

## **Award of Negotiated Request for Proposal Doc 5331229053 to Sure General Contractors Inc., Tribro Group Ltd. and Cosar GC PM Suppliers for the Provision of General Trades and Minor Building Repairs at Various City of Toronto Locations**

**Date:** November 24, 2025

**To:** General Government Committee

**From:** Executive Director, Corporate Real Estate Management and the Chief Procurement Officer

**Wards:** All

### **SUMMARY**

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The purpose of this report is to advise on the results of the Negotiated Request for Proposal (nRFP) Doc5331229053 for the provision of general trades and minor building repairs at various City of Toronto locations and to request authority for the Executive Director, Corporate Real Estate Management (CREM), to award contracts to the following top-ranked suppliers meeting the requirements outlined in the nRFP:

- Sure General Contractors Inc. in the amount of \$27,304,135 net of all applicable taxes and charges (\$27,784,688 net of Harmonized Sales Tax recoveries).
- Tribro Group Ltd. in the amount of \$23,066,378 net of all applicable taxes and charges (\$23,472,346 net of Harmonized Sales Tax recoveries).
- Cosar GC PM in the amount of \$10,784,645 net of all applicable taxes and charges (\$10,974,455 net of Harmonized Sales Tax recoveries).

A total of three suppliers are required to support the seven City Divisions participating as part of this procurement. These City Divisions include CREM, serving as the lead Division, Senior Services and Long-Term Care (SSLTC), Toronto Fire Services (TFS), Solid Waste Management Services (SWMS), Children's Services (CS), Toronto Shelter and Support Services (TSSS), and Municipal Licensing and Standards (MLS), encompassing over 1,000 buildings. Each Division is responsible for the oversight of its contracts and the performance of related work.

The scope of supplier services includes general maintenance and repairs of City facilities on an as needed, ad hoc basis to restore and keep buildings in a safe and functional state. Since the City does not have internal resources or capabilities to act as a general contractor, suppliers will act as the prime contractor, coordinating and delivering all required services across multiple trades, including carpentry, masonry, electrical, flooring, painting, and others. These services will primarily apply projects requiring multiple trade coordination and/or building permits due to regulatory requirements and potential impacts. Engaging suppliers under these conditions ensures compliance with City standards, health and safety regulations, and building codes, while maintaining quality assurance and accountability. Additionally, these contracts may be utilized for emergency purposes and to accelerate small projects where timely delivery is critical to minimize service disruptions and ensure continuity of City operations.

Having multiple vendors provides benefits such as operational resilience and strategic value. A multi-vendor approach reduces dependence on a single supplier, mitigating risks such as delays, shortages, or quality issues. It ensures adequate capacity to manage fluctuating demand and urgent deadlines, while maintaining competitive prices through ongoing supplier competition. Furthermore, utilising diverse vendor capabilities encourages innovation and enhanced overall quality. This strategy offers flexibility to address underperformance without renegotiation, while strengthening the City's long-term sourcing position by expanding the supplier base and reducing vendor lock-in.

Each contract will be for a period of three years starting from the date of award, with an option in favor of the City to renew for one additional two-year period. The total value of all three contract awards, inclusive of a contingency and a Consumer Price Index (CPI) adjustment applicable to the optional period, is \$61,155,158 net of applicable taxes and charges (\$62,231,488 net of Harmonized Sales Tax recoveries). This amount represents the maximum upset limit for all awarded contracts. Suppliers will be compensated based on the actual work performed.

## **RECOMMENDATIONS**

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The Executive Director, Corporate Real Estate Management and the Chief Procurement Officer, recommends that:

1. The General Government Committee, in accordance with Section 195-8.4 of Toronto Municipal Code Chapter 195 (Purchasing By-Law), grant authority to the Executive Director, Corporate Real Estate Management, to enter into and execute an agreement with the following successful suppliers based on the terms and conditions set out in the Negotiated Request for Proposal (nRFP) Doc5331229053 and in a form satisfactory to the City Solicitor:

- a. Sure General Contractors for a term of three years from the date of award with an option to renew for one additional two-year period. The total contract value including the option year period and contingency is up to \$27,304,135, net of all applicable charges and taxes (\$27,784,688 net of Harmonized Sales Tax recoveries).

b. Tribro Group Ltd. for a term of three years from the date of award with an option to renew for one additional two-year period. The total contract value including the option year period and contingency is up to \$23,066,378 net of all applicable charges and taxes (\$23,472,346 net of Harmonized Sales Tax recoveries).

c. Cosar GC PM for a term of three years from the date of award with an option to renew for one additional two-year period. The total contract value including the option year period and contingency is up to \$10,784,645 net of all applicable charges and taxes (\$10,974,455 net of Harmonized Sales Tax recoveries).

## **FINANCIAL IMPACT**

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The total potential contract award, including options years and contingency amounts, is up to \$61,155,158 net of all applicable taxes and charges (\$62,231,488 net of Harmonized Sales Tax recoveries) over the potential five-year contract term.

Funding in the amount of \$12,347,518 has been included in the 2026 Operating Budget submissions for CREM, SSLTC, TFS, SWMS, CS, TSSS and MLS. Additional funding for the remainder of the initial contract term will be included in the 2027-2028 Operating Budget submissions of the respective divisions as well as the 2026-2035 Capital Budget and Plan submissions for TSSS and SWMS for capital projects included, for Council consideration.

Should the City choose to exercise its option to renew for one additional two-year period, then appropriate funding, if needed, will be included in the 2029-2030 annual Operating Budget submissions of the respective Divisions for Council consideration.

Table 1: Total Contact Award Summary (all values are net of Harmonized Sales Tax recoveries)

<b>CREM</b> (GL Account / Cost Centres: 4407, 4424 / FA100-30.S)	
January 1, 2026, to December 31, 2026	\$5,137,841
January 1, 2027, to December 31, 2027	\$5,137,841
January 1, 2028, to December 31, 2028	\$5,137,841
January 1, 2029, to December 31, 2029 (Optional Period)	\$5,240,598
January 1, 2030, to December 31, 2030 (Optional Period)	\$5,240,598
<b>Sub-Total</b>	<b>\$25,894,719</b>

<b>TSSS</b> (GL Account / Cost Centres: 4407, 4412, 4424, 4444 / CHS048, CHS050-01, FH5315)	
January 1, 2026, to December 31, 2026	\$2,799,260
January 1, 2027, to December 31, 2027	\$2,799,260
January 1, 2028, to December 31, 2028	\$2,799,260
January 1, 2029, to December 31, 2029 (Optional Period)	\$2,855,245
January 1, 2030, to December 31, 2030 (Optional Period)	\$2,855,245
<b>Sub-Total</b>	<b>\$14,108,270</b>
<b>MLS</b> (GL Account / Cost Centres: 4424 / MS1211, MS1214, MS1221, MS1231, MS1241)	
January 1, 2026, to December 31, 2026	\$221,995
January 1, 2027, to December 31, 2027	\$221,995
January 1, 2028, to December 31, 2028	\$221,995
January 1, 2029, to December 31, 2029 (Optional Period)	\$226,435
January 1, 2030, to December 31, 2030 (Optional Period)	\$226,435
<b>Sub-Total</b>	<b>\$1,118,855</b>
<b>TFS</b> (GL Account / Cost Centres: 4407,4424 / FR0017)	
January 1, 2026, to December 31, 2026	\$880,806
January 1, 2027, to December 31, 2027	\$880,806
January 1, 2028, to December 31, 2028	\$880,806

January 1, 2029, to December 31, 2029 (Optional Period)	\$898,422
January 1, 2030, to December 31, 2030 (Optional Period)	\$898,422
<b>Sub-Total</b>	<b>\$4,439,262</b>
<b>CS</b> (GL Account / Cost Centres: 4407 / CS200 (Various))	
January 1, 2026, to December 31, 2026	\$1,089,288
January 1, 2027, to December 31, 2027	\$1,089,288
January 1, 2028, to December 31, 2028	\$1,089,288
January 1, 2029, to December 31, 2029 (Optional Period)	\$1,111,073
January 1, 2030, to December 31, 2030 (Optional Period)	\$1,111,073
<b>Sub-Total</b>	<b>\$5,490,010</b>
<b>SSLTC</b> (GL Account / Cost Centres: 4407 / CS200 (Various))	
January 1, 2026, to December 31, 2026	\$1,630,623
January 1, 2027, to December 31, 2027	\$1,630,623
January 1, 2028, to December 31, 2028	\$1,630,623
January 1, 2029, to December 31, 2029 (Optional Period)	\$1,663,235
January 1, 2030, to December 31, 2030 (Optional Period)	\$1,663,235
<b>Sub-Total</b>	<b>\$8,218,339</b>
<b>SWMS</b> (GL Account / Cost Centres: 4424, 4407, 4460, 2530 / SW0850, SW0851, SW0852, SW0853, SW0854, SW0855, SW0856, SW0011, SW0860, SW0862, SW0864, CSW-930- 01, CSW-930-02, CSW-930-03,CSW-930-04)	

January 1, 2026, to December 31, 2026	\$587,705
January 1, 2027, to December 31, 2027	\$587,705
January 1, 2028, to December 31, 2028	\$587,705
January 1, 2029, to December 31, 2029 (Optional Period)	\$599,460
January 1, 2030, to December 31, 2030 (Optional Period)	\$599,460
<b>Sub-Total</b>	<b>\$2,962,035</b>
<b>Total of All Contracts</b>	<b>\$62,231,488</b>

**Cost Avoidance Benefits**

As part of this strategic sourcing initiative, the City successfully negotiated an estimated total cost avoidance of \$4,705,258 net of all applicable taxes and charges, which is anticipated to be realized over the potential five-year term of the contract. These strategic negotiations with suppliers have resulted in pricing reductions, service level guarantees with penalties, enhanced alignment with the City's service delivery requirements, and increased operational efficiencies.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact information.

**DECISION HISTORY**

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On June 6, 2024, the Bid Award Panel adopted BA85.2, Award Of Doc4355949486 to Butler Contracting Group Inc. and Tribro Group Ltd. for Minor Building Repairs for Various Locations of Toronto Early Learning and Child Care Centres for Children's Services.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.BA85.2>

On February 9, 2022, the Bid Award Panel adopted BA174.2, Award of Ariba Document Number 3156482104 to Various Suppliers for General Trades and Minor Building Repair Services.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.BA174.2>

On May 4, 2022, the Bid Award Panel adopted BA186.8, Award of Ariba Document Number 33300692625 to Various Suppliers for the provision of Minor Building Maintenance for Seniors Services and Long-Term Care Division.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.BA186.8>

## COMMENTS

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### Background

In 2021, CREM, as the lead division, in consultation with the Purchasing and Materials Management Division (PMMD), completed a competitive call (Ariba Doc No. 3156482104), for general trades and minor building repair services. This resulted in multi-year contracts with Tribro Group Ltd., COSAR GC PM (also known as PS Painting Limited), Newpark Contracting Inc., and Direct Construction Company Limited. Contracts were executed with the four top-ranked suppliers, and prescribed contract values were determined as a percentage of their bid price. A total of seven supplier contracts were executed: four for CREM; two for MLS; and one for SWMS. These contracts are set to expire on December 31, 2025.

Having multiple vendors provided benefits such as operational resilience and strategic value. A multi-vendor approach reduced dependence on a single supplier, protecting against delays, shortages, or quality issues. It also ensured adequate capacity to handle fluctuating demand and urgent deadlines, while maintaining competitive prices through ongoing supplier competition. Furthermore, utilising diverse vendor capabilities encouraged innovation and enhanced overall quality. This strategy offered flexibility to address underperformance without renegotiation, while strengthening our long-term sourcing position by expanding the supplier base and reducing vendor lock-in.

### Negotiated Request for Proposal

Similar to the previous competitive procurement and contract award, the purpose of this nRFP is to secure a multi-vendor award for all participating City Divisions, establishing a standardized delivery model that satisfies contractual requirements, performance standards, and provides value.

Multiple suppliers are required to support the seven City Divisions participating as part of this procurement. These City Divisions include CREM, serving as the lead Division, Senior Services and Long-Term Care (SSLTC), Toronto Fire Services (TFS), Children's Services (CS), Toronto Shelter and Support Services (TSSS), SWMS, and Municipal Licensing and Standards (MLS), encompassing over 1,000 buildings.

### Scope of Services

The scope of supplier services includes general maintenance and repairs of City facilities on an as needed, ad hoc basis to restore and keep buildings in a safe and functional state. Since the City does not have internal resources or capabilities to act as a general contractor, suppliers will act as the prime contractor, coordinating and delivering all required services across multiple trades, including carpentry, masonry, electrical, flooring, painting, and others.

The use of these suppliers will apply specifically to work that requires multiple trade coordination and/or building permits due to complexity, regulatory requirements, and

potential impact on building and or systems. Engaging suppliers under these conditions ensures that projects are managed by a qualified prime contractor who can oversee compliance with City standards, health and safety regulations, and building codes, while maintaining quality assurance and accountability. In addition, these contracts may be utilized for emergency purposes and to accelerate small projects where timely delivery is critical to meet client and operational needs, thereby minimizing service disruptions and ensuring continuity of City operations.

## **Sourcing Strategy**

The nRFP was jointly developed by CREM and PMMD with a strategy centred on delivering value and measurable results. The requirements were designed to reflect current market conditions and address the needs of the participating City Divisions. Key elements include job cost estimating requirements, supplier performance monitoring and reporting, and service level guarantees with financial penalties for failing to meet specific performance targets.

City Divisions participating in the nRFP were organized into three property groups: east, west, and central to facilitate a multi-supplier evaluation and contract award. The nRFP framework allowed for a single or multiple supplier award per property group, predicated on an evaluation of vendor qualifications, ability to meet the City's requirements, and proposed and negotiated pricing.

The City implemented a stage-based, weighted evaluation framework that assessed suppliers based on qualifications, service quality, operational capacity, and pricing. To enhance transparency, the pricing submission form was designed to itemize labour costs, markups, and specialty equipment separately. The nRFP provided both the City and suppliers with several benefits, including flexibility, the opportunity to discuss on-site requirements, and the ability to propose innovative solutions aimed at cost control and quality improvement. It also allowed for negotiations with top-ranked suppliers. The flexible structure of the nRFP process reduced the likelihood of disqualification and provided suppliers with the opportunity to correct any issues in their submissions.

Negotiation was another critical component of the nRFP approach: once the top-ranking suppliers for each property group were selected, the City could enter into negotiation with those suppliers. Negotiations are limited or not permitted in conventional Requests for Quotations and Requests for Proposals processes.

The City invited the top four-ranked suppliers within each property group to negotiations, in accordance with the nRFP strategy. Each property group was evaluated separately and in various combinations to determine a contract award that brought the best value to the City.

## **Overview of Procurement Process**

### *Evaluation Process*

The nRFP Doc5331229053 for the provision of General Trades and Minor Building Repair at various locations for Corporate Real Estate Management, Senior Services Award of nRFP Doc5331229053 for General Trades and Minor Building Repair

and Long-Term Care, Fire Services, Solid Waste Management Services, Children's Services, Toronto Shelter and Support Services, and Municipal Licensing and Standards was issued by the PMMD on August 29, 2025, and made available to download through the City's online electronic bidding system. In total, three addenda were issued. The nRFP closed on October 2, 2025. Nine suppliers submitted proposals:

- Atwill-Morin Ontario Inc
- Butler Contracting Group Inc
- Cosar GC PM
- Direct Construction Company
- Index Construction Inc
- Newpark Contracting Inc
- Pro-Solution Contracting Inc.
- Sure General Contractors Inc
- Tribro Group Ltd

The City established a formal evaluation committee to assess the submitted responses against the criteria outlined in the nRFP.

The evaluation consisted of four stages as follows:

- Stage 1: Mandatory Submission Requirements
- Stage 2: Rated Criteria Evaluation (Technical Evaluation)
- Stage 3: Pricing Evaluation
- Stage 4: Contract Negotiations

### **Stage 1: Mandatory Submission Requirements**

In accordance with the nRFP, each supplier was required to submit a response to all listed mandatory requirements. Suppliers that did not satisfy the mandatory submission requirements due to minor irregularities were issued a rectification notice, which identified the irregularities and provided an opportunity to rectify the deficiencies. As a result of this compliance review, all nine suppliers met the mandatory requirements and advanced to Stage 2 of the evaluation process.

### **Stage 2: Mandatory Technical Requirements and Technical Proposal Rated Evaluations**

Stage 2 consisted of two sub-stages: Stage 2A - Mandatory Technical Requirements and Stage 2B - Technical Proposal Rated Evaluations.

- In Stage 2A, each supplier's technical proposal submission was evaluated against the mandatory technical requirements set out in the nRFP. As a result, none of the nine suppliers was deemed non-compliant and all nine suppliers moved to Stage 2B.

- In Stage 2B, each supplier's technical proposal submission was evaluated against non-price-related criteria, including supplier profile, experience and qualifications, operational capabilities, and quality control plan. The proposals were scored out of 60

points and required a minimum of 70% (45.5 out of 65) to pass. Five out of the nine suppliers in this stage successfully exceeded the scoring thresholds and moved on to Stage 3 of the evaluation process. These suppliers were: Cosar GC PM, Direct Construction Company, Newpark Contracting Inc, Sure General Contractors Inc. and Tribro Group Ltd.

### **Stage 3 - Pricing Evaluation**

In Stage 3 - Pricing Evaluation, the pricing submission for each supplier was evaluated. The lowest-priced supplier's pricing proposal per Property Group received the highest score allocated for evaluation purposes (maximum of 35 points), for which all other proposals were prorated. There are no minimum thresholds for Stage 3 – Cost Evaluation, and the top four suppliers proceeded to Stage 4- Contract Negotiations. The suppliers are: Cosar GC PM, Direct Construction Company, Sure General Contractors Inc. and Tribro Group Ltd.

### **Stage 4: Contract Negotiations**

Contract negotiations were conducted with all four suppliers. Discussions included but were not limited to:

- Finalizing staffing level expectations and service requirements;
- Confirmation of the conclusions reached in the evaluation discussions; and
- Review of supplier submitted pricing to identify areas for reduction in total cost of ownership.

At the conclusion of negotiation meetings, all suppliers were requested to submit revised proposals as a best and final offer and were evaluated against the criteria outlined in the nRFP. As a direct result of these negotiations, the City received revised pricing submissions based on the discussion points outlined above. These revisions resulted in financial benefits totalling \$4,705,258 net of all applicable taxes and charges, which is anticipated to be realized immediately in total cost avoidance across all contracts, as compared to the original price submissions.

### **Awarding the Contracts**

Upon conclusion of Stage 4, the following highest-ranked suppliers for each property group, based on their proposal and negotiated pricing submission for the respective property group meeting the mandatory requirements, are recommended for award, as detailed in Table 2 below. In addition to the highest ranked supplier for each property group (designated as the primary supplier), a secondary, and tertiary supplier within each property group has also been identified. This tiered structure will ensure flexibility, continuity of service, and competitive pricing, while supporting the overall goal of a multi-vendor award strategy.

The primary supplier in each property group will be awarded the work when the expected cost, as determined by the City, is less than \$10,000, unless the City determines it is in our best interest to obtain an alternative quote from the secondary

and tertiary suppliers. For work with an expected cost of \$10,000 or higher, the City will request estimates from the primary, secondary, and Tertiary Suppliers, where applicable, and the proposal with the lowest price that meets the City's needs will be awarded the work.

Table 2: Summary of Recommended Supplier(s) by Property Group

Property Group	Supplier		
	Primary	Secondary	Tertiary
East	Sure General Contractors	Tribro Group Ltd.	Cosar GC PM
West	Tribro Group Ltd.	Sure General Contractors	Cosar GC PM
Central	Sure General Contractors	Tribro Group Ltd.	Cosar GC PM

As a result of this solicitation, City staff are seeking authority to award and enter agreements into with the three top-ranked suppliers in accordance with the terms and conditions outlined in the nRFP:

- Sure General Contractors for a total contract value of up to \$27,304,135 net of all applicable charges and taxes (\$27,784,688 net of Harmonized Sales Tax recoveries); satisfactory to the City Solicitor.
- Tribro Group Ltd. for a total contract value of up to \$23,066,378 net of all applicable charges and taxes (\$23,472,346 net of Harmonized Sales Tax recoveries); and
- Cosar GC PM for a total contract value of up to \$10,784,646 net of all applicable charges and taxes (\$10,974,455 net of Harmonized Sales Tax recoveries).

A total of three suppliers are required to support the seven City Divisions participating as part of this procurement with each Division responsible for the oversight of its contracts and the performance of related work.

Each contract will be for a period of three years starting from the date of award, with an option in favor of the City to renew for one additional two-year period. The total value of all three contract awards, inclusive of a contingency and a Consumer Price Index (CPI) adjustment applicable to the optional period, is \$61,155,158 net of applicable taxes and charges (\$62,231,488 net of Harmonized Sales Tax recoveries). This amount represents the maximum upset limit for all awarded contracts. Suppliers will be compensated based on the actual work performed.

See Attachment 1 for additional details on the contract values by property group, supplier and City Division.

## **Fair Wage Office Review**

After the procurement process, the Fair Wage Office confirmed that the recommended suppliers indicated agreement to comply with the Fair Wage Policy.

## **Conclusion**

Key features of this nRFP includes job cost forms, service level guarantees with penalties, and a weighted evaluation framework to ensure transparency. The process allowed for multiple vendor awards, providing flexibility, risk mitigation, and capacity to manage diverse, simultaneous requests across multiple locations.

As a result of this process, the City secured agreements with three suppliers: Sure General Contractors, Tribro Group Ltd., and Cosar GC PM.

## **CONTACT**

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Kazi Uddin, Manager, Category Management and Strategic Sourcing, Purchasing and Materials Management, 416-397-5190, [kazinahiyan.uddin@toronto.ca](mailto:kazinahiyan.uddin@toronto.ca)

Jeff Downs, Acting Director, Business Management, Corporate Real Estate Management, 416-392-3581, [jeff.downs@toronto.ca](mailto:jeff.downs@toronto.ca)

## **SIGNATURE**

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Patrick Matozzo  
Executive Director, Corporate Real Estate Management

Geneviève Sharkey  
Chief Procurement Officer

## **ATTACHMENTS**

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Attachment 1: Contract Award Summaries