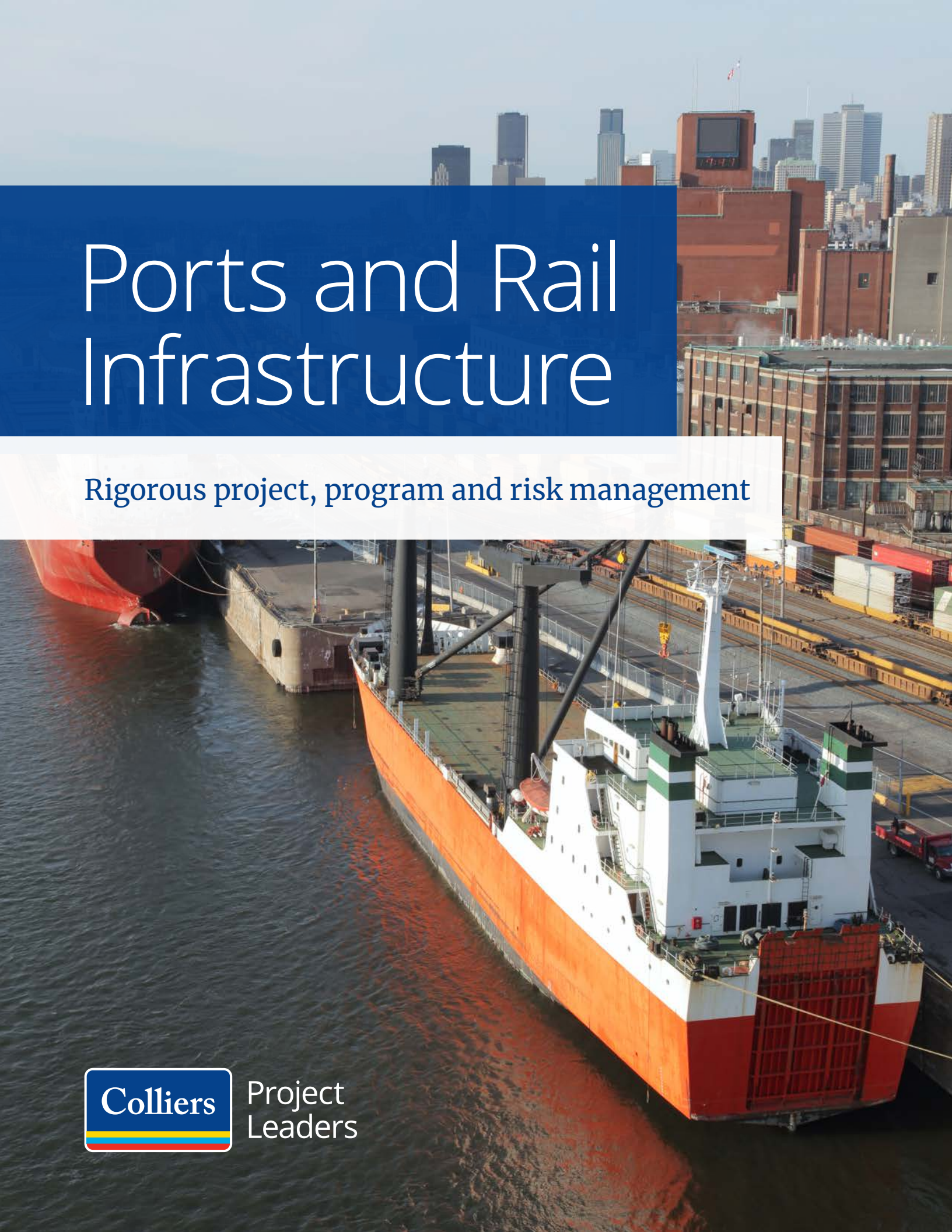


Ports and Rail Infrastructure

Rigorous project, program and risk management



Project
Leaders





The daily movement of goods and people in Canada relies heavily on our intermodal transportation networks.

Renovating, upgrading and expanding port and rail infrastructure is essential to ensuring the reliable and efficient movement of users, freight and cargo. If your capital project goes awry, you may risk operational and safety issues, not to mention increased costs and schedule delays.

Applying a rigorous project management process is critical to the successful delivery of your capital projects - one that incorporates clear reporting on your project status, controls on costs and schedules, regular communications so stakeholders are aligned, and identifies strategies to minimize risk and the impact on existing operations, all while prioritizing safety.



Project accountability from start to finish.

Our expert advisory and project management teams are here to help you expand your infrastructure capacity, meet aggressive performance targets and achieve sustainable development.

We will work on your behalf to keep your project moving forward, so your staff is free to focus on day-to-day operations.

Our scalable and flexible solution brings accountability and rigor to your capital project where you need it.

You benefit from:

- **Critical risk management**, via structured workshops that identify, assess and address potential safety, schedule, budget, design, construction and environmental risks and work to minimize their potential impact on your project.
- **Targeted stakeholder management** that is balanced and consistent. Ports and rail projects are complex, with an array of competing organizations and partners monitoring project progress. We provide clear communication throughout your project so that stakeholder expectations and interests are aligned with your goals.
- **Robust project governance** that delivers the structure, processes, decision-making models and tools needed to support the successful delivery of your project. Project governance includes review and approval processes, contract compliance and oversight, performance audits and detailed reporting you can share with funding partners, board members and other stakeholders.
- **Clear and transparent procurement processes** through the creation of a procurement strategy and documents that generate market interest and competitive bid responses. Selecting the right project delivery model, assessing the project financing structure and facilitating the bid process are key elements to the successful delivery of projects.
- **A focus on health and safety** on your project site and surrounding operations. We apply diligence and best practices at all times, understanding that the safety of project participants is a first priority.

Your project will benefit from an experienced partner who understands the complexities of port and rail infrastructure.

We offer advisory and project management services to help you navigate challenges and potential risks and guide you through the lifecycle of each new build, expansion, or renovation. We help you make important decisions with a high level of confidence during the development of your infrastructure project, thereby protecting your reputation and enabling your business operations to remain globally competitive, sustainable and reliable.

Our experts have partnered with multiple port and rail owners to support capital projects and programs, including:

Ports Facilities and Marine Infrastructure

- New terminal and cargo storage facilities
- Cargo and passenger terminal upgrades
- Wharf relocations
- Seaside pavilions
- Surrounding road infrastructure
- Facility condition assessments
- Offshore structure management

Rail Infrastructure

- Bridge replacements and grade separations
- New rail yard facility construction and upgrades
- Construction and renovation of supporting buildings
- New siding construction and extensions
- Track capacity expansions and upgrades
- Double track design and construction
- Intermodal terminals



We are proud supporters of the Association of Canadian Port Authorities and The Canadian Association of Railway Suppliers



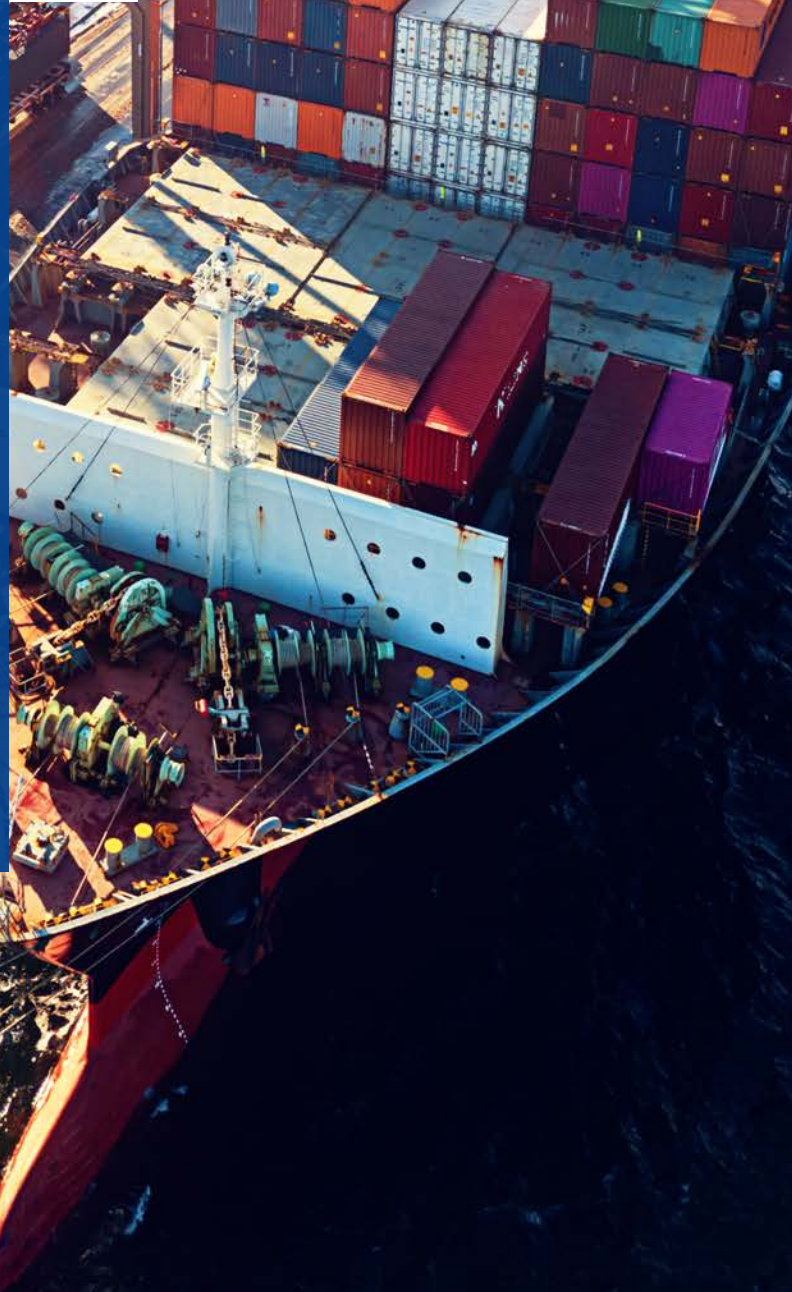
Canada's transportation network

Canadian Port Authorities handled more than 340 million tonnes of cargo and moved 1.3 million cruise ship passengers in 2020¹, while Canada's railways moved more than \$320 billion worth of goods and 100 million passengers².

The Government of Canada is investing \$2.3 billion³ to improve Canada's trade infrastructure, including ports and rails.

Sources:

- ¹ Association of Canadian Port Authorities (2021)
- ² Railway Association of Canada (2021)
- ³ Transport Canada, Transportation in Canada Overview Report (2020)



National presence, local focus

30+

offices across
Canada

ISO

9001:2015

250+

PMP-accredited staff

99%

on-time project delivery

17,000+

public- and private-
sector projects

1

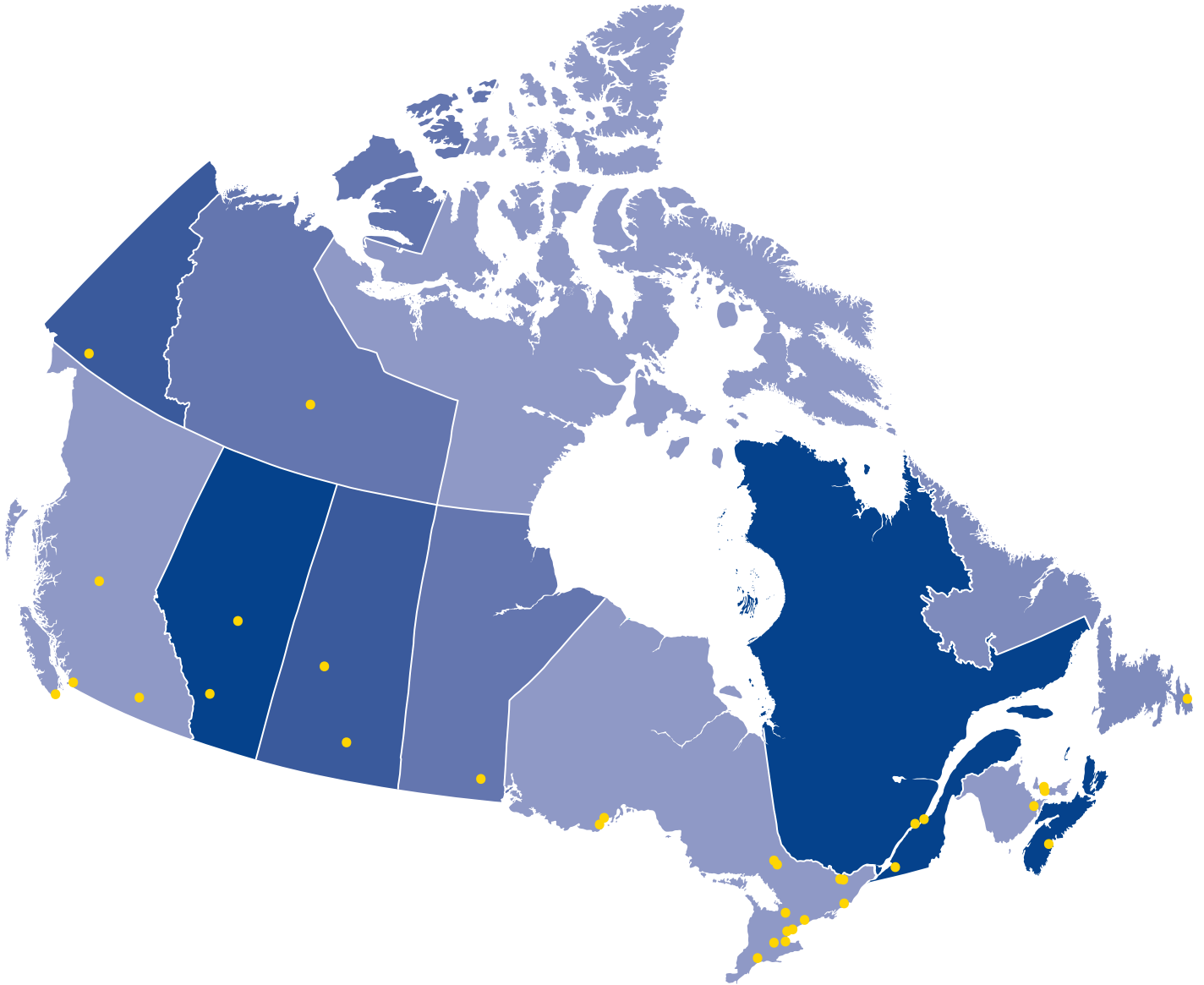
local point of contact and a
network of specialists for support

30+

years experience

75

Net Promoter
Score



Our full service offering

Get it Right Solution™

**Get it Right
Solution™**

Get it ready

Get it built

Get it performing

Get it ready

Enterprise program management

- Program/project management office (PMO) reviews, development and support
- Program/project governance and oversight
- Program/project management best practices, process mapping training and tools
- Project portfolio assessment management

Strategic portfolio intelligence

- Investment, feasibility and accommodation analysis
- Due diligence and needs assessment
- Business case preparation and development
- Portfolio optimization and revitalization planning

Get it built

Comprehensive project management

- Project oversight and monitoring
- Integration, scope, schedule, cost, quality, resources, communications, risk, procurement management and stakeholder engagement
- Sustainability objectives

Colliers Bid Document Review™

Constructability analysis

Design review

Dispute and claims resolution

Contracting and procurement advice and support

- Contracting and procurement options analysis
- Client bid procurement support and evaluation
- RFP development and implementation

Furniture, fixtures and equipment planning

Operational readiness, transition planning and efficiency assessments

Get it performing

Asset management

- Acquisition, investment and disposal strategies for real property assets
- Operational effectiveness
- Value, efficiency and cost optimization

Critical building systems review

Performance audits and reviews

- Compliance and improvement strategies
- Independent project reviews and health checks

Post-occupancy program

Warranty period oversight



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