typical project timelines. We will use this meeting as a platform to discover what types of projects the Member may be interested in pursuing allowing Colliers Project Leaders to better meet their needs.
6	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?	6.1. Contract Compliance Framework and Sales Reporting Compliance with the rates will be part of the education process outlined in our onboarding and marketing plans, described within the proposal. The rates for each region will be provided to all individuals, so they are aware of what prices are to be used when creating proposals with costs for Canoe Members. On an annual basis, our accounting department will audit a select number of projects from different geographical regions to verify that the rates being billed are in-line with this proposal. The invoices are rigorously reviewed prior to issuance to confirm the correctness, and this audit will serve as an additional verification. On our mandates, we typically prepare Monthly Project Status Reports, which communicate the status of each project performance with respect to scope, schedule, cost, and risk issues. Each status report includes up to date metrics on schedule and costs for our projects. We propose implementing a similar report to Canoe. By properly establishing this mandate in our accounting framework as a standing offer and billing as subphases, our accounting team can easily pull detailed financial reports on the status of our projects, including hours billed, rates billed at, and hours/cost left in the project which outlines performance to plan. Our reports can be broken down to the level of timesheets for the employees who billed against the standing offer mandate. We can work with Canoe if successful to determine a reporting structure and level of detail to support their reporting requirements. 6.2. Quarterly Review Process Acting as the client's advocate, our Client Relationship Specialist is available to address questions and issues as they arise. Our Client Relationship Specialist will act as an objective authority above the day-to-day interactions between the Project Management resources and end-user clients. She will be responsible for the ongoing performance of the Colliers Project Leaders team in alignment with Canoe program objectives, project objectives. Our Client Relationship Specialist will provide oversight for the resolution of resourcing and performance issues with the Colliers Project Leaders team in a timely and effective manner and will identify gaps and areas for improvement in our performance and/or services. Colliers Project Leaders proposes to use quarterly meetings with Canoe leadership as a venue to discuss performance, including the escalation of an issues. Our Client Relationship Specialist will lead these meetings, which will also be attended by other key team members, particularly key people who are supporting Canoe Member projects and/or sales representatives as part of our marketing plan. During the meeting, the team will review an agenda of items including 1) Current Mandates, 2) Service Performance and Feedback, 3) Issue Identification and Resolution, 4) Lessons Learned/Opportunities Identified, and 5) Marketing Efforts. We can also add additional items to this list based on Canoe's needs or things that may arise. The meeting will be minuted and documented. For the end-users, our review process will happen much more regularly given the close nature of the work we do. End-users will meet weekly with their Project Management staff as part of the delivery of services. Each assignment will also have a Designated Project Manager responsible for oversight of the delivery of work. This person too, will meet at minimum monthly with the end-user, likely more frequently.

7	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.)	7.1. In-person Engagement Our Business Development team will promote the Master Agreement in their individual markets as well as nationally. Teams will utilize general and curated, co-branded collateral to engage clientele in the MASH and related sectors. Sector Directors will support Canoe engagement efforts related to the combined regional and specific sectors being targeted. Additional engagement by Account Managers will take place within specific regions when relevant to their managed accounts. 7.2. Traditional Marketing Our Business Development and Marketing teams participate in a myriad of local, regional provincial, and national events. This includes conferences and conventions (e.g. collateral at booths, other); sharing curated collateral (e.g. articles, brochures, other); and in discussion with prospective Canoe Members. These efforts may also include (co-branded with Canoe) billboards, site signs and other materials (e.g. banners, promotional merchandise). 7.3. Member Engagement Events Colliers Project Leaders can look to arrange an in-person Member Engagement Event to bring together practitioners from the participating Local Authorities and Indigenous governing bodies to develop a shared vision and path forward for enhanced emergency management partnerships and priorities in the region. For example, we have organized the Colliers Annual Charity Golf Tournament for 35 years and fostered a culture of philanthropy within our organization and among our clients. Our various events benefit several important causes. 7.4. Community Engagement Through our sponsorship and participation, Colliers Project Leaders supports and encourages local organizations focused on health, sports, and community building. Our regional offices are continuously engaging and investing in the communities within which they operate. This includes supporting and giving our time to a full range of activities such as sponsorships, volunteering, and fundraising. Organizations we have supported include: Give to Live – Cycle for Life, Ride for the Cure, Habitat for Humanity, United Way, Canadian Cancer Society, Ronald McDonald House, Muscular Dystrophy Canada, The Boys and Girls Club, and the Resolve campaign to end homelessness in Calgary.
8	Provide details on industry and association partnerships your company has fostered over time which will be beneficial to promoting the Canoe contract in Canada.	There are several industry conferences and tradeshow of national and regional interest to Colliers Project Leaders. Over time, the Business Development team has evaluated these events and chosen which to invest in and which to pass up. This is largely due to the type of audience at each venue. Nationally, we attend the following conferences annually: • Canadian Association of Municipal Administrators (CAMA) • Canadian Association of University Business Officers (CAUBO) • International Council of Shopping Centers (ICSC) • Real Property Institute of Canada (RPIC) In addition, and for the most part, our approach to events is regionally based and dependent upon the offerings and capabilities of our local staff. We attend over 150 events annually, with each region determining the events they want to speak at, sponsor, and attend.

Sales and service network

Question	Response *
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. a. Sales force. b. Service personnel/teams. Please include details, such as the locations of your network of sales and service providers, and any overlap between the sales function.	1.1. Nationwide Sales Force and Service Provision We are where our clients are. Colliers Project Leaders is a nationwide organization with over 30 offices and 900 people. With our offices spread across the country for maximum geographic coverage, 95% of the population is within 50 km of one of our offices. Canadian Major Office Locations: • Territories: Yellowknife; Whitehorse • British Columbia: Kelowna; Prince George; Vancouver; Victoria • Alberta: Calgary; Edmonton • Saskatchewan: Regina; Saskatoon • Manitoba: Winnipeg • Ontario: Barrie; Burlington; Cambridge ; Kingston; London; Markham; Mississauga; Ottawa (Head Office); Thunder Bay; Windsor • Quebec: Montreal; Quebec City • Newfoundland and Labrador: St. John's • New Brunswick: Moncton • Nova Scotia: Halifax • Prince Edward Island: Charlottetown Each of these regions is supported by a Business Development Manager and sector-specific Business Development Directors covering the infrastructure, municipal, and healthcare sectors. Our Business Development team actively maintains relationships with our clients to identify new opportunities for Colliers Project Leaders to provide our services. 1.2. Large Project Orders Through our depth of resources and rigorous management, the Colliers Project Leaders team can carry out multiple projects simultaneously and in compliance with the associated deadlines, while maintaining high quality project management to Canoe and its end-users. With a clear overview of the entire Canoe mandate our Client Relationship Specialist maintains a prime vantage point from which to coordinate engagement of all resources across multiple assignments simultaneously. Communicating with Regional Leads on a regular basis to monitor current programs of work, our Client Relationship Specialist will closely manage program progress in a customer's advocate role to make sure commitments made in the process of the sale are being delivered appropriately. We are accustomed to carrying out many projects simultaneously and are completely confident that we have the necessary capabilities to complete commissions when requested. Our broad resources, coupled with the project management tools that enable us to effectively perform project management services across the country, govern our ability to manage work in addition to our forecasted workloads. Due to our extensive pool of personnel, we have the ability to pull resources and people from several different offices to make sure our projects are completed on schedule. We have built on business on a solid reputation for delivering quality services to our clients.

Describe your delivery model including timelines, regional restrictions, and exclusion from your offering.	2.1. Standard Service Delivery Timelines Our team is typically available to meet and provide a proposal for Canoe Members within 5 business days of request. During that time, we will meet with the Canoe Member to discuss the project and develop a proposal which will outline the agreed scope of services, the schedule, the proposed resources who will deliver the project, and the associated level of effort and subsequent fee to complete the assignment. These proposals can follow the format of the client to make sure the project is properly scoped and discussed before an agreement is made. Our team is accustomed to working with tight deadlines and aggressive schedules to meet the needs of our clients. The standard service delivery timeline for a project varies greatly depending on the scope of work as projects could range from a simple feasibility study taking several months to a large design and construction project spanning multiple years. We will work with our clients to determine ways to expedite their timelines, including looking at delivery methodologies and schedule optimization to determine if the project can be delivered faster. 2.2. Structure of Contract Support We view the partnership with Canoe as a significant evolution in our ability to service the marketplace and provide Canoes Members with effective client support for their capital infrastructure projects. Our Client Relationship Specialist will be the hub for all communication into and from Colliers Project Leaders. While Canoe may not be the direct client we see our relationship with Canoe equally critical. 2.3. Time Availability of Customer Support Once a Project Manager is assigned to help an end-user deliver a project, they are readily available to help our clients whenever required. They will be fully available to answer questions, take meetings, and work directly with the clients to support their mandate. We live in a world where there are no set hours for professionals and our assigned resources work with their client teams to make sure they are fully aware of when their Project Manager is available. That being said, our standard business hours are typically 8 am – 5 pm, Monday through Friday, but as noted, our individual resources can and do make exceptions for their clients. As we have operations across the country, we have team members acting in the local time zones. Proposal times for emergency orders and services depend on the required work. 2.4. Availability of Online Support While our organization does not have an online support department, that is not the nature of our business. Instead, each client is aware of the team of resources which are dedicated to their mandate and who are fully aware of project status and scope of work. Clients may contact the designated Project Manager via email or phone as required throughout the project life cycle. As mentioned before, the assigned staff can be available to support our clients outside of regular business hours if required. In addition, during the COVID-19 pandemic, Colliers Project Leaders successfully completed a wide variety of different projects for municipal, provincial, and federal stakeholders and have adapted our technological platforms to support continuous representation and communication. For instance, we have found that engaging stakeholder groups through face-to-face methods such as interviews or workshops using video conferencing technologies has been highly effective in engagement. These technological platforms coupled with our secure IT platforms enable our staff to work remotely and engage with all required parties. In addition, Colliers Project Leaders can make available our ShareFile file-sharing system. ShareFile is a user-friendly and Client-configured collaborative tool for document sharing. To establish document privacy, project information is stored on Canadian Servers. ShareFile has web, desktop, and mobile applications making the project documentation available from anywhere at any time. ShareFile also facilitates assigning tasks and implementation of workflows for project documentation. Using ShareFile allows Colliers Project Leaders and Client staff to work efficiently and collaboratively while working remote. Colliers Project Leaders is well set up and experienced working remotely or in client offices when requested. We also have invested in a customized Microsoft SharePoint platform, a user-friendly database that establishes a single point of access for all project documents and correspondence that is available to all our staff. SharePoint allows our staff to share and collaborate on content from anywhere and on any device within a highly secure environment. Every new document created in SharePoint is assigned a new and unique number, and documents are assigned a version code that indicates its current status e.g. draft, minor revision, or final/major changes. Documents must be “checked in” or “checked out” to allow for edits, providing a heightened level of version control all in keeping with our rigorous Quality Management System, which is detailed further in this proposal. As such, SharePoint increases the level of consistent, accurate communication on the status of your project. Finally, our newest automated reporting system, Clarizen is an enterprise-level software that tracks project metrics such as cost, schedule, and risk in real-time. The system rolls-up the data metrics to produce dashboards, which summarize project and program performance in several key areas, while allowing clients to drill down to details. The tool integrates with Microsoft Office, provides secure external connectivity allowing others to access interactive dashboards, and is highly customizable, allowing us to import specific processes and template to reinforce consistency. Clarizen provides a portal for all project management activities and documentation, enabling collaboration. 2.5. French Language Support Our proposed team has been assembled to provide the best services to Kinetic. This includes several proposed team members who can verbally communicate effectively in French. Within our Quebec offices of Montreal and Quebec City, all of our staff members are fully bilingual, capable of working in either official language of Canada. A majority of their work is conducting in French with French speaking clients and stakeholders. We also have bilingual people in several of our offices across Canada, including many in Ottawa, wherein we are often required to provide services in both English and French. With this strong backing of French speaking resources throughout our company, many who are proposed on this team, we believe that our team is more than capable of communicating in French for any and all mandates which may require this, regardless of region. 2.6. External Company Involvement Colliers Project Leaders does not require any external companies to help deliver project management services to Canoe Members. However, as part of the delivery of services in managing real property capital projects, often the client is required to hire a design team and a contractor to complete the work. Our team as part of our scope of services can do that. Colliers Project Leaders can provide a turn-key solution to any Canoe project. We can hire consultants and contractors on our client's behalf to complete your projects. We can run our own competitive procurement process for any of the consulting disciplines, or we can support the client running their own procurement process, following your internal standards and protocols. We have prepared contract documents using various client's standards to procure various consultants (architects, engineers, environmental specialists, archaeologists, lighting designers, etc.) and contractors to complete the required works. We help develop the Request for Proposal documents, evaluation matrices, and the contracts required. Our role has been to not only hire, but manage these consultants and contractors throughout the projects, make sure quality requirements are adhered to. 2.7. Subcontractor Management Colliers Project Leaders does not typically hire subcontractors as we operate as a third-party advisor and Owner's Representative make sure the client's best interest are always our top priority. Typically, all contractors and consultants (designers, planners, general contractors, etc.) are contracted directly with the Client. Colliers Project Leaders will assist/manage the procurement and oversight of these services but contractually, the agreements are solely with the Client. On a case-by-case basis, Colliers Project Leaders may subcontract some services however this would not be a typical arrangement. The methodologies Colliers Project Leaders employs to review and confirm quality assurance and quality control in the delivery of services by the consultants and contractors would also apply to a subcontractor hired by Colliers Project Leaders and consists of several proven cost control systems for realizing current and project-specific costs. Our Project Team will manage all contractors and suppliers, coordinating them with stakeholders, overseeing their adherence to the Project Plan, and agreed upon deliverables.
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.	Colliers Project Leaders has extensive experience working with clients under standing offer and supply arrangements for municipal, provincial, and federal government. For each standing offer, Colliers Project Leaders is selected through a competitive sourcing process that complies with the BPS Procurement Directive. We provide deep experience delivering highly visible, high profile, risky, complex, resource intensive programs and projects for public sector clients. This is the core of our business, with 70% of our work from public sector firms. Based on our fees accounting for 1% of public capital infrastructure projects in Canada, we touched nearly \$10B of infrastructure needs in 2024. Our ISO 9001:2015 registered Quality Management System (QMS) outlines our process and provides templates for the planning and delivery of projects, document control, reviews and approvals, awareness and training, and non-conformance activities. Our QMS provides the rigour and transparency required for working with the public sector. To bolster our compliance, all practitioners are subject to rigorous training on public procurement practices and bidding and tendering law. Moreover, general QMS Audit and Procurement-specific audits are conducted routinely to confirm compliance and to identify opportunities for improvement and lessons learned. Colliers Project Leaders is very much aware of the importance of engaging in all aspects of the projects with Integrity and Ethics. For this reason, all Colliers Project Leaders employees repeat annual Code of Ethics and Conduct training and must submit an acknowledgment of compliance letter.

Social benefits

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.

■ We will not be submitting for Social benefits

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.	1. Recognizable Community Contribution Colliers Project Leaders seeks to positively impact the communities in which we live and work. Our regional offices are continuously engaging and investing in the communities within which they operate. This includes supporting and giving our time to a full range of activities such as sponsorships, volunteering, and fundraising. We encourage and enable our professionals to share their time and skills and raise funds for causes that matter to them – from assisting with disaster relief efforts to addressing homelessness or food insecurity and helping disadvantaged groups. We strongly believe that our support boosts employee satisfaction and engagement, and makes us an employer of choice through our shared values of giving back. A small sample of organizations we have supported include: Give to Live – Cycle for Life, Ride for the Cure, Habitat for Humanity, United Way, Canadian Cancer Society, Ronald McDonald House, Muscular Dystrophy Canada, The Boys and Girls Club, and the Resolve campaign to end homelessness in Calgary. Our community efforts are purposely decentralized and carried out by local teams. This gives our markets the autonomy and flexibility to tackle local priorities and truly reflect the interests of our professionals. We encourage our markets to align their efforts to the three pillars that underpin our sustainability strategy (environment, inclusiveness, and health & wellbeing). With this approach, we still aim to make sure all our markets have the proper governance and tools in place to engage staff and track contributions. Local efforts are united through our global volunteering program, Colliers Gives, and all regions participate in a reporting process to track and measure community efforts. We achieved solid results in our first year of Colliers Gives. In 2023, our professionals supported charitable organizations and engaged in voluntary work equivalent to more than 5,800 days, helping us reach 39% of our medium-term, 15,000-day goal. 2. Indigenous Youth Community Builder Grant As part of our ongoing commitment to Truth and Reconciliation, Colliers Project Leaders launched our first annual Community Builder Grant in 2023. This award celebrates and acknowledges the contributions of three Indigenous youth to their communities. After hearing from inspiring individuals from coast-to-coast – all with unique and impactful ideas for community building, we partnered with a panel of Indigenous leaders from across Canada, who reviewed submissions. The panel selected three Indigenous youths to award \$5,000 each towards their education, a community-building project or a new business idea. 3. DEI Learning and Development All Colliers Project Leaders employees must complete their Indigenous Cultural Awareness Training within 90 days of joining the firm. This program provides four hours of training and was developed in conjunction with the First Nations University of Canada and Four Seasons of Reconciliation. This makes sure that all employees and contractors who work for us understand the value and benefits of working within diverse teams and respectfully collaborate with Indigenous people and communities. We also require all staff to complete Diversity, Equity & Inclusion training, which includes learning socials to share and discuss personal reflections. The training covers topics including unconscious bias, using proper pronouns, inclusive workplaces, ethnicity and stereotypes, and much more. Through comprehensive learning and development programs, our people gain insights into unconscious bias and learn to appreciate diverse perspectives. This helps us maintain a supportive workplace where everyone can achieve their full potential, while promoting authenticity, inclusive leadership and diversity within our industry. 4. Supplier Diversity Colliers Project Leaders is a corporate partner of the Canadian Gay & Lesbian Chamber of Commerce, Women Business Enterprises, and Canadian Aboriginal Minority Supplier Council and we participate in regular "meet the buyer" sessions to connect with diverse suppliers that offer goods or services relevant to our clients. Moreover, we provide guidance to our practitioners on how to support a client's supplier diversity and/or social procurement goals. This is supported by our quarterly-updated Diverse Supplier & Social Procurement register. The social procurement register lists Certified Social Enterprises, that is businesses that sell goods or services, embed a social, cultural, or environmental purpose into the business, and reinvest the majority of profits into their social mission. This register lists diverse & certified social suppliers from across Canada, sectors, and services, so we can easily invite a more diverse supplier pool to participate in our clients' procurement(s). Colliers Project Leaders uses the platform Supplier.io and the BuySocial databases to discover and engage with diverse and certified social suppliers. We encourage and invite diverse suppliers to register with Supplier.io as there is no charge for registering. 5. External Partnerships We seek partnerships with organizations focused on underrepresented communities within real estate to strengthen our diversity and inclusion efforts. Through open-minded collaboration, our teams gain valuable insights that help foster a more equitable industry for all. At Colliers Project Leaders, we prioritize our partnerships with Indigenous communities and organizations as part of reconciliation efforts. We look to help support the capacity-building and socio-economic development necessary for Indigenous communities to achieve independence and self-determination. Colliers Project Leaders has a strong strategic partnership with the First Nations Major Projects Coalition, which has both for-profit and not-for-profit arms and a membership of over 50% of the First Nations across Canada. The FNMPCC Advisory Centre is a 100% Indigenous-owned Limited Partnership, wholly owned and controlled by the FNMPCC and employing 25 people to advance economic and social self-determination of its member nations through meaningful involvement in infrastructure projects. Our partnership allows us to provide an informed and educated Indigenous-led perspective on the constraints and concerns impacting both sponsors and Indigenous communities in order to advance major capital programs. Together we support government agencies, ministries, departments, and Crown corporations with active capital asset portfolios and mandates to advance major projects and reconciliation with Indigenous peoples. We also provide services to Indigenous nations, development corporations, businesses, or other Indigenous organizations seeking to improve their ability to engage effectively in regulatory processes and benefit from economic development activities taking place within their territories. We are a member of the Canadian Council for Indigenous Business (CCIB), which works to build relationships between Indigenous and non-Indigenous peoples, business, and communities with a membership program, certification program, tools and training, events, awards, research and more. We are pursuing the CCIB's Partnership Accreditation in Indigenous Relations (PAIR) certification program, which evaluates corporate Indigenous relations and certifies companies as good business partners, great places to work, and committed to prosperity in Indigenous communities. We are currently recognized as a PAIR Committed company and are working towards achieving the first (bronze) level of certification.

Proactive disclosure of Artificial Intelligence (AI) in drafting response

Line Item	Question	Comments *
1	Did you use any Artificial Intelligence (AI) tools or systems in the preparation of your RFP response?	No
2	If yes, please specify which AI tools were used and describe their roles in the drafting process.	Not applicable
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.	Not applicable

Documents

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.

Please note you can only upload 1 document per item requested.

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.](#) - Canoe Discount and Rate Structure for Services Offered.pdf - Thursday February 27, 2025 09:29:27

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

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

- 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:

- is the sole property of Canoe and must be treated as confidential;
- is not to be used for any purpose other than replying to this SOLICITATION and the performance of any subsequent contract for the Deliverables;
- must not be disclosed without prior written authorization from Canoe; and
- 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:

- 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
- 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):

- make public the names of any or all Proponents;
- 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;
- waive formalities and accept Proposals that substantially comply with the requirements of this Solicitation;
- contact or not contact any or all references provided by the Proponent;
- 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);
- 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;
- 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;
- disqualify any Proponent that is bankrupt or insolvent, or where bankruptcy or insolvency are a reasonable prospect;
- 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;
- disqualify any Proponent if the Proponent, or any officers, directors or other key personnel of the Proponent:
 - are subject to final judgments in respect of serious crimes or other serious offences; or
 - 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;
- disqualify any Proponent if the Proponent has failed to pay taxes;
- 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;
- accept or reject a Proposal if only one Proposal is submitted;
- accept any Proposal in whole or in part;
- reject a subcontractor proposed by a Proponent within a consortium;
- reject a Proposal:
 - if CANOE or RMA has initiated a dispute, claim or litigation with that Proponent;
 - 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;
 - if the Proponent has failed to satisfy an outstanding debt to CANOE or RMA;
 - if the Proponent has a history of illegitimate, frivolous, unreasonable or invalid claims;
 - if the Proponent provides incomplete, unrepresentative or unsatisfactory references; or
 - if CANOE determines that it would not be in the public interest to accept the Proposal;
 - select a Proponent other than the Proponent whose Proposal reflects the lowest cost to CANOE; or
 - 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.

- Simon Rainsbury, Senior Vice President, Western Canada, Colliers Project Leaders 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	☒	7
Addendum 01 - CAN-2025-002 Tue February 11 2025 06:45 AM	☒	6

Schedule “B1”

PRICING

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.