

REQUEST FOR PROPOSAL



TRANSPORTATION & LOGISTICS SECTOR STUDY – CALGARY REGION

Reference Number: 2409-001

Issued: September 11, 2024

Responses Due: October 4, 2024

Calgary Economic Development Ltd
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2. Introduction

Calgary Economic Development Ltd (CED) invites qualified firms to submit a proposal for the **Calgary Region Transportation & Logistics Sector Study** Request for Proposal (RFP). A proposal, in electronic form, together with one hardcopy must be submitted no later than 17:00 MST, Friday, October 4, 2024. The electronic copy should be sent to the attention of the Contracting Manager by email as noted in Section 16. The hardcopy proposal must be submitted in a sealed package labeled “**Calgary Region Transportation & Logistics Sector Study, RFP 2409-001**” before the closing date with the Vendor's name on the outside of the envelope. The proposal should be sent to the attention of the Contracting Manager by email as noted in Section 16. Late proposals will not be accepted.

3. Timelines

Proposed timelines:

RFP Posted/Released	September 11 th , 2024
Deadline for Questions	September 25 th , 2024 – 17:00 MST
Proposal Submission Deadline	October 4 th , 2024 – 17:00 MST
Meetings with Short-listed Vendors	Completed by October 23 rd , 2024
RFP Award Notification	October 25 th , 2024
Anticipated Project Kick-Off	October 30 th , 2024
Interim Results Draft – Part 1	December 6, 2024
Industry/Regional Partner Engagement*	January 2025 TBD
Interim Results Draft – Part 2	January 20 th , 2025
Feedback from Interim Results Presentation	February 3, 2025
Draft Final Report and Presentation	February 28 th , 2025
Feedback from Draft Final Report	March 14, 2025
Final Report and Presentation Submission	March 31 st , 2025
Presentation to CED & Partners	April 2025 TBD

*Industry/Regional Partner Engagement – preference to incorporate a session/workshop with key regional and industry partners to support study objectives with CED’s support for facilitation and coordination. Vendors are invited to propose the engagement method.

4. Definitions

“CED” means Calgary Economic Development Ltd.

“City of Calgary” refers to the municipal government of the City of Calgary.

“Request for Proposal” or “RFP” means this document including attached appendices.

“Project Lead” means the person identified in Section 14 of this RFP.

“Contracting Manager” means the person identified in Section 14 of this RFP.

“Vendor” means an organization responding to this RFP.

“Proposal” means a Vendor's response to this RFP and includes all the Vendor's attachments and presentation materials.

“Services” means the duties, tasks, and responsibilities of the Vendor as described in this RFP.

“Calgary CMA” refers to the [Calgary Metropolitan Area](#) which includes Calgary, Rocky View County, Airdrie, Beiseker, Chestermere, Cochrane, Crossfield, Irricana, and Tsuu T'ina.

“Calgary Region” refers to the [Calgary Metropolitan Region](#) which includes Airdrie, Rocky View County, Cochrane, Foothills No. 31, High River, Chestermere, Okotoks

“T&L” refers to Transportation & Logistics.

“Subsector” refers to a specific market vertical whose vendors (i.e., supply chain actors) focus on serving a specific audience and their needs for products and services. Examples could include, but are not limited to, transportation, logistics and warehousing.

“Enablers” or “Enabling Factors” refers to a technology or capability that supports multiple verticals. Examples could include, but are not limited to, autonomy, electrification, connectivity, shared mobility, technological advancements, e-commerce growth, reverse logistics, consumer demand for fast delivery, and globalization of trade.

“IP” means Intellectual Property.

“R&D” means Research and Development.

“SME” means Subject Matter Expert.

“CRED” means Collaborative Regional Economic Development.

5. Standard Form Contract

By submitting a Proposal a Vendor acknowledges it agrees that the terms and conditions of this RFP are incorporated by reference into its Proposal. If a Vendor's Proposal is accepted by CED, the Vendor will be expected to execute CED's standard contractor

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agreement. Vendors who are unwilling to abide by these standard terms and conditions should not submit a Proposal.

6. Vendors Questions

All questions regarding this RFP must be directed in writing to the Contracting Manager. Enquiries and responses may be recorded and may be distributed to all Vendors.

The Vendor must immediately notify the Contracting Manager in writing of any ambiguity, divergence, error, omission, oversight, or contradiction in this RFP discovered by the Vendor and request whatever clarification is required to prepare the Vendor's Proposal.

In order for CED to deal effectively with Vendor questions or concerns about any terms, conditions or requirements of this RFP, including the standard terms and conditions, such questions or concerns must be communicated in writing to the Contracting Manager in accordance with the Timeline indicated in item (1) above. Questions received after this time will be answered if, in the opinion of CED, time permits.

7. Conflict of Interest

Vendors must fully disclose, in writing, to the Contracting Manager on or before the closing date of this RFP, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest if the Vendor contracted with CED under this RFP. CED may reject any Proposal where, in the opinion of CED, the Vendor is or could be perceived to be in a conflict of interest.

8. Vendor Expenses

The Vendor is responsible for all costs of preparing and presenting its Proposal.

9. Pricing

All Proposals will be issued in Canadian dollars.

10. Background

a. About Calgary Economic Development:

Calgary Economic Development (CED) works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

b. Our Work

Our work is rooted in positioning Calgary for long-term economic success and shared prosperity for all by delivering services and initiatives focused on growth and development across our key sectors. Examples include targeted business attraction and expansion; marketing and promotion of the region globally; global markets; and local expansion efforts.

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CED's last study on the sector was conducted in 2021: The Transportation and Logistics Value Proposition study.¹

c. About the Collaborative Regional Economic Development (CRED) Initiative

CED is currently collaborating with economic development partners in the Calgary Region which includes Airdrie, Rocky View County, Cochrane, Foothills No. 31, High River, Chestermere, and Okotoks. Together, we are exploring shared research initiatives that will promote the development and advance investment attraction of the region. Insights from these regional partners are essential to the study's development.

d. Why a T&L Sector Study

We anticipate this research will provide insights that will inform the development of a long-term sector vision and an internal sector strategy to support investment attraction, regional promotion and workforce development to ensure long-term economic growth and prosperity for the region.

The vendor's final product should support and/or address key questions which have prompted this study:

- What national and global shifts/drivers impact the T&L sector in the Calgary region?
- What are the key competitive advantages or disadvantages the Calgary region faces in attracting and retaining business in the sector?
- Is the Calgary region's current value proposition competitive, and if not, how can it be enhanced?
- What drivers, projects and initiatives can the Calgary region learn from to strengthen investment attraction and expansion in the sector?

e. Sector Landscape: Highlights

The Calgary region offers a full range of multi-modal services and solutions. Calgary lies at the crossroads of two North American major highway systems: the Trans-Canada Highway (Highway #1), which extends from the Atlantic to the Pacific; and the CANAMEX Corridor, which extends from Alaska to Mexico. At the intersection of these highways lies the development of a ring-road system which offers increased economic benefit and enhanced access to the entire Calgary Region.

With an expanded airport with increased passenger and cargo flight capacity, an extended railway network connecting to Mexico, and road infrastructure that connects across Canada and extends to Mexico, the region has developed a reputation of a solid transportation infrastructure network to support global supply chains and has become a significant and recognized inland port.

Alberta is seeing substantial market growth in the sector. For example, the transportation and warehousing sector is at a ten-year high for its labour force size (151,400) and

¹ Conway, [Transportation & Logistics Value Proposition, January 2021](#)

employment (145,800).² The transportation and warehousing sector directly accounts for nearly 6% or \$6.67 billion of the Calgary region's gross domestic product (GDP) in 2023.³

11. Purpose of the Project

The vendor's final product will provide an analysis that addresses the key questions as referenced in Section 10d. and will drive the future development of near-term critical work conducted by CED and the region including a sector strategy and vision for economic growth.

The following subsectors are recommended for this analysis based on growth trends:

- Transportation – movement of goods via air, rail, road
 - Air cargo
 - Railroads
 - Trucking companies
- Logistics – facilitate the management of goods within the entire supply chain
 - Freight forwarders
 - Third-party integrated logistics providers (3PL)
 - Beneficial cargo owners (BCO) - the party that ultimately owns the product being shipped
- Warehousing – pre-delivery product storage
 - Distribution centres
 - Fulfillment centres
 - Cold storage warehouses

IMPORTANT CONSIDERATIONS:

Calgary regional partners may also have studies critical to the development of this work. CED will work with the contracted party to collect relevant research if available.

Please note that the findings of this work may or may not be published.

12. Scope of Work

We invite the vendor to develop their own methodology based on the questions raised, but a guideline is provided on what we consider as valuable intelligence:

² Statistics Canada, Labour Force Survey, Table: [14-10-0023-01](#)

³ Conference Board of Canada, Calgary CMA GDP Information, Feb 2024.

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Part 1: Industry Analysis

a) Calgary Region Context:

Provide an analysis of Calgary region's transportation and logistics sector, including key subsectors. Preference to include:

- A profile of the Canadian T&L landscape highlighting key challenges in Western Canada. Objective is to understand the Calgary region's sector strengths benchmarked against other Canadian jurisdictions.
- Identification and analysis of major current and future trends, locally and internationally, impacting the sector. Includes but not limited to factors/shifts such as technology, social, environmental, economic, and regulatory shifts.
- Sector insights on national and local market sizing (i.e. GDP, revenue, employment, etc.,) and growth rate of industry (i.e. CAGR) of the industry and its key subsectors.

b) Growth and Gaps:

- Identify indicators such as infrastructure, labor market conditions, regulatory incentives, and economic policies that influence the Calgary region's competitiveness for investment.
- Identify potential market opportunities and spillover effects to the Calgary Region when the Port of Vancouver and Port of Prince Rupert are at capacity or expanded.
- Conduct an inventory of key companies, organizations, and stakeholders operating within the sector in the Calgary region, broken down by subsector. This will help CED understand industry concentration by business type. From this, identify current industry gaps that exist in Calgary Region (i.e. what business types should we target to better support companies' growth and expansion). Examples of areas for further exploration include software and support services and value-added services.

c) Talent:

Attracting and retaining diverse talent is central to maintaining a competitive edge. The T&L industry is facing shifts in workforce demographics, supply and demand workforce challenges. We look to identify talent challenges and opportunities to support sector growth. *(Please note: CED has a supply, demand gap study with initial findings on T&L gaps and opportunities).*

Part 2: Thinking Ahead

d) Emerging Trends

- Analyze the impact of emerging trends and development on the industry (examples include, IoT, AI, automation, electric vehicles, blockchain, etc.,).
- Provide examples of startups and disruptors driving innovation and changing the competitive dynamics locally and/or globally.

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- Highlight potential challenges or risks (e.g., supply chain disruptions, environmental concerns, labor shortages) and considerations for the Calgary region.

e) Regulatory Environment:

- Provide insights on regulatory landscape impacting the sector, including local, national, and international regulations.

f) Best Practices:

- Provide examples of similar and/or leading jurisdictions that have deployed effective strategies (i.e free or foreign trade zones, policy tools, incentives, etc.), that have boosted their market competitiveness.
- Identify major transportation corridors that exist in peer cities to Calgary region, what makes them unique.

Part 3: The 'So What'

g) Areas of Focus

Based on findings, provide the top 5-10 actionable areas of focus for Calgary Region. This could include: short, medium, and long-term goals; potential partnerships with or within industry, organizations, academic institutions; strategic initiatives to address sector growth.

The study must also consider:

- Existing partnerships, those that have dissolved (and factors as to why), and those needed.
- All deliverables should be focused on the T&L sector for the Calgary Region but wherever possible should also include elaboration on individual municipalities included in the analysis. It will be important to know about regional strengths to action any recommendations.
- Research includes both quantitative analysis and qualitative insights. Interviews with stakeholders or use of case studies are as equally valuable.

13. Deliverables

- **Interim results drafts:** Draft results will focus on key findings to date focused on Parts 1 and 2 as outlined in the Scope of Work.
- **Final Deliverables:**
 - A comprehensive study as per the scope of work requirements.
 - A written presentation document highlighting key findings and analysis with visuals/graphics.
 - A verbal presentation to the Calgary Region partners, including a Q&A session

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The final deliverables may or may not be published in their final format. CED and Calgary regional partners may incorporate elements of these deliverables to inform near-term developments and/or materials.

Any presentation of deliverables should be in electronic format and readable using common software and common formats such as Word, PowerPoint, Excel or PDF. Due to the importance of sharing interim insights from the research associated with this RFP, please plan for frequent touchpoints with CED.

14. Communication Cadence

Regular touchpoints with Project Lead and Contracting Manager (both from CED) and other designated SMEs are to be expected.

- The chosen vendor should plan for **bi-weekly touchpoints** with the Project Lead and Contracting Manager as a minimum (unless otherwise agreed upon)

15. Fees and Payment Terms

CED expects vendors to price the work according to the objectives and deliverables outlined in Section 11 and 12 as competitively as possible.

Proposals must provide full pricing disclosure and include a breakdown of the Vendor's fees and disbursements to complete all deliverables outlined in Section 13 and achieve the objectives listed in Section 11. Please include the following with the breakdown of costs:

- Prices must be stated in actual dollars and cents expressed in Canadian currency and inclusive of all taxes except for GST, which should be itemized separately.

Please provide options for the project team to reduce project costs and be prepared to consider which aspects of the proposal might be optional.

16. Contracting Manager

For the purposes of the provisions of information surrounding this contract or the administration of the contract, the **Project Lead** is:

Calgary Economic Development Ltd.
Attention: Chris Brown, Senior Director, Business Development
237 – 4th Avenue SW, Suite 2600
Calgary, AB T2P 3K4
Canada
Email: cbrown@calgaryeconomicdevelopment.com

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For the purposes of the provisions of information surrounding this contract or the administration of the contract, the **Contracting Manager** is:

Calgary Economic Development Ltd.
Attention: Linda, Manager, Business Intelligence
237 – 4th Avenue SW, Suite 2600
Calgary, AB T2P 3K4
Canada
Email: ltruong@calgaryeconomicdevelopment.com

17. Proposal Evaluation Criteria

17.1 Selection Methods

When an alternative is proposed regarding any specific requirement, it will be evaluated to ensure that the desired results will be achieved. Vendors should be aware that certain mandatory requirements have been set out in the terms of reference (scope, methodology, and deliverables) and submission information. Proposals that fail to provide these requirements may not be evaluated.

17.1.1 Vendor Response Guidelines

The following information should be provided in each proposal and may be utilized in evaluating each proposal submitted.

17.1.2 Team Competence & Resources

Describe the capability (technical expertise) of the resources proposed to meet the requirements described in the terms of reference. The proposal shall include a summary of the firm and/or proposed project team knowledge, skills and past experience, with a description indicating how, and in what ways the proposed resources satisfies the needs and objectives identified in the RFP.

Include related experience of the firm, including the past three similar jobs that have completed with the company name, contact person and phone number that CED may contact for a reference.

17.1.3 Methodology

Clearly articulate the process and qualitative and quantitative methodology to be used, proposed work plan schedule, and timeline for deliverables in order to achieve the objectives and deliverables of the RFP. The methodology should also include consultations and timely reporting to CED.

17.1.4 Fees And Expenses

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Expense information should be supplied including a breakdown of costs by major work plan tasks:

- Per diem rates
- Travel, if required
- Administration overhead
- Phone, fax, courier, printing, etc.
- Sundry and contingency overhead rates
- Software costs, data information or research
- Prices must be stated in actual dollars and cents expressed in Canadian funds.
- CED will pay the goods and services tax (GST); however, do not include GST in your proposed pricing.

CED will evaluate submissions based on the following criteria:

Criteria	Possible Points
Quality of Submission <ul style="list-style-type: none">• Clear and concise• Quality of writing	10
Team Competency, Capabilities and Background <ul style="list-style-type: none">• Relevancy of past projects (please provide examples where possible)• Experience with T&L sector and connections to key T&L partners as demonstrated by past projects• Demonstrated business and/or supply chain development experience	30
Approach and Proposal <ul style="list-style-type: none">• Accurately addresses purpose and objectives• Clearly outlines approach to each deliverable; the methodology should also include consultations and timely reporting to the Contracting Manager and Project Lead• Sound rationale for order of deliverables• Initial delivery within timelines outlined by CED• Clear timelines for project milestones and methodology for completing Scope of Work	40
Fees <ul style="list-style-type: none">• Fees have been clearly outlined and are competitive• Breakdown of fees and disbursements	20
Total	100

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18. Submission Information

Proposals must be received by **email** before 17:00 MST, Friday, October 4th, 2024 to:

Calgary Economic Development
237 - 4th Avenue SW, Suite 2600
Calgary, Alberta T2P 4K3
Canada

Attention: Linda Truong, Manager, Business Intelligence
Email: ltruong@calgaryeconomicdevelopment.com
Subject: RFP 2409-001 – Transportation & Logistics Study

- Proposals received after the exact time and date noted above will not be considered by CED.
- After the closing, CED may post the identity and addresses of the vendors.
- CED may not consider any proposal that:
 - does not indicate the request for proposals title, closing date, vendors name, on the outside of the envelope containing the hardcopy proposal in response to the RFP; or
 - Is delivered to any address other than that provided above.
- Proposals must be transmitted by e-mail as noted above. Transmitted proposals will be accepted under the following conditions:
 - The proposal is received before the submission deadline at the e-mail address provided above;
 - The vendor must deliver, during CED business hours, an original hardcopy proposal to the address stated herein immediately following the transmission of the e-mail.

19. CED Reservation of Rights and Vendor's License Grant

CED reserves the right:

- To not consider, or to reject, any or all proposals in whole or in part for any reason whatsoever in its sole and absolute discretion;
- To accept any proposal in whole or in part, even if it does not comply with the terms of this RFP;
- To short list vendors, and require a presentation by the vendors short-listed and/or the provision of additional information by such short-listed vendors;
- To, at any time, add, delete or modify this RFP and to have the vendors advise CED of the effect of such changes on their proposal and/or have the vendors resubmit their proposals in light of same;
- To negotiate at any time with any one or more of the vendors to the exclusion of the other vendors; and
- To not proceed, for any reason, with this RFP or the project contemplated in this RFP.

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By submitting its Proposal for consideration, the Vendor will thereby be agreeing to all of the following:

- Without the further consent of the Vendor or providing any notice, CED may disclose any and all of the content of Vendor's Proposal to any or all of the other vendors or any third party, including any or all of the creative content contained in Vendor's Proposal;
- The Vendor grants and agrees to grant to CED a non-exclusive, perpetual, fully-paid up, irrevocable license to implement, use, reproduce, modify, display, distribute, transmit, prepare derivative works of and to otherwise fully exploit, without limitation, any and all of the content of Vendor's Proposal including without limitation, all of the creative content, ideas, concepts and approached as well as all copyright therein;
- Such licence shall extend to any other vendor or any other third party that CED may engage to use and implement such content;
- CED shall have no obligation to provide any credit or otherwise attribute to the Vendor or anyone else any such content as may be implemented and/or used by CED;
- The Vendor represents and warrants to CED that such content is the original work of the Vendor and its use by CED as contemplated in this Section 21 will not infringe on any rights of any third party; and
- All of the rights and licenses granted herein and the exercise of all such rights and licenses by CED and the other vendors and such other third parties, as described herein, are granted and may be exercised: (i) without any obligation to account to the Vendor or to otherwise pay any consideration to the Vendor; and (ii) without having to have accepted or shortlisted Vendor's Proposal.

20. No Further Contract or Liability Arising from RFP Process

By submitting a Proposal, the Vendor agrees and acknowledges that:

- Nothing in this RFP nor the submission of the Proposal nor the review and consideration of the Proposal by CED nor will any communication between the parties in relation to the RFP or the Proposal operate to obligate any party to enter into any further business relationship with the other party and, in particular, if CED decides to engage the Vendor in connection with the subject matter of the RFP then such engagement may only occur pursuant to a written agreement that has been signed by both parties and, absent such written agreement, CED will have no further liability or obligation to the Vendor in connection with the subject matter of the RFP;
- The Vendor is participating in this RFP process at its sole risk and expense, and CED will not be liable to the Vendor for any costs, expenses or liabilities incurred by the Vendor in any way arising in connection with the Vendor's participation;
- CED has made no representations other than those expressly stated in this RFP;
- CED has the right to cancel this request for proposals at any time and to reissue it for any reason whatsoever or decide not to reissue it for any reason, without incurring any liability and no vendor will have any claim against CED as a consequence; and

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- The Proposal and any accompanying documentation submitted by the Vendor will become the property of CED and will not be returned.

21. Appendix

The following list of sources is strictly confidential. Vendors are not permitted to distribute these materials in part or in whole. Please access these sources below:

1. Calgary Economic Development, [2023 Annual Report](#) (2023)
2. Conway, [Transportation & Logistics Value Proposition](#) (Jan 2021)
3. City of Calgary, [Future of Transportation in Calgary](#) (May 2017)
4. City of Calgary, [The Calgary Goods Movement Strategy](#) (Dec 2018)
5. Triskele Logistics, [The Calgary Advantage](#) (2022)
6. City of Calgary, [Calgary Transportation Plan – 2020](#) (Jun 2020)
7. Conference Board of Canada, [The Outlook for Canada's Transportation Sector 2020-2040](#) (May 2021)
8. Canadian Supply Chain Sector Council, [Accelerator 2.0 - A Call to Action](#) (Jun 2018)
9. TruckingHR Canada, [Labour Market Study of Alberta's Trucking and Logistics Industry](#) (Nov 2022)
10. CPCS, Transportation & Supply Chain Competitiveness Study (Feb 2017)
(Confidential report, will be shared with selected vendor)
11. EY, Comparing business investment and operating costs in Calgary and selected cities (2018) (Confidential report, will be shared with selected vendor)