

REQUEST FOR PROPOSAL



GLOBAL MARKETS PLATFORM PROJECT

Reference Number:

Issued: May 20th, 2025

Responses Due: June 17th, 2025

Calgary Economic Development Ltd.

Suite 2600, 237, 4th Ave. SW

Calgary, Alberta, T2P 4K3

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1. Introduction

Calgary Economic Development Ltd. (CED) invites qualified firms to submit a proposal for the **Global Markets Platform Project Request for Proposal (RFP)**. A proposal, in electronic form must be submitted no later than **June 17th, 2025** via email as outlined in Section 18. The proposal should be sent to the attention of the Contracting Manager by email as noted in Section 18. Late proposals will not be accepted.

2. Timelines

RFP Release	May 20 th 2025
Deadline for Questions	June 2 nd 2025 – 17:00 MST
Proposal Submission Deadline	June 17 th , 2025 – 17:00 MST
Meetings with Short-listed Vendors	June 27 th – July 9 th , 2025
RFP Award Notification	July 11 th 2025
Anticipated Project Kick-Off	July 28 th 2025
Target MVP Delivery	September 29 th 2025

Vendors are welcome to submit accelerated or more efficient timelines to complete the proposed work.

3. 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.

“Contracting Manager” means the person identified in Section 15 of this RFP.

“Vendor” means an organization or Proponent 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.

“MVP” means Minimum Viable Product, as defined in Section **Error! Reference source not found.** of this RFP.

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"SaaS" means Software as a Service.

"PaaS" means Platform as a Service.

"AI" means Artificial Intelligence.

"ML" means Machine Learning.

"API" means Application Programming Interface.

"CRM" means Customer Relationship Management and refers to software.

"BI" means Business Intelligence.

4. 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 the Vendor will be expected to execute CED's standard contractor agreement. Vendors who are unwilling to abide by these standard terms and conditions should not submit a Proposal.

5. Vendor Questions

All questions regarding this RFP must be directed via **email** to the Contracting Manager. Enquiries and responses may be recorded and may be distributed to all Vendors or posted on CED's website.

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 Section 2 above. Questions received after this time will be answered if, in the opinion of CED, the circumstances warrant and time permits.

6. Conflict of Interest

Vendors must fully disclose, in writing, to the Contracting Manager on or before the Proposal Submission Date of this RFP, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest then known to Vendor between the Vendor and CED and/or the Selection Committee. 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.

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7. Vendor Expenses

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

8. Pricing

All Proposals will be issued in Canadian dollars.

9. Background

Calgary Economic Development (CED) is a leading economic development agency that markets the Calgary's competitive advantages and pro-business climate within Canada and across the world. Through business retention, expansion, and investment attraction activities, and in collaboration with business, community and government, CED plays an integral role in promoting and facilitating sustainable economic growth and prosperity. The organization is responsible for expanding, retaining and attracting companies, capital and talent.

CED uses research and foresight analysis to explore how the world is changing across different areas: social, technological, economic, environmental, political, and value based. By looking ahead 10, 20, and even 50 years - we aim to anticipate possible futures. This forward-thinking approach is critical in our efforts to diversify into new sectors and expand potential in traditional sectors. By identifying emerging trends and future needs, CED helps Alberta pivot toward a more diversified and resilient economy that can more readily adapt to global shifts.

By understanding early signals and challenges before they arise, we can address potential barriers to growth. An example would be the identification of future skills gaps (i.e., new AI use cases that will replace existing jobs). Recognizing future workforce trends helps align education and training programs with the needs of growing sectors. A second example - awareness of future infrastructure limitations - could also be assessed based on strong signals of new technology and innovations. Alberta can take preventative and measured actions with foresight findings and take steps to meet the demands of a changing economy.

This initiative is a phase of a larger initiative regarding foresight development created by CED and supported by the Government of Alberta.

10. Purpose of the Project

In the face of growing global uncertainty – driven by geopolitics, innovation, and the rise of AI – Calgary and Alberta must proactively position themselves for sustained economic growth. By applying futures thinking and data science, this project aims to minimize risks, pinpoint Calgary's strategic advantage, and guide meaningful, forward-looking investments across sectors such as energy, advanced, manufacturing, and technology.

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CED is seeking proposals from qualified vendors for the research, design, development and implementation of a Minimum Viable Product (MVP) for a digital, cloud-based **Global Markets Platform**. This platform will leverage advanced analytics, market profiling, and foresight methodologies to identify and evaluate current and emerging investment opportunities globally. The end goal is to provide data-driven insight that supports targeted business development (BD) strategies and informs investment attraction efforts for the Calgary region.

The platform will support CED's mission by delivering:

A. MARKET FORESIGHT AND TREND ANALYSIS

- Advanced analytics to scan and assess global market dynamics and sector trends
- Mapping of key signals and drivers impacting investment decision-making

B. GLOBAL MARKET PROFILING

- Development of comprehensive, comparative profiles of global regions and sectors based on socio-economic indicators that must be identified
- Identification of markets most aligned with Calgary's strategic priorities and sector opportunities
- Insights into current and future skills needs and potential workforce 'hotspot markets' to meet Calgary skill demands

C. OPPORTUNITY SCORING AND MARKET PRIORITIZATION

- A standardized evaluation framework for scoring investment opportunities against Calgary sectors profile. This includes criteria to assess Calgary's "right-to-win" based on competitive advantages, sector readiness, innovation capacity, and infrastructure fit

11. Scope of Work

To encourage innovative solutions and assess a wide range of potential development partners, this RFP is relatively broad and non-prescriptive regarding the technical approach and platform selection. Respondents are encouraged to propose solutions that may leverage CED's existing technology stack (e.g., Google Cloud Platform's Big Query and Power BI) or recommend new, cost-effective alternatives that align with the stated goal.

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As a condition of participating in this RFP process, each Proponent will be required to sign and deliver to the Contracting Manager the NDA, substantially in the form attached to this notice. Proponents will not be provided with access to any further information regarding this procurement opportunity or participate further in the RFP process unless and until they have signed and delivered an NDA as required.

The functional requirements of the MVP include but may not be limited to the following:

- A digital, cloud-based platform for real-time and forward-looking market analysis;
- Integration of global datasets (economic, sectoral, innovation, workforce, etc.);
- Forecasting and trend visualization tools;
- Ability to generate sector-specific market intelligence and investment opportunity profiles;
- An intuitive user interface for CED business development teams to derive actionable insights; and
- A scoring mechanism to rank opportunity fit and strategic value for Calgary.

12. Deliverables

CED has a bold end-state vision for the Global Market Platform but will first focus on establishing a plan for a cloud-based MVP roll-out by the end of September 2025.

The vendor will work with CED to finalize the scope of the initial work, but the following are expected to be presented as part of the deliverable:

PHASE 1: Methodology Development

Establish a strategic foundation for the platform's design and functionality.

- **Scan of Comparable Platforms**
Conduct a review of existing global market intelligence and foresight platforms. Identify key features, strengths, weaknesses, and relevance to CED's needs.
- **Economic Indicator Framework Development**
Identify and justify a set of universal and sector-specific economic indicators, as well as relevant foresight signals, that will inform data modelling, scoring, and global market profiling.

PHASE 2: Data Architecture Development

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Design the technical foundation for a scalable and secure MVP.

- **MVP Implementation Plan**
Develop a detailed roadmap for MVP design, development, and deployment—including timelines, milestones, dependencies, and stakeholder engagement.
- **Scalable Data Architecture**
Design a flexible and modular system architecture that supports future platform expansion, additional data inputs, and enhanced forecasting capabilities.
- **Automated Data Pipelines and Workflows**
Develop automated systems for ingesting, cleaning, updating, and processing large volumes of global economic, sectoral, and foresight data from multiple sources.
- **Hosting and Security Compliance**
If proposing a new SaaS solution, provide a comprehensive overview of the hosting environment (e.g. cloud service provider, infrastructure setup, and security controls), with explicit reference to **compliance with CED's privacy, performance, and data security standards**.

PHASE 3: Digital Platform Development & Implementation

Deliver a functional, user-centric MVP that enables data-driven decision-making.

- **Initial Wireframes and Concepts**
Present user design and user experience concepts and flows that prioritize clarity, simplicity, and ease of use for CED users.
- **MVP Development and Core Functionality**
Deliver a functional MVP that includes:
 - **Predictive Analytics Capabilities** using machine learning and statistical modelling to forecast trends and market shifts.
 - **Market Profiling and Benchmarking Tools** to compare global regions and sectors based on strategic fit for Calgary.
 - **Opportunity Scoring Framework** integrated into the platform to assess sector/market viability and Calgary's competitive positioning.
- **Transition, Training, and Support Plan**
Provide onboarding support including:
 - Post-launch troubleshooting and stabilization;
 - Training sessions and documentation for CED staff; and
 - Knowledge transfer and a maintenance and support plan for ongoing platform performance and enhancements.

Where possible, include examples or references of past data tool/platform projects.

Any presentation of deliverables should be in electronic format and readable using common software and common formats such as Word, PowerPoint, Excel or PDF.

CED and their collaborators will entertain other suggested deliverables by Vendors.

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In the Proposal response, the Vendor will provide a timeline and detailed schedule of activities and steps (i.e., approach) for the completion of this work.

13. Communication Cadence

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

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

14. Fees and Payment Terms

CED and their collaborators expect Vendors to price the work according to the scope outlined above and as competitively as possible. Proposals should include a breakdown of the Vendor's fees and disbursements in completing the Services, with the understanding that additional SaaS and PaaS fees will apply based on the solution proposed by the vendor. When possible, estimates for the forementioned fees should be included as part of the RFP and will be factored into the overall evaluation criteria for vendor selection.

The Vendor agrees to invoice CED monthly based on progressed completion of the Services as described in this contract. All pre-approved expenses and disbursements are to be invoiced as they are incurred together with the monthly progress billing.

Please include any expected maintenance, upgrade or administration fees based on the proposed solution, when applicable. If available, CED is eligible for non-profit/public sector pricing.

15. Project Lead and 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: Bonnie Nunnari, Senior Director, Intelligence
237 – 4th Avenue SW, Suite 2600
Calgary, AB T2P 3K4
Canada
Email: bnunnari@calgaryeconomicdevelopment.com

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: Afiba Nyamekye, Director, Data & Intelligence
237 – 4th Avenue SW, Suite 2600
Calgary, AB T2P 3K4

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Canada

Email: anyamekye@calgaryeconomicdevelopment.com

16. 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 terms of reference (scope, approach, and deliverables) and submission information. Proposals that fail to meet these requirements may not be evaluated.

16.1.1. Vendor Response Guidelines

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

16.1.2. 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.

16.1.3. Proposed Approach

Clearly articulate the proposed, proposed work plan schedule, and timeline for deliverables to achieve the objectives and deliverables of the RFP. The approach should also include consultations and timely reporting to CED.

16.1.4. Fees And Expenses

- 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

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- 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"> • Demonstrated experience in digital tool/platform development, especially in advanced analytics and marketplace solutions • Experience in machine learning and AI • Relevancy of past projects (please provide examples) • Ability to strategize and implement/execute proposed solutions 	20
Recommendations and Proposal <ul style="list-style-type: none"> • Accurately addresses purpose and MVP scope • Provides clear and concise recommendations for proposed platform • Ability to deliver a functional MVP with agreed timelines • Clear timelines for project milestones • Solution is SaaS/PaaS focused • Includes change management, continuity, operational and training considerations • Solution is scalable and interoperable with existing systems or outlines migration/integrations strategies for new platforms • Proposed security, compliance and data privacy measures 	50
Fees <ul style="list-style-type: none"> • Fees have been clearly outlined and are competitive 	20

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• Breakdown of fees and disbursements	
Total	100

17. Solution Preferences

While our preference is to build upon our current technology stack and reference architecture, we remain open to proposals that include alternative platforms, provided they:

- Clearly demonstrate clear cost-effectiveness and value for money;
- Offer seamless integration with current systems or provide a migration path with minimal disruption; and
- Support scalability, regional accessibility and future enhancements for broader use.

The following are preferences that CED has for proposed solutions; however, vendors may propose alternatives in their RFP submissions if they can demonstrate clear benefits:

Scalable



Solutions should be scalable to allow future enhancements and integrations with other SaaS and PaaS providers as resources permit. Solution design should maximize automation opportunities whenever possible.

Integrations



Solutions should support CED's current technology stack, such CRM, Big Query and PowerBI, as appropriate.

Cloud Focused



Preference will be given to SaaS/PaaS cloud-based offerings that minimize the need for on-premises components. In addition, solutions should prioritize security, compliance and user access, enabling role-based access to CED partners, appropriate access controls, audit trails and data governance to support secure, collaborative use of the tools.

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18. Submission Information

Proposals must be received by **email** before **June 17th, 2025 at 17:00 MST** (per Section 2) to:

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

Attention: Afiba Nyamekye
Email: anyamekye@calgaryeconomicdevelopment.com
Subject: RFP 2505-003 - Global Markets Platform

- 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

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 or is not the highest rated proposal in accordance with the evaluation criteria;
- 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;

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- 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.

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 any communication between the parties in relation to the RFP or the Proposal will operate to obligate any party to enter into

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any further business relationship with the other party and, in particular, if CED decides to engage the Vendor in connection with any Proposal or 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 RFP at any time, CED may reissue this or a similar request for Proposal at any time, 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
- The Proposal and any accompanying documentation submitted by the Vendor will become the property of CED and will not be returned.