

**TALENT SUPPLY, DEMAND, AND GAP STUDY:  
A COMPREHENSIVE TALENT STUDY FOR THE CALGARY REGION**

---

Reference Number: 2309-002

**Issued:** October 20<sup>th</sup>, 2023

**Responses Due:** November 14<sup>th</sup>, 2023

**Calgary Economic Development Ltd.**

237 – 4<sup>th</sup> Avenue SW, Suite 2600

Calgary, AB T2P 3K4

Canada

Phone: (403) 221-7831 or 1 (888) 222-5855

**Table of Contents**

1. Introduction ..... 3

2. Timeline ..... 3

3. Definitions ..... 3

4. Standard Form Contract ..... 5

5. Vendor Questions ..... 5

6. Conflict of Interest ..... 5

7. Vendor Expenses..... 6

8. Confidentiality ..... 6

9. Background and Current Challenges ..... 6

10. Purpose of the Project..... 7

11. Objectives of the Project ..... 8

12. Deliverables ..... 9

13. Interim Outputs ..... 13

14. Project Fit with Proposed Future Research ..... 13

15. Fees and Payment Terms ..... 14

16. Communications Cadence ..... 14

17. Project Lead and Contracting Manager..... 15

18. Evaluation Metrics and Criteria ..... 16

19. Preferences ..... 16

20. Equity, Diversity and Inclusion (EDI) ..... 17

21. Submission Information ..... 17

22. CED Reservation of Rights ..... 18

23. Intellectual Property ..... 18

24. No Further Contract or Liability Arising from RFP Process ..... 19

25. Appendix ..... 20

## 1. Introduction

Calgary Economic Development Ltd. (CED) invites qualified firms to submit a proposal for the **Talent Supply, Demand, and Gap Study: A Comprehensive Talent Study for the Calgary Region** RFP. A proposal, in electronic form must be submitted via email as outlined in Section 21. The proposal should be sent to the attention of the Contracting Manager by email as noted in Section 21. Late proposals will not be accepted.

## 2. Timeline

RFP Posted/Released	October 20 <sup>th</sup> , 2023
Deadline for Questions	November 3 <sup>rd</sup> , 2023 – 17:00 MST
Proposal Submission Deadline	November 14 <sup>th</sup> , 2023 – 17:00 MST
Meetings with Short-listed Vendors	Completed by November 24 <sup>th</sup> , 2023*
Anticipated Bid Notification	November 27 <sup>th</sup> , 2023
Anticipated Project Kick-Off	December 1 <sup>st</sup> , 2023
Interim Output #1 (see Section 13)	December 22 <sup>nd</sup> , 2023
Interim Output #2 (see Section 13)	January 31 <sup>st</sup> , 2024
Target Report Delivery	April 30 <sup>th</sup> , 2024

\*Time taken for assessment of submissions and meetings with shortlisted vendors could vary depending on the volume of proposals received.

Vendors are welcome to submit accelerated or more efficient timelines to complete the proposed work. Additionally, if timelines are too condensed, vendors are welcome to submit reasonable alternatives for the report delivery date.

## 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.

“Project Lead” means the person identified in Section 17 of this RFP.

“Contracting Manager” means the person identified in Section 17 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 Region” refers to the [Calgary Metropolitan Region](#) as outlined by the Calgary Metropolitan Region Board (CMRB). Sometimes referred to in this RFP as, ‘the region.’

“CITNE” means Calgary in the New Economy i.e., Calgary’s long-term economic strategy.

“Key Sectors” refers to the eight key sectors in the Calgary Region as defined by Calgary Economic Development: Aerospace & Advanced Manufacturing, Agribusiness & Food, Energy & Environment, Creative Industries (Film & Television, Digital Media & Entertainment), Financial Services, Life Sciences & Health, and Transportation & Logistics.

“Other Sectors” refers to any sector in the Calgary Region which does not fit into any of the eight Key Sectors.

“PSI” means post-secondary institution.

“Enabling Skills” refers to the skills that make up an individual’s adaptivity (also known as soft, human, or transferable skills). These include problem-solving, self-reliance, communications, collaboration, core literacies, and core workplace skills. Enabling skills are foundational as they allow an individual to adapt across diverse personal and professional contexts.

“Functional Skills” refers to the skills needed to complete a specific role (e.g., accountant, project manager, chef, nurse, software developer).

“Sector Expertise” refers to the unique contextual knowledge or skills needed to complete a specific role within a defined sector. For example, a sector may have unique regulatory, legal, or historical contexts that influence a functional role, e.g., an accountant in oil & gas may require specialized knowledge compared to an accountant in the financial services sector.

“DSC” means domain-specific competency and refers to the knowledge, skills, attitudes, values, and behaviors required to complete specific tasks associated with a role (e.g., accounting, welding), within a specific sector (e.g., energy, sport). This includes the skills and competencies associated with functional skills combined with sector expertise.

“SME” means subject matter expert.

“Junior” refers to the experience level most closely associated with entry level positions. This level usually reflects 0-3 years of experience, but this could vary based on occupation.

“Intermediate” refers to the experience level of professionals that have invested several years into a specific skill/discipline. This level usually reflects 3-6 years of experience, but this could vary based on occupation.

“Senior” refers to the experience level of seasoned professionals considered subject matter experts in a specific skill/discipline. This level usually reflects 6+ years of experience (often advertised as 10+ years in job postings), but this could vary based on occupation.

## 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 Project Lead **and** Contracting Manager listed in Section 17 by the deadline outlined in Section 2. 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 Project Lead and 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 Project Lead and 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.

## 7. Vendor Expenses

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

## 8. Confidentiality

All information provided by or obtained from CED in any form in connection with this RFP either before or after the issuance of this RFP, including any confidential information is the sole property of CED and must be treated as confidential; is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract; must not be disclosed without prior written authorization from CED; and must be returned by the Vendor to CED, or destroyed if held in electronic format, immediately upon the request of CED.

## 9. Background and Current Challenges

Calgary Economic Development is the lead economic and business development agency that markets the competitive advantages and pro-business climate in Calgary (and the Calgary Region) to 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's efforts are focused on the following four areas:

- Trade and investment attraction,
- Business retention and expansion,
- Research, marketing, and communications, and
- Workforce Innovation

Calgary Economic Development is the steward of CITNE, the economic strategy for Calgary. CITNE is structured around five focus areas:

- Brand – Calgary is an iconic city.
- Business Environment – Calgary is a top location for business.
- Livability – Calgary is the best place to build a life.
- Innovation – Calgary is a creative hub.
- **Talent** – Calgary is home to bright minds.

The Calgary Region has one of the most highly educated, diverse, and skilled workforces in North America with a history of innovating and creating. The city's strength in quality of jobs and high wages, coupled with its livability ensure inflows

of the world's best talent continue. However, with the volatility in Calgary's historically largest sector, many people in the region, both new and long-time, have had to face a difficult learning curve to stay relevant and stay employed. This trajectory was disrupted further at the onset of the COVID-19 pandemic when almost every sector experienced economic decline. The world of work was transformed in the wake of companies and talent scrambling to chart a new path.

As the world has shifted back to a state of normality, we have observed a 'new normal' largely dictated by digital transformation. The rate of technological advancement has created many new jobs while also decreasing employment (sometimes drastically) in occupations that can be automated in part or whole. These conditions increase the region's exposure to losing the talent and expertise attracted over the last decade, and simultaneously present opportunities for the Calgary Region to maximize talent flows into emerging subsectors that require new combinations of skills and experiences.

The field of workforce development has been dominated by topics such as the net zero economy, generative AI, and automation as of recently. CED cannot fully appreciate the practical implications for these talent trends without feedback from a broad portion of the business/workforce community. The Calgary Region is home to many organizations with a good understanding of the trends that will result in transformational change in their respective sectors. These companies have a sense of the kind of talent they need, and often look to partners like CED for resources on how this desired talent is being or will be developed. In some cases, however, emerging sectors (and traditional sectors undergoing intense digital transformation) demand talent whose specific skillsets are uncommon and/or not well understood. The intersection of these diverse needs from the region present a significant opportunity to centralize insights from business/community leaders with the intention of developing a future-focused workforce.

To support increased sector diversification, the talent needs of the region, and an environment that allows for the full, efficient, and equitable utilization of the labour force, it is critical that our region identifies and acknowledges our talent gaps and develops an understanding of their intricacies.

## **10. Purpose of the Project**

The Talent Supply, Demand, and Gap Study will be essential to understanding:

- The skills and qualifications that talent seekers across the Calgary Region's sectors will require of talent in the coming years.
- The scale of talent demand at the sector-level, occupation-level, and skills-level.
- The shortfalls and strengths in the region's capacity to develop the demanded volume of talent.

The information collected and analyzed in this study will enable CED and various community stakeholders to ensure that there are strategies in place for talent and talent developers in the region to be well equipped to meet near- and mid-term talent demand and remain globally competitive.

## 11. Objectives of the Project

This study is comprised of four focus areas to demystify the nuances of local talent supply and demand over the next **five** years:

- (1) **Current Talent supply assessment** grouped by several demographic measurements.
- (2) **Employment demand forecast** by sectors for the top occupations in-demand in the Calgary Region over a 1-year and 5-year time horizon.
- (3) **Skills demand forecast** by sectors and occupations to highlight the competencies in highest demand over a 1-year and 5-year time horizon.
- (4) **Gap analyses** between talent supply and talent demand with a focus on skills.

An **industry survey** to employers and other relevant stakeholders in Calgary is required to validate objectives (2) and (3) above relative to local talent demand. Section 12 includes some potentially relevant survey questions.



## 12. Deliverables

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 proposal as well as accompanying rationale for the order (whether simultaneous or step-wise) through which the four areas below will be completed. The order of deliverables as they appear in this RFP do not indicate the order in which they should be completed:



### **Talent Supply Assessment**

*Explore the composition of the Calgary Region's talent pool to develop a baseline that can be integrated into the demand forecasts.*

---

Provide a breakdown of the talent pool which should include, but is not limited to, the following. (For each of the below breakdown sections, estimate the deployment in each Key Sector and Other Sector)

- Skills
  - Skills groupings seen in the *Calgary Learning System Audit* can act as a starting point from which deeper subcategorizations of skills should be parsed and/or specific skills named.
  - Link each skill and/or group of skills to the relevant sector(s) where those skills are deployed. Differentiate enabling skills from functional skills.
  - For each skill/skills mix, estimate the amount of junior, intermediate, and senior level experience of that skill/skills mix existing in the talent pool.
- Educational attainment<sup>1</sup>
- Demographics including: age (youth, etc.), career stage (early, mid, late), equity-seeking status (women, BIPOC, immigrants, LGBTQIA2S+)

Provide an estimate of the region's talent pool that is unemployed and underemployed (i.e., employed in jobs that are not commensurate with their education or experience level).

---

<sup>1</sup> Access to LinkedIn datasets is recommended.



## Employment Demand Forecast

Create a forecast for the variety and volume of employment that will be in **greater** demand and **lower** demand in the Calgary Region over the **next 5 years** (focus on 1-year and 5-year time horizons).

Provide quantitative measurements of employment growth (positive or negative) at three levels. For each level, segment aggregate employment demand into the junior, intermediate, and senior experience levels required.

### (1) Sectors (covering as much of the economy as possible)

- Provide a forecast of overall growth in each Key Sector.
- Provide a forecast of overall growth in each Other Sector.
  - Vendors can propose sector groupings as a part of their proposals or work with CED to develop an appropriate categorization.

### (2) Subsectors

- Provide a forecast of growth in relevant subsectors – collaborate with CED to determine groupings. List of subsectors need not be exhaustive, but should reflect high-influence areas of growth, decline and/or transformation e.g., agritech, cleantech, UAVs, etc.

### (3) Occupations

- Top 25 High-Growth Occupations in each Key Sector and Other Sector<sup>2</sup> (approximately 400)
  - Ranking could be based on forecasted percent growth, forecasted absolute growth, or some other proposed measure.
  - For each year of the forecast, provide an estimate of the overall volume and percentage share of these occupations out of all occupations in their respective sector.
  - Provide details on why each occupation is forecasted to grow.
- Top 10 At-Risk Occupations (forecasted to decline the most) in each Key Sector and Other Sector (approximately 160 occupations). Provide details on why each is forecasted to decline.

Forecasts should integrate the likelihood of the following:

- Disrupting factors which could include, but need not be limited to, automation and advanced technologies, generative AI, recession, industry volatility, and lack of local competitiveness.
- Influence of high-growth potential companies (in terms of percent and absolute growth).
- Emerging skills, occupations, and industries.
- Global trends and sociopolitical factors.

Methodology will need to be proposed and documented. Insights must be substantiated by, but need not be limited to:

- Datasets (government or other) with accompanying narrative on limitations of data. Where limitations are identified, alternatives should be proposed to ensure insights are reliable.
- **Industry survey** (co-created with, approved by and administered with support from CED).
  - Relevant Survey Questions could include, but are not limited to, the following topics:
    - The occupations (either existing or new) that are expected to increase/decrease, and why.
    - Experience levels required by forecasts (junior, intermediate, or senior).
    - Difficulties associated with recruiting required talent.
    - How do talent seekers expect key roles within their organization to change over the mid-term?

<sup>2</sup> All sectors may not have 25 relevant occupations that fit our definition of 'Top 25.' In this case, we require at least 10 occupations to be reflected. For sectors with more than 25 relevant occupations, vendors should analyze more than 25 occupations.



## Skills Demand Forecast

Conduct a skills demand forecast looking at the **next 5 years** for the Key Sectors and Other Sectors and occupations (focus on 1-year and 5-year time horizons).

---

Develop a quantitative approach to measure current and future demand for skills. Skills groupings as seen in the *Calgary Learning System Audit* can act as starting point from which deeper subcategorizations of skills should be parsed and/or specific skills named. Analysis should explore, but is not limited to, enabling skills, functional skills, and DSCs.

- Develop inventories of relevant skills and provide details on how these will change over the specified time horizon. Analyze at two different levels:
  - Occupations
    - Top 25 High-Growth Occupations in each Key Sector and Other Sector (from previous section)
      - For each occupation, list the top enabling and functional skills
      - Estimate the importance of sectoral expertise in performing these occupations
      - Are there any skills in these occupations that are forecasted to significantly decline in demand?
    - Top 10 At-Risk Occupations in each Key Sector and Other Sector (from previous section)
      - For each occupation, list the functional skills that are forecasted to decrease in demand most significantly
      - For each occupation, list the top functional skills forecasted to increase in demand (despite the occupation declining in demand)
  - Sectors
    - Aggregate findings from the occupational level to provide skills summaries for each Key Sector and Other Sector (high demand skills and skills forecasted to decline in demand)
- Analyze demand for skills by experience level (i.e., junior, intermediate, and senior) required (or sought after) by talent seekers.

Describe the relationship and methodology between the employment and skills demand forecasts. Insights must be substantiated by, but need not be limited to:

- Datasets (government or otherwise) with accompanying narrative on limitations of data.
- **Industry survey** (approved by and administered with support from CED; can be combined with survey component from previous section).
  - Relevant Survey Questions could include, but are not limited to, the following topics:
    - The skills that are expected to increase/decrease in demand, and why. Differentiate between functional and enabling skills.
    - Experience levels required for needed skills (junior, intermediate, or senior).
    - Difficulties associated with developing these skills on the job.
    - Difficulties associated with recruiting for these skills.
    - Extent to which talent seekers are willing and able to train talent in-house.



## Gap Analysis

*Provide insights on how current talent supply compares to current and future skills demand.*

---

Using data from the talent supply assessment and the demand forecasts developed through this project, provide a perspective of whether the Calgary Region has the necessary skills development capacity to match the talent needs of the Key Sectors and Other Sectors in the years to come.

- Quantify the shortfall and/or excess of talent, using **skills** as the primary unit of measurement, in the Key Sectors and Other Sectors.
  - Where are the largest skills gaps **currently** and over the **next 5 years?** (focus on 1-year and 5-year time horizons)
    - Identify gaps localized to a specific sector or subsector.
    - Identify gaps that impact many sectors.
      - Are these sectors closely related?
    - Which sectors are forecasted to experience the largest shortfall in talent by absolute volume and percentage of employment volume?
- What percentage of skills demand requires net new talent flows (i.e., professionals entering the workforce for the first time)?

Gap analysis should reflect the following:

- Consider two possible scenarios:
  - Current annual talent flows remain unchanged.
  - Annual talent flows increase in line with their observed growth trend.
    - This scenario should reflect the spectrum of strong headwinds (identified by the vendor) that might impact the workforce to varying degrees.
- Organic flow of talent from the junior to intermediate, and from intermediate to senior experience level. For example, over the next five years, a portion of demand for intermediate and senior skills could be addressed by progression of existing junior and intermediate talent to higher skills levels.

Methodology will need to be proposed and documented.

---

Responses will also need to consider:

- CED is open to longer forecasting timeframes provided the methodology and use cases are clear and supported.
  - Propose the forecast timeframes that are feasible for this study based on the vendor's methodology along with the levels of fidelity for the data produced (ex. *Forecast of the next 10 years with 25% accuracy*).
  - Propose and recommend best practice for a timeframe with the most utility for such a study (ie. *How useful is this data if the forecast is for X years into the future*).

- Although this study requires some analysis of Occupations and categorization by job titles, the primary level of analysis and focus of the study is at the skills level.
- All deliverables should be focused on the Calgary Region but wherever possible should also include elaboration on how the deliverable applies to Calgary specifically due to its large impact as the largest municipality in the region.

Any presentation of deliverables should be in electronic format and readable using common software and common formats such as Word, PowerPoint, Excel or PDF. Please plan for frequent touchpoints with CED and other advisors.

### 13. Interim Outputs

Pursuant to the above deliverables, the selected vendor will produce the following interim/draft outputs:<sup>3</sup>

#	Output	Date Required
1	Talent Supply Assessment, Employment Demand Forecast, and Skills Demand Forecast for (i) Aerospace & Defense and (ii) Agribusiness	Dec 22, 2023
2	Gap Analysis for (i) Aerospace & Defense and (ii) Agribusiness	Jan 31, 2023

### 14. Project Fit with Proposed Future Research

The research outlined by this RFP may provide inputs for two proposed future studies (please see below). When/If posted, the selected vendor of this RFP can also submit proposals for these studies provided they have the capacity.

- **Skills Mapping for Select Sectors**
  - Comparing identified areas of occupational growth (high demand) and decline (decreasing demand) will illuminate the most viable **skills transition pathways**. This research will also include analysis of transferable skills between occupational areas, and mapping of upskilling and reskilling pathways.
- **Talent Attraction Locations of Interest**
  - This research will identify at least five locations outside of Alberta (North America or International) from which Calgary can attract highly

<sup>3</sup> These outputs are in addition to project delivery milestones identified by the vendor in their work plan.

sought after skillsets that cannot be developed effectively and at the volume required using local talent infrastructure.

CED will be primarily responsible for the facilitation of knowledge sharing across these studies. CED expects the chosen vendor to demonstrate agility as insights are shared across projects should the timelines overlap.

## 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. The maximum estimated budget for professional services associated with this project is \$250,000 CAD.

Proposals must provide full pricing disclosure and include a breakdown of the Vendor's fees and disbursements to complete all deliverables outlined in Section 12 and achieve the objectives listed in Section 11. Please include the following with the breakdown of costs:

- Cost per deliverable, including consulting fees, disbursements, implementation fees and technology/platform recommendation fee estimates (monthly, annual, variable or contract term, if applicable).
- 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. Communications Cadence

Regular touchpoints with Project Lead and Contracting Manager (both from CED) and other designated SMEs on an Advisory Committee 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)
- The chosen vendor should consult the Advisory Committee as a group through **at least four (4)** formal touchpoints between project kick-off and targeted report delivery to share progress on key milestones (identified by vendor) and interim outputs and collect feedback from committee members. The format of these touchpoints should be approximately 30-45min presentation and 30-45min of Q&A.
  - The Advisory Committee will be comprised of several SMEs from industry and academia. The SMEs on the Advisory Committee consent to receiving direct correspondence from the vendor team where additional information/clarification is needed.

- Although communication with the Advisory Committee is mandatory, we encourage the chosen vendor to collaborate with other SMEs, and where relevant, engage those SMEs in formal touchpoints with the Advisory Committee.

## 17. 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: Jeanette Sutherland – Director, Workforce  
237 – 4th Avenue SW, Suite 2600  
Calgary, AB T2P 3K4  
Canada  
Email: [jsutherland@calgaryeconomicdevelopment.com](mailto:jsutherland@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: Jacoby Holder – Specialist, Competitive Intelligence  
237 – 4th Avenue SW, Suite 2600  
Calgary, AB T2P 3K4  
Canada  
Email: [jholder@calgaryeconomicdevelopment.com](mailto:jholder@calgaryeconomicdevelopment.com)

## 18. Evaluation Metrics and Criteria

CED will evaluate submissions based on the following criteria:

<b>Criteria</b>	<b>Possible Points</b>
<b>Quality of Submission</b> <ul style="list-style-type: none"> <li>• Clear and concise</li> <li>• Quality of writing</li> </ul>	<b>10</b>
<b>Team Competency, Capabilities and Background</b> <ul style="list-style-type: none"> <li>• Relevance of past projects to this RFP (please provide examples where possible)</li> <li>• Experience with workforce development research and initiatives as demonstrated by past projects</li> </ul>	<b>35</b>
<b>Recommendations and Proposal</b> <ul style="list-style-type: none"> <li>• Accurately addresses purpose and objectives</li> <li>• Clearly outlines approach to each deliverable; the methodology should also include consultations and timely reporting to the Contracting Manager and Project Lead</li> <li>• Sound rationale for order of deliverables, appreciating overlap within the project and with concurrent projects</li> <li>• Initial delivery within timelines outlined by CED.</li> <li>• Clear timelines for project milestones</li> </ul>	<b>35</b>
<b>Fees</b> <ul style="list-style-type: none"> <li>• Fees have been clearly outlined and are competitive</li> <li>• Breakdown of fees and disbursements</li> </ul>	<b>20</b>
<b>Total</b>	<b>100</b>

Note: In addition to the submission, scores may be influenced and refined based on meetings conducted with shortlisted vendors. The structure of the shortlist meetings will be determined by the respective vendors as to how they want to answer questions (provided 24 hours in advance of the meeting), gain additional context, and emphasize the unique value of their proposal.

## 19. Preferences

The final report must provide insights sufficiently beyond the current body of research which includes, but is not limited to, the sources in Section 25. CED prefers research that is conducted with an appreciation of its **use cases**, of which being a tool for business expansion, retention, and attraction is the most important for this project.



## 20. Equity, Diversity and Inclusion (EDI)

Calgary Economic Development celebrates diversity and is committed to advancing Equity, Diversity and Inclusion (EDI). Through EDI, we create a path to success for all our employees, where they have equal opportunity for advancement, have the voice to contribute to our collective growth and development and work in an inclusive environment.

In alignment with our EDI guidelines, CED is also committed to maintaining a diverse supplier base and building relationships with vendors that reflect the market, clients and communities we serve.

As a possible vendor and partner of CED, we invite you to optionally include information and data about your organization's commitments to EDI as part of your submission.

## 21. Submission Information

Proposals must be received by **email** before **November 14<sup>th</sup>, 2023 at 17:00 MST** (per Section 2) to:

**Attention:** Jacoby Holder  
**Email:** [jholder@calgaryeconomicdevelopment.com](mailto:jholder@calgaryeconomicdevelopment.com)  
**Subject:** RFP 2309-002 – Talent Supply, Demand, and Gap Study

Receipt of proposals will be confirmed via an email reply from the Contracting Manager to each respective vendor.

- After the Proposal Submission Date, CED may post the identity and addresses of the Vendors.
- CED may elect to not consider any proposal that:
  - Is received after the exact time and date noted above.
  - Does not indicate the request for proposal's title, closing date and Vendor's name on the proposal in response to the RFP.
  - Is delivered to an address other than that provided above.
  - Transmitted proposals will be accepted if the proposal is received before the submission deadline to the email address provided above.
- **Important:** Prior to submission, it is expected that vendors have conducted preliminary assessments on possible conflicts that could prevent them from undertaking the work outlined in this RFP. Should a vendor present a conflict after submission that impacts timelines, their proposal may be removed from consideration.

## 22. 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;
- 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.

## 23. Intellectual Property

Unless otherwise agreed and confirmed in writing:

- a) All material, including but not limited to programs, reports, notes, maps, drawings, photographs, data, forms and other records prepared, created, written or recorded by ("**IP**"): (a) the Vendor, or (b) CED or (c) the Vendor and CED jointly, in connection with the Services under any agreement incorporating the terms and conditions of this RFP, a proposal, or as a deliverable under any agreement arising therefrom (an "**Agreement**"), will be the property of CED; accordingly, the Vendor hereby assigns to CED all rights, title and interest it may have from time to time in such material and all intellectual property rights therein will vest in CED.
- b) During the term of the relevant Agreement, the Vendor shall have a non-exclusive, non-transferable license to use such IP of CED or IP which is jointly created for the sole purpose of providing and completing the Services. Upon the termination or completion of a specific project or Agreement, the Vendor will promptly return such material to CED whether completed or not. Notwithstanding the preceding sentence, the Vendor may retain for archival purposes a single copy of each item of such material; and
- c) Every invention, discovery or improvement developed by the Vendor in the course of, or in connection with, performing the Services under an Agreement

where the invention, discovery or improvement has been initiated or directed or specifically requested by CED, will be the property of CED and, accordingly, the Vendor hereby assigns any intellectual property right to any such invention, discovery or improvement developed to CED. The Vendor will cooperate fully in the establishment and maintenance of all intellectual property rights accruing hereunder to CED. This provision will survive the termination of any Agreement and to the extent necessary or desirable, the Vendor will take such actions as are reasonably requested by CED after termination of an Agreement with respect to intellectual property rights created during the term of the Agreement.

The parties acknowledge and confirm that any intellectual property that was developed prior to the relevant Agreement, or that was developed by the Vendor independently from such Agreement with CED, or that was developed at the sole initiative of the Vendor without any prior initiation or direction or request from CED, will be outside the scope of this project.

## **24. 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 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.

## 25. Appendix

Access to the following list of publicly available sources can be found [here](#).

1. Mapping Calgary's Digital Future (Aug 2018)
2. Preparing for the future now: Rethinking the oil and gas workforce in 2040 (Aug 2020)
3. How to Forecast Skills in Demand: A Primer (Apr 2021)
4. Calgary Learning System Audit (Mar 2022)
5. Empowering People for Recovery and Growth: 2022 Skills Survey Report (Mar 2022)
6. [Developing Indicators for Skill Demand](#) (Apr 2022) – use this link
7. Hiring Intentions: Labour Shortage Survey (Aug 2022)
8. Public Perceptions of the Alberta Labour Market (Sep 2022)
9. Hiring Intentions: Labour Shortage Survey (Dec 2022)
10. The Digital Talent Imperative: Calgary's Economic Edge (June 2023)