

- 1. From pg. 7 of RFP - "Given Calgary's corporate-centric activity in the agribusiness ecosystem, which does not encompass key components of the value/supply chain across the region such as production, findings must include the entire Calgary Region as defined in Section 3 of this document. Where possible, findings and data should be refined to the municipal level (Calgary, Airdrie, Cochrane, Okotoks etc.), but also include provincial and regional (Southern Alberta) data." Can you please explain which data sets, in particular, you want refined to the municipal level only?**
 - We are cognizant of the difficulties in collecting reliable municipal-level data. Where datasets consulted do not provide reliable granularity at the municipal level, the provincial measure can be used.
 - This should be a key consideration for all datasets consulted.
- 2. When we look at what you define as the Calgary Region, and Southern Alberta (south of Red Deer) can you confirm that data and opportunities with the Tsuut'ina, Piikani, and Stoney Nakoda nations can be included in the regional study?**
 - Yes, these Indigenous communities and others in Southern Alberta should be included in the regional study *where possible*. This includes the Siksika, Kainai, and Piikani Nations, and the Tsuut'ina, and Îethka Nakoda Nations.
- 3. Has an engagement or survey been conducted within the agri-business sector to ascertain their requirements and competitive landscape?**
 - No formal engagement session or survey has been conducted. However, numerous 1-on-1 discussions with companies in the agribusiness sector have taken place between the release of the 2020 study and present.
- 4. Is the objective of the research to disseminate knowledge to the agri-business sector in order to facilitate improved decision-making for end users' business planning?**
 - This is one objective. Others include improving our understanding of Calgary's competitiveness through refreshed sector data, an updated value proposition, and application of strategic foresight. This will help to determine investment attraction strategies.
- 5. How do you intend to leverage the research findings for knowledge dissemination purposes?**
 - It will inform sector strategy development, promotional materials (digital and/or print), investment attraction campaigns, and support further industry engagement.
- 6. What actions or policies have been enacted based on the findings of the 2020 report? What measurable successes have resulted from the outcomes of the 2020 report?**
 - CED is not a policy-based advocacy group. Findings from previous studies informed strategy development to support progress in the Agribusiness ecosystem. An example of this from the former study was the identification of a major growth opportunity, value-added processing. This feedback was considered throughout the development and implementation of the Alberta Agriprocessing Investment Tax Credit.
 - Other actions included the continued development of the regional agtech and foodtech subsectors – e.g., attraction of international Agtech and food tech accelerators to Calgary.
- 7. Is there a need for a comprehensive overview of the agribusiness ecosystem beyond the scope of the 2020 analysis? Has it been determined by Calgary Economic Development that there are gaps in data from the previous scan? Is this intended as an update to the 2020 analysis?**
 - A significant part of the work required is a refresh of previous data (especially the 2020 Agribusiness Market Study procured by CED).
 - Gaps in the data have arisen from sector shifts and developments over the past 3-4 years. The scope for the 2020 study was comprehensive, but we require, once again, a robust methodology for *this study* to provide a comprehensive overview of the ecosystem at this

point in time. In this way, key changes and opportunities in Agribusiness from the past 3-4 years will not be overlooked.

8. Could you clarify what is meant by "implementation and technology/platform recommendation fees"?

- This will most likely **not** apply to proposals for this RFP. This was included as a part of our standard "Fees and Payment Terms" section. This refers to any sort of digital platform that would require build, deploy and/or maintenance services.