



Prepared for
Stantec

Prepared by
Meridian Strategies

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MERIDIAN STRATEGIES
Procurement Intelligence Proposal

Opportunities for Stantec in Canada's Public Sector

A live and historical read on the federal, defence (PSPC, DCC, DND) and provincial markets in Ontario, Alberta and British Columbia, and how Meridian Strategies turns it into wins.

A \$4.68B market, deep and recurring

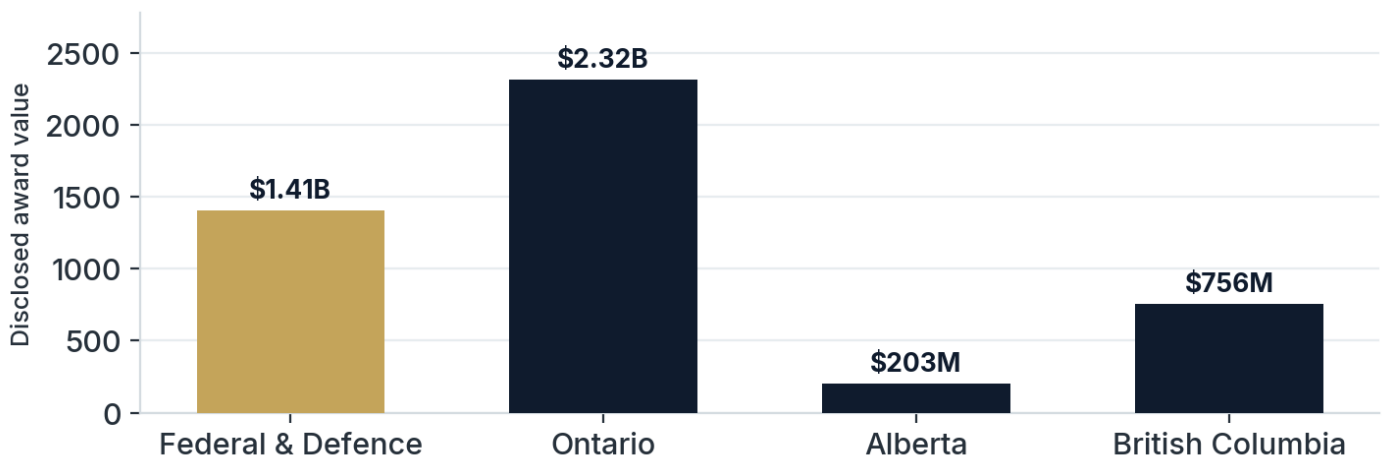
Stantec competes for the architecture, engineering, environmental, and advisory work behind Canada's public infrastructure. The mandate spans the federal government and Department of National Defence, and the provinces of Ontario, Alberta, and British Columbia. The work is recurring, relationship-driven, and almost always shaped well before a tender is posted, which is exactly where Meridian Strategies operates.

<p>\$4.68B</p> <p>VISIBLE MARKET (FLOOR)</p>	<p>8,314</p> <p>ADVISORY AWARDS</p>	<p>555</p> <p>TENDERS LIVE NOW</p>	<p>997</p> <p>STANTEC WINS WE CAN SEE (ON/AB/BC)</p>	<p>3,074</p> <p>STANTEC WINS WE CAN SEE (NATIONAL)</p>
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Sectors in scope: transportation, water and wastewater, energy, aviation and aerospace, environmental, buildings and housing, health and laboratory, and the federal and defence estate.

All market and award figures cover published public-sector awards from 2015 to 2025. Live tenders are current as of 17 June 2026.

The market by jurisdiction

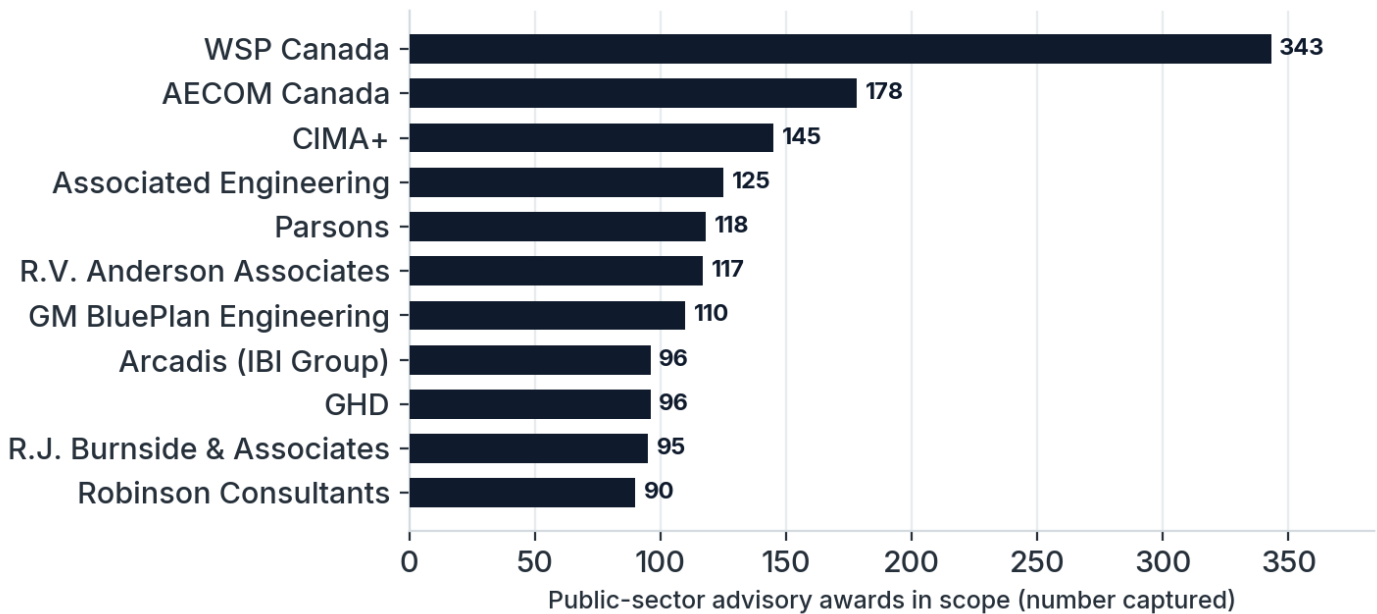


Disclosed advisory award value by jurisdiction, 2015 to 2025. **Federal and defence is the single largest pool by dollars.** Values are a floor: only 4,529 of 8,314 awards publish a dollar figure, so true spend is materially higher.

A deep, steady market. In-scope advisory award volume has held at roughly 1,100 to 1,300 a year from 2021 through 2024 (1,286 in 2021); 2025 is a partial year still being recorded. This is a large, recurring book of work, with the growth ahead concentrated in federal and defence.

Where Stantec sits, and who it is up against

The market is led by the national multidisciplinary firms, and Stantec is one of them. Stantec carries a genuinely national footprint: **at least 3,074 public-sector wins visible in procurement records (2015 to 2025)**, including **460 in Ontario, 291 in Alberta, 246 in British Columbia, and 1,389 in Quebec**, plus federal and Atlantic work. The opportunity is not to break in. It is to convert a leading position into a larger share of a deep, recurring book.



Most active firms across the in-scope public-sector advisory market by number of awards, 2015 to 2025 (a floor). Vendor names consolidated across spelling and entity variants. Stantec is held off this chart by design: its win count is captured by a different (firm-name) method than the field, so plotting it here would mislead. Its record is carried in the callout.

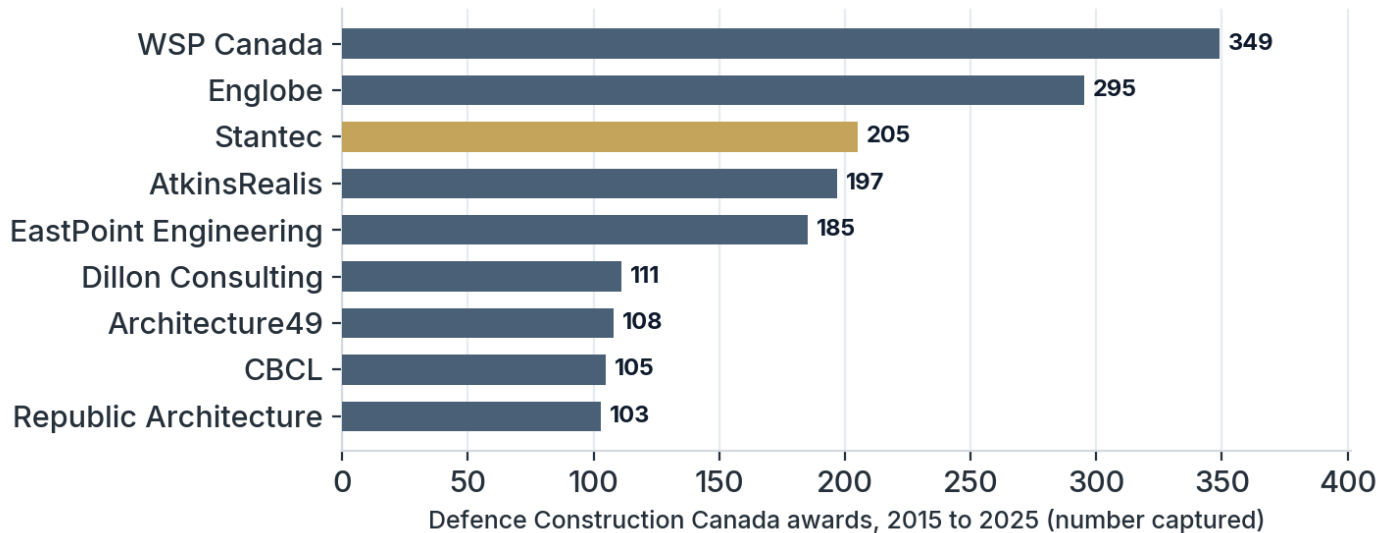
Stantec's position. Among the in-scope competitors, the field is led by WSP Canada (343 captured awards), with the same dozen multidisciplinary firms recurring across federal, defence, and provincial buyers. Stantec's 3,074 visible national wins place it firmly in that top tier. The task is not entry, it is share: in this market that is decided through early positioning and standing relationships, well before the tender posts.

A note on Stantec's numbers: the win counts here are Stantec awards we can see in public procurement records (vendor records naming Stantec, with multi-firm roster and prequalification lists removed). They are a floor, not a complete account, since not every award is published or captured.

The single biggest, and fastest-growing, opportunity

Federal and defence is the largest pool in scope by dollars: **\$1.41B across 1,540 visible advisory awards (2015 to 2025)**. Defence Construction Canada (DCC) and Public Services and Procurement Canada (PSPC) are the procurement arms for the defence and federal estate, and together they deliver most Department of National Defence infrastructure. This is the part of the market where early positioning matters most.

The defence estate: who is most active at DCC



Most active architecture and engineering firms at Defence Construction Canada by number of visible awards, 2015 to 2025 (a floor), vendor names consolidated. **Stantec is already a top-tier defence vendor**, ranked #3 with 205 captured DCC awards, behind WSP Canada (349) and Englobe (295).

Why this is the best opportunity. Canada's defence spending is on a sustained upward path toward the NATO two-percent-of-GDP commitment, and a large share flows into real property: bases, jetties, hangars, training and health facilities, and energy and environmental works delivered through DCC and PSPC. The estate is recapitalizing while the A and E field is crowded and fragmented. Stantec already competes here and ranks among the leaders. The prize is to consolidate and extend that position as the spending arrives, and that is decided by who is positioned with DCC, PSPC, and DND early. Meridian's federal and defence relationships put Stantec in those rooms first.

Marquee opportunities live today

A selection of the **larger and more strategic opportunities** open across the in-scope jurisdictions right now, each with enough runway to position before it closes. These are a fraction of the 555 live in Stantec's categories today; the full pipeline updates daily.

Closes	Buyer	Opportunity
2026-07-03	Public Services and Procurement Canada	Esquimalt Graving Dock: dock walls and seismic upgrades
2026-08-31	Defence Construction Canada	Health Services and Transition Centre, CFB Halifax
2026-07-07	Defence Construction Canada	Defence housing construction program, CFHA (Ottawa)
2026-07-07	University of Toronto	Architectural services for the Indigenous Hub
2026-07-03	City of Kamloops	Structural engineering services for bridges and transportation structures
2026-07-17	Edmonton International Airport	Prime consultant: Terminal Modernization Program (YEG)
2026-08-04	Defence Construction Canada	Natural resource and environmental impact assessment services
2028-02-29	City of Edmonton	Transportation planning and design prequalification
2026-07-03	Public Services and Procurement Canada	Mechanical and electrical engineering supply arrangement

This is the wedge. Every one of these was knowable before it posted. A standing intelligence capability surfaces the renewal, the budget line, and the decision-maker months ahead, so Stantec shapes the scope and arrives as the expected bidder rather than one of many responders.

How Meridian Strategies turns this into wins

Meridian Strategies pairs trusted relationships across the federal government, the Department of National Defence, and provincial governments with a procurement intelligence engine built for exactly this market. We combine the relationships with the data so Stantec is positioned before procurements are issued.

1. Build relationships with priority buyers

Engage decision-makers across the federal and defence estate (PSPC, DCC, DND and federal departments and agencies) and the provincial governments of Ontario, Alberta, and British Columbia, including the high-frequency buyers identified in this report.

2. A custom, Stantec-branded procurement portal

A private portal, branded to Stantec, that tracks and monitors every live tender across all levels of government in one place: filterable by jurisdiction, sector, buyer, and closing date, with the full pipeline visible to Stantec's pursuit teams. Paired with automated **daily or weekly email summaries** tuned to Stantec's service lines and target buyers.

Daily opportunity matches

Weekly market analytics

Custom awards reports

3. Identify and influence opportunities early

Monitor renewals, incumbent contracts, and emerging activity to flag opportunities before tenders are released, including the standing offers, supply arrangements, vendor-of-record lists, and DCC and PSPC prequalification vehicles that govern how this work is awarded, and the steps to keep Stantec qualified on each.

4. Navigate government and defence stakeholders

Leverage Meridian's experience inside government, its federal and defence relationships, and its understanding of federal parliamentary and regulatory processes to build awareness of Stantec's capabilities with the people who shape scopes and budgets.

5. Protect and expand existing wins

Use Stantec's 3,074 visible public-sector wins across Ontario, Alberta, BC, Quebec, and the federal estate as reference accounts to strengthen credibility, defend incumbent positions at renewal, and expand into adjacent buyers, sectors, and jurisdictions.

The objective: position Stantec as the expected, well-connected bidder across Canada's federal, defence, and provincial infrastructure markets, improving win rates and expanding its footprint.

Prepared by Meridian Strategies. Market and award figures cover published Canadian public-sector award records from 2015 to 2025, across federal, provincial, and municipal sources, and reflect what is visible in those records: a floor, not the ceiling. Stantec win counts are awards attributable to Stantec in those records, with multi-firm roster and prequalification lists removed. Live tenders are a point-in-time snapshot as of 17 June 2026.