

LEDUC • NISKU

**ECONOMIC DEVELOPMENT
ASSOCIATION**

Leduc-Nisku Economic Development Association

**Request for Proposals
Supporting Cluster Development and Strategic Attraction Plan
RFP-AAP-09-2017**

Contact:

Sandra McIntosh
Community and Business Program Lead

RFP Issue Date: July 1, 2018
Proposal Due Date: August 1, 2018

Late proposals will not be accepted.
All proposals to be sent electronically to:
Leduc-Nisku Economic Development Association
Attn: Sandra McIntosh
smcintosh@leducniskueda.com

Contents

| | |
|---|----|
| PART I. INVITATION..... | 3 |
| 1 Introduction | 3 |
| 2 Project Objectives | 6 |
| Deliverables | 7 |
| 3 Definitions | 9 |
| PART II. PROJECT REQUIREMENTS..... | 10 |
| 1 Scope of Services | 10 |
| 2 Milestones/Time Frames/Schedule..... | 11 |
| PART III. PROPOSAL DETAILED INSTRUCTIONS | 11 |
| Mandatory Submission Requirements | 12 |
| a. Cover Letter | 12 |
| 4 Executive Summary | 13 |
| 5 Project Workplan | 13 |
| 6 Project Schedule | 13 |
| 7 Proponent Profile/Project Team Qualifications | 13 |
| 8 Proponent/Project Team References..... | 13 |
| 9 Fee Proposal..... | 14 |
| 10 Team Resumes | 14 |
| PART IV. EVALUATION CRITERIA..... | 14 |
| 1 General | 14 |
| PART VII. Appendices | 16 |

PART I. INVITATION

Proponents are invited to submit a formal proposal in response to this Request for Proposals (“RFP”) to provide the Leduc-Nisku Economic Development Association (Leduc-Nisku EDA) with the intent to negotiate and enter a Contract with the Leduc-Nisku EDA as the project manager on the Alberta Aerotropolis Implementation Project.

1 Introduction

Background

Since 2010, the City of Leduc and Leduc County have been engaged in studies looking at the concept of Aerotropolis development. This concept developed by Dr. John Kasarda identifies the economic and social benefits derived from communities from industrial and commercial development in and around an international airport which provides connectivity to the region and the globe.

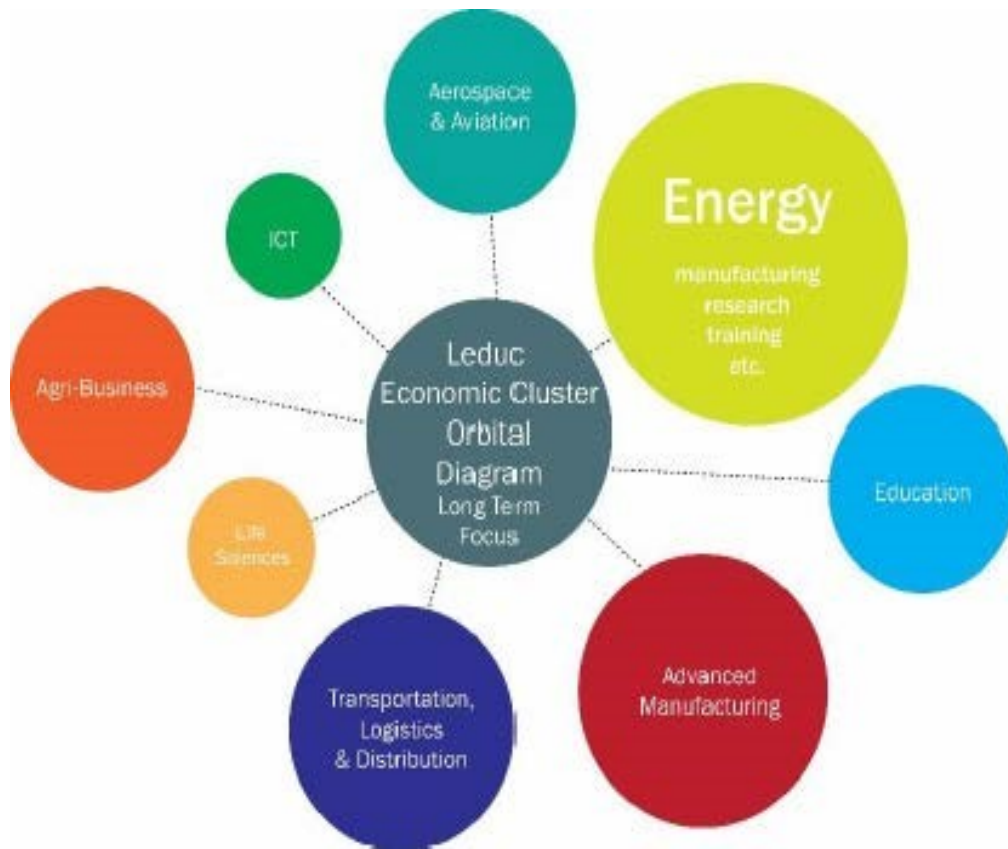
This development does not only affect communities adjacent to the airport but has a radiating effect on a region served by the international airport reaching beyond the core to opportunities throughout the region 15 – 30 minutes from the international airport. Aerotropolis development has become a dominant practice in many areas where communities and airports are working together on development including Dallas-Fort Worth, Denver, Amsterdam-Schiphol, Memphis and many others.

The Aerotropolis schematic below describes the functions of airports and their surrounding communities as described by Dr. John D. Kasarda:

In 2014-15, Leduc County and the City of Leduc developed the Aerotropolis Viability Study. This study also engaged key stakeholders from Edmonton International Airport and the Leduc-Nisku EDA. The study was conducted by MXD and Stantec, world-renowned, international leaders in Aerotropolis development and land use planning respectively.

This study identified significant economic benefit derived from the development in four key areas around the Edmonton International Airport in Leduc County and the City of Leduc. This economic benefit would be derived over 25 years and would add 62,000 direct new jobs to the Edmonton Metropolitan region, generate \$67M in annual non-residential taxes to the communities and would make an additional \$6.7 M in annual GDP for the region.

The study identified eight key clusters that would provide significant growth for the region, including energy, education, advanced manufacturing, transportation, logistics & distribution, life sciences, agribusiness, ICT, and aerospace & aviation. Additionally, several key catalytic projects are leading to the significant development and industry diversification in the area to mitigate future economic volatility include a digital city, cold chain logistics hub, aerospace research park, agri-food processing complex and business park, new energy park and corporate center.



Finally, this study set forth the land use requirements, as well as, industry attraction and investment requirements for the realization of Alberta Aerotropolis development.

Building on this study, the Leduc-Nisku EDA secured Ballard Consulting Group to undertake economic cluster research to identify the short, medium and long-term economic strategies to support existing and emergent clusters in the Aerotropolis region. The development of the economic cluster development strategies was just completed on June 30, 2018, but some early findings include the importance of transportation, logistics and warehousing, agri-business, energy, and advanced manufacturing.

Regional Economic Development Collaboration

The Edmonton Metro Region, consisting of 12 municipalities, is currently undertaking extensive work in developing a regional collaboration model for investment attraction and economic development. This entity entitled Edmonton Global will be the primary outreach arm for positioning the Edmonton Metro Region globally for investment attraction.

Additionally, on June 29, 2017, a four-party Accord was signed. This was due to lengthy negotiations between the communities surrounding the Edmonton International Airport to develop a collaborative path forward for the joint development around the Edmonton International Airport. The parties to this agreement include City of Edmonton, City of Leduc, Leduc County, and the Edmonton International Airport. This Accord supports the annexation agreement between the City of Edmonton and Leduc County. It allows for a long-term partnership between the four entities, collaborating on infrastructure connections, land use, agriculture lands protection, growth management, economic development, and predictable revenue streams.

Project Overview

The goal of this second stage of the Alberta Aerotropolis project is to take the information provided by the Ballard Consulting Group 's final report on the Economic Cluster Research, and apply it to the development of the Aerotropolis Marketing Cluster Development & Attraction Plan.

The first stage, the Economic Cluster Research, has identified sectors that have the potential to become or grow as vibrant industry clusters to be located around the Edmonton International Airport (EIA). The Economic Cluster Research report will provide the following:

- The sectors to highlight in the marketing and brand strategy.
- The information on the current businesses will aid in building out the messaging and branding opportunities.
- A direction to begin a smaller Investment Attraction component of the study using current and new potential business opportunities
- The sectors to target and build upon in the business development component of the Study
- A direction to build off BRE opportunities as identified in the REGIONAL BUSINESS RETENTION AND DEVELOPMENT PROGRAM

All supporting documents listed above can be found in Appendix 1. The idea is to build off of previous studies to ensure a well-supported strategy for cluster development in the region. Using these reports and findings should provide a clear direction to develop marketing, branding and business development opportunities within the industry clusters.

Study area

The study area contains strategic land located near the EIA as depicted in Appendix 1. Serviced by major transportation infrastructures such as the QEII Highway, EIA, and major rail lines. View the final areas determined to be part of the Aerotropolis Viability Study in Appendix 2. In addition to the physical boundaries currently defined by the Alberta Aerotropolis Viability Study, the Cluster work will seek to inform and understand opportunities in the Edmonton Metro region. It will also strive to understand connectivity to and impact on other communities in the Leduc region including Towns of Beaumont, Calmar, Devon and Thorsby and Village of Warburg.

Stakeholders

To maximize the benefits of the Alberta Aerotropolis project, it is vital to obtain the involvement of many stakeholders. So far, the Leduc-Nisku EDA has been working with several stakeholders such as:

- City of Leduc
- Leduc County
- Edmonton International Airport
- Town of Beaumont
- Town of Devon
- Town of Calmar
- Town of Thorsby
- Village of Warburg

- City of Edmonton
- Land developers and owners

2 Project Objectives

The successful proponent will be responsible for the Supporting Cluster Development & Strategic Attraction Plan as well as collateral development. This plan will include a strategy to develop and enhance the identified sectors and clusters identified in the Cluster Research and Development Study. This will include utilizing elements of investment attraction and business development and expansion. In addition, the proponent will develop and recommend a brand strategy for the Alberta Aerotropolis, including comprehensive stakeholder engagement. The proponent, will also support the development of marketing materials including website enhancements.

The action plan should set out the long-term and short-term plans for promoting the clusters and highlight priority actions, and a 3-year budget outlining spending requirement to enable the action plans.

Cluster Promotion and Investment Attraction

As defined by Michael Porter, “A cluster is a geographic concentration of related companies, organizations, and institutions in a field that can be present in a region, state, or nation. Clusters arise because they raise a company's productivity, which is influenced by local assets and the presence of like firms, institutions, and infrastructure that surround it. Cluster development initiatives are an important new direction in economic policy. Building on past efforts in macroeconomic stabilization, privatization, market opening, and reducing the costs of doing business, clusters can enhance competitiveness in today's increasingly complex, knowledge-based, and dynamic economy.”¹

“In today's economy, clusters are critical masses—in one place—of unusual competitive success in particular fields. Clusters are a striking feature of virtually every national, regional, state, and even metropolitan economy, especially in more economically advanced nations.

Silicon Valley and Hollywood may be the world's best-known clusters. Clusters are not unique, however; they are highly typical—and therein lies a paradox: the enduring competitive advantages in a global economy lie increasingly in local things—knowledge, relationships, motivation—that distant rivals cannot match.”²

Understanding which clusters add to the diversification of the region, and support economic growth, in the long term, is a key factor in our economic development strategy. We are seeking marketing and business development opportunities that will allow us to grow and develop new clusters that leverage existing supply chains. We are looking for a proponent to provide, not only recommendations on how we can promote existing advantages or attract new firms in the eight clusters recommended in the AVS but also look at emerging clusters that the region could leverage as it seeks to diversify economic base beyond oil and gas and its associated service and supply businesses. Also, the region has seen a loss of GDP as oil prices have declined. As a region, we are looking to replace and grow this GDP through diversification and new clusters. We are focusing on developing new sectors to develop diversification opportunities.

<http://www.isc.hbs.edu/competitiveness-economic-development/frameworks-and-key-concepts/Pages/clusters.aspx>²
<https://hbr.org/1998/11/clusters-and-the-new-economics-of-competition> September 5, 2017

Key considerations in the development of strategies with in this investment attraction and marketing plan are:

- The positioning of the Alberta Aerotropolis as a joint development with four partners
- The leading position of Edmonton Global in FDI attraction and the positioning of the Edmonton Global brand
- Finding opportunities and capacity to grow existing industry to fill the needs of cluster development and encourage and develop new entrepreneurial ventures
- Developing the Alberta Aerotropolis as a leading player in key industries that makes it the most desirable location in the region to locate a business in the key sectors
- Shared benefit and share investment for the benefit of the entire region – collaboration – define the environment we work in
- The capacity to find the competitive advantages for the Alberta Aerotropolis in developing the key clusters and developing its collaborative position in the Edmonton region.

Deliverables

1. In the Phase I, Cluster Research and Development Study, local businesses were identified that can support the development of the clusters and can be supported by BRE activities to develop their business. Determine any gaps in the first Phase report.

Assess key existing firms that would benefit from cluster development and BRE activities. Identify firms that would benefit from cluster activities to enable an opportunity that would support growth of firms in the cluster. Identify firms that would benefit from cluster activities in response to an industry threat where collective action may lead to an improved business climate.

Identify ambassador firms whose presence could be leveraged for marketing and investment attraction and assess their willingness to collaborate with the Leduc-Nisku EDA and its members for marketing and investment attraction.

2. Identification of key businesses and localities that can be targeted to develop the sectors.

Provide an analysis of missing practical implementation components that could enhance local supply chain and strengthen the existing and emergent industries. Describe how to proceed in the development of the components.

3. Based on the recommendations from the Cluster Research and Development Study, identify potential firms and markets from outside Alberta, that could be accessed to support the development of the clusters identified as transportation, logistics and warehousing, agribusiness, energy and advanced manufacturing in the region, by growing their business here. Many factors need to be considered here including alignment with the Edmonton Global strategy, alignment with the Airport Accord framework and close alignment with the EIA Growth Strategy; around growth in their commercial development, driving regional cargo growth and leveraging EIA as a regional Hub. Determine the factors that need to come into play to promote growth.

Foreign direct Investment opportunities will only be considered within the context of the Edmonton Global framework and those industries that have been identified as aligned between Alberta Aerotropolis and Edmonton Global. The value proposition must be determined for selling what we have and planning for what we are missing.

Provide a strategy for the development of clusters outside of the Edmonton Global strategic plan but identified in phase one as important. This strategy must take into consideration the investment readiness gaps within all the municipalities in the region; the City of Leduc, the Leduc County, the Town of Beaumont, the Town of Devon, the Town of Calmar, the Town of Thorsby, the Village of Warburg and the EIA.

Copies of the above-mentioned documents can be found in Appendix 1.

4. Development of business cases, industry profiles and other information for utilization in the marketing materials based on the Alberta Aerotropolis concept and the EIA growth Strategy.

Identify strategies to engage with and support the development of existing and emergent clusters, and opportunities identified in the Stage I report. Develop sector and opportunity-specific business cases to support investment attraction. These completed documents will be used for marketing and investment attraction activities and should be targeted to investors and site selectors.

Develop a strategy to update the information and ensure that information is consistently kept current, including the budget and required resources. The information should be aligned to the corresponding program and industry, not NAICs codes.

5. Development of a three-year implementation strategy.

A 3-year implementation strategy must include timelines of specific actions and activities to support marketing and business development. Every marketing and business development activity should include milestones, metrics and budget information for cluster enhancement. This should include how all groups identified in section seven will work together.

6. Recommendations on how to develop joint marketing and investment attraction approaches and collaboration frameworks for all four partners, understanding and utilizing the Airport Accord framework. Understanding which clusters add to the diversification of the region, and support economic growth, in the long term, is a key factor in our economic development strategy. We are seeking marketing and business development opportunities that will allow us to grow and develop new clusters that leverage existing supply chains.

A copy of the Airport Accord documentation can be found in Appendix 1 as well as the Edmonton Global Strategic Plan and EIA Master Plan. The Airport Accord is still in progress of determining governance and procedures. As documents and decisions are made, the Leduc-Nisku EDA will update the proponent.

7. Development of a marketing strategy and brand for the Alberta Aerotropolis that is aligned to Edmonton Global, including 3-year budget recommendations.

The Leduc-Nisku Economic Development Association acts strategically to support our partners in economic development including Global Affairs Canada, Invest Alberta, regional municipalities (our members) and the newly formed Edmonton Global. Utilize the documents provided by Edmonton Global as check lists and scorecards as these are accepted methods in this area.

8. Development of marketing materials.

Marketing materials should all be digital for website, email and social media considerations. Social media platforms include Facebook, Twitter, and LinkedIn. Digital material needs to enhance the website with new and innovative ways to interact and deliver our information.

Closing Date

Proponents are invited to submit a detailed Proposal to provide the Leduc-Nisku EDA as outlined in this RFP. Proponents shall submit one electronic copy (PDF) of their Proposal, clearly marked Request for Proposals for the Aerotropolis Marketing Cluster Development & Attraction Plan. Proposals will be received up to 4:00 p.m. (MST) on Wednesday, August 1, 2018 (the "Closing Date").

In the case of a date, and time dispute the Leduc-Nisku EDA's email time clock will govern. Late submissions will NOT be considered. The Leduc-Nisku EDA and its consortium are not responsible for the timeliness of documents delivered to an incorrect address.

3 Definitions

- "Ambassador Firm" means the businesses that are engaged to help promote the work being done
- "Business Day" means a day other than a Saturday, Sunday or statutory holiday in Alberta;
- "City" means the City of Leduc, a municipal corporation duly constituted under the laws of Alberta;
- "Closing Date" means Friday, June 20th, 2018, or such other date as determined by the Leduc-Nisku EDA, at its sole and unfettered discretion;
- "Closing Time" means 4:00:00 p.m. (MST) on the Closing Date;
- "Contract" means the written agreement negotiated and entered by the Successful Proponent and the Leduc-Nisku EDA to provide the Services contemplated by this RFP;
- "Evaluation Committee" means representatives of the Leduc-Nisku EDA as the Leduc-Nisku EDA deems necessary, who are responsible for evaluating the Proposals and recommending Qualified Proponents, if any, to the Leduc-Nisku EDA;
- "Evaluation Criteria" means those criteria described in Part IV, paragraph 1.0;
- "Invitation to Negotiate" means the last and final phase of the selection process where representatives of the Leduc-Nisku EDA negotiate the Contract;
- "Mandatory Requirements" means the requirements that must be addressed or contained in a Proposal as described in this RFP;
- "Proponent" means an individual, a corporation, partnership or any combination of the preceding, assembled for a common purpose that submits a Proposal to the Leduc-Nisku EDA for evaluation in response to this RFP;
- "Proposal" means all the information which is presented to the Leduc-Nisku EDA by a Proponent for assessment in response to this RFP;
- "Qualified Proponent" means a Proponent selected to participate in the Invitation to Negotiate at the sole and unfettered discretion of the Leduc-Nisku EDA;
- "RFP" means this Request for Proposals for the Aerotropolis Cluster Marketing and Investment Attraction Study.;
- "Services" means the functions, duties, tasks, responsibilities, and deliverables which form the basis for the RFP; and
- "Successful Proponent" means the Proponent which the Leduc-Nisku EDA selects for the Contract.
- "Leduc Partnership" means the four partners working on the Alberta Aerotropolis Project. The City of Leduc, Leduc County, the EIA, and the Leduc-Nisku Economic Development Association.

Headings are used for convenience only, and they do not affect the meaning or interpretation of the clauses. Words in the singular include the plural and vice versa.

PART II. PROJECT REQUIREMENTS

1 Scope of Services

Project purpose and expected results

The Leduc-Nisku EDA is seeking a person or firm to prepare the cluster marketing and investment attraction study that will focus on attracting businesses and investment in key industry sectors to Leduc County, The City of Leduc, City of Edmonton, Towns of Beaumont, Devon, Calmar, Thorsby, the Village of Warburg and the Edmonton International Airport. Key sectors have been identified in an economic cluster development strategy developed as part of phase 1 of the Alberta Aerotropolis development project.

The analysis will define and assess the investment readiness gaps of the municipalities in the region, review the key industries and determine areas where investment could be attracted. Develop an opportunity analysis for key industries and markets. Propose a three-year marketing strategy, including an implementation plan, budget and recommendations for actions to improve marketing and investment attraction in the short, medium and long-term for the Alberta Aerotropolis region.

The deliverable will need to be highly collaborative, actionable and have a strong implementation strategy. Preference will be given to proposals that imbed a resource at the Leduc-Nisku Economic Development Association to work collaboratively with staff and municipal representation for the period of the contract.

The Successful Proponent will be responsible for the development of a comprehensive cluster promotion and investment attraction analysis for the Aerotropolis concept Part I of this RFP. This process, comprising at a minimum a SWOT analysis for our designated clusters, land uses and growth analysis for existing and emerging clusters will highlight a recommended course of action for marketing promotions and investment attraction that will support economic development and diversification in the region as described in Alberta Aerotropolis Project Plan.

Upon completion of the Marketing Cluster Development & Attraction research portion of this project, the Successful Proponent will provide a Strategic Action Plan that fully articulates the necessary actions to be undertaken to realize the full potential of the area within the Aerotropolis Project in alignment with the deliverables.

As outlined below under “Milestones/Time Frames/Schedule” regular progress reports are expected as part of ongoing deliverables. Progress reports are to be ½ to 1 page in length, and succinctly outline the project’s status, including objectives and milestones completed, any challenges/ proposed solutions, next steps, and overall project timeline status.

Project Team

The project team will include expert’s adept in all key areas required to produce high quality and comprehensive analysis based on sound knowledge of the Aerotropolis cluster marketing and investment attraction concept. The team will possess the skills, experience, and capacity for research, data analysis to successfully promote marketing and business development for the region and for the development of a strategic action plan with three-years of budgeted marketing and investment attractions activities. Any plan should include how to interact with neighboring communities including a mechanism to ensure regional municipalities are included in the marketing and business development activities.

Project management and monitoring

The Successful Proponent will be responsible for the project management and development, of the Aerotropolis cluster marketing and investment attraction study. The Successful Proponent's designated Project Manager will work directly with the designated Leduc-Nisku EDA Project Manager that will report to the Leduc Partnership. This framework will ensure that a strong network of communication is established and maintained throughout the project. Communication includes regular meetings either in person, via e-mail, Skype and phone calls.

Project Location

Project meetings and presentations will take place at the Leduc-Nisku EDA's offices to effectively manage costs and time. Any contingency costs for formal project-related stakeholder meetings, open houses or workshops will be covered by the Leduc-Nisku EDA (i.e., food, printing, meeting space, advertising, etc.).

Project Schedule

The project is set to begin on September 1st, 2018, with a final Analysis completed and presented to the Leduc Nisku EDA by February 28th, 2019. Please see the tentative project schedule outlined below for further details.

2 Milestones/Time Frames/Schedule

Project Timeline

Below is an anticipated project timeline. Proposals are to include a detailed project schedule, including provisions for all levels of stakeholder feedback (i.e., internal meetings/workshops, draft referrals/presentations, and public open houses).

1. Project start date – September 1, 2018
2. Progress report 1 – November 15, 2018
3. Progress report 2 – December 28, 2018
4. Draft report – January 26, 2019
5. Steering Committee presentation – February 12 to February 23, 2019
6. Final report – February 28, 2019

PART III. PROPOSAL DETAILED INSTRUCTIONS

Proposed Procurement Timetable

1. Issue RFP – July 1, 2018
2. Due date for questions regarding RFP – July 13, 2018
3. Responses to written questions provided - July 20, 2018
4. Close RFP/Proposals Due – August 1, 2018
5. Short list announcement – August 14, 2018
6. RFP review & interviews with short list – August 16 to August 30, 2018
7. Completion of decision-making process– August 30,2018
8. Project start date/contract begins – September 1, 2018

Mandatory Submission Requirements

- 1.1. In responding to this RFP, Proponents shall submit one electronic copy (PDF) of their Proposal marked, Request for Proposals for the Marketing Cluster Development & Attraction Plan. Proponents are required to submit their Proposals as follows.
- 1.2. The cover page must identify the following:
 - a. The title of this RFP;
 - b. The Proponent's name and contact information; and
 - c. The date of submission.
- 1.3. Proposals should include:
 - a. Cover Letter
 - b. Executive Summary
 - c. Project Workplan
 - d. Project Schedule
 - e. Proponent and Project Team Qualifications
 - f. Proponent and Project Team References
 - g. Fee Proposal
 - h. Team Resumes
- 1.4. Submit proposals in the English language.
- 1.5. Where requested, provide samples, drawings or references for clarification and confirmation of services offered.
- 1.6. Proposals must include all relevant pricing on all items that are the responsibility of the Successful Proponent.
- 1.7. Opening proposals will follow the closing time. Proposals submitted after 4:00 pm on August 1, 2018, will NOT be considered.
- 1.8. Submit only one proposal per Proponent.
- 1.9. Proposals must include all required information.
- 1.10. Proponents must fully disclose, in writing on or before the closing date of this RFP, the circumstances of any possible conflict of interest or what could be perceived as a potential conflict of interest if the proponent were to become a contracting party under this RFP. The Leduc-Nisku EDA shall review any submissions by proponents under this provision. The Leduc-Nisku EDA might reject proposals where, in the opinion of the Leduc-Nisku EDA, the Proponent could be in a conflict of interest or could be perceived to be in a possible conflict of interest position if the Proponent were to become a contracting party under this RFP.

3. Cover Letter

4 Executive Summary

3.1 This chapter should include each of the following items and be no more than two pages in length:

- a brief description of the Services proposed;
- a short outline of the unique advantages of the proposed solution; and
- a list of assumptions that affect the price, level of service/product or duration of the work.

5 Project Workplan

- In this chapter of the Proposal, the Proponent must demonstrate an understanding of the essential requirements of the project and outline the approach for completing all aspects of the Services. Identify all assumptions made in preparing the proposal. Assumptions will be vetted by the Evaluation Committee and may require clarification. This chapter gives the Proponent the opportunity to describe in detail the unique advantages of the Proponent's proposed solution that illustrates the "added value" that the Proponent must offer. Be sure to address all the requirements and specifications contained in the RFP.

6 Project Schedule

7 Proponent Profile/Project Team Qualifications

- The Proponent must indicate the Proponent's/project team's skills and capabilities to provide the Services, including past projects having similar requirements to the one proposed. Include resumes, summarizing the qualifications of the Proponent/project team members, including any subcontractors (if applicable). Specify how these staff will be organized and supervised on the project.

8 Proponent/Project Team References

- The Proponent must provide a minimum of three references from customers who have contracted with the Proponent for similar services in the past five years. At least one reference from a publicly operated organization is desirable. Proponents are requested NOT to provide references from the City of Leduc or the Leduc County.
- Each reference should include the following information:
 - o The reference company's name, address, and telephone number;
 - o The name and title of a contact person; and
 - o The title, date, description, and relevancy of the work performed.
- The Leduc-Nisku EDA reserves the right to contact these references, or any other references known to the Leduc Partnership, without prior notification to the Proponent. The Leduc-Nisku EDA also reserves the right to contact any previous or current users of the Proponent's products or services, including the Leduc-Nisku EDA's personnel.

9 Fee Proposal

- The Proponent shall provide a fee proposal now. Submit pricing for proposed tasks and milestones as the Leduc-Nisku EDA will not disburse per hourly rate, per diem or percentage effectuated. The proponent should include a detailed breakdown of the Proposal pricing. The proponent is to provide any terms and conditions regarding payment/fee proposal.
- Pricing shall include all fees, purchases, commissions, out-sourced services, charges and duties about the delivery of goods and services quoted in this RFP.
- Quote, all prices in Canadian dollars with GST identified separately.

10 Team Resumes

PART IV. EVALUATION CRITERIA

1 General

- 1.1 As a general framework, all Proposals presented by Proponents will be evaluated in the context of the overall value they bring to the Leduc Partnership. The criteria to be considered by the Leduc-Nisku EDA will include a combination of expertise, qualifications, fee and such other criteria as determined by the Leduc-Nisku EDA at its sole and unfettered discretion (the "Evaluation Criteria"). The Leduc-Nisku EDA shall use the Evaluation Criteria listed below as the basis for its evaluation of submitted Proposals.
- 1.2 The Evaluation Committee will utilize specific evaluation criteria to rate various requirements for evaluation purposes. Subject to the requirements of FOIP, such ratings are confidential, and no totals or scores of such ratings shall be released to any party.
- 1.3 The Leduc-Nisku EDA evaluates proposals and bases any decision to award a contract on the contents of the Proposals as submitted. Each proposal shall include all information required as called for in the RFP. It is understood that there is no opportunity to make any material change to the proposal, including any alteration, addition, or deletion of any element after the RFP has closed.

| Evaluation Criteria | Points | Score | Total |
|--|--------|-------|-------|
| <ul style="list-style-type: none"> • Suitability of the proposed solution: understanding of project requirements/objectives; approach taken to completing Services; detailed plan and delivery schedule. | 30 Pts | | |
| <ul style="list-style-type: none"> • Proponent Qualifications: the experience of Proponent/project team in delivering similar services; technical capability, capacity, skills, and qualifications of the Proponent and any proposed subcontractors; references. | 30 Pts | | |
| <ul style="list-style-type: none"> • Fee Proposal: overall value for money; detailed budget and breakdown of all associated costs. | 25 Pts | | |

| | | | |
|--|---------|--|--|
| • Proposal completeness, detail and presentation. | 15 Pts | | |
| TOTAL | 100 Pts | | |

| SCORE | | DESCRIPTION |
|-------|-----------|---|
| 5 | Excellent | Exceeds the requirement of the criteria significantly in a way that is beneficial to the Leduc-Nisku EDA's needs. |
| 4 | Very Good | Exceeds the requirement of the criteria in a way that is somewhat beneficial to the Leduc-Nisku EDA's needs. |
| 3 | Good | Fully meets the requirement of the criteria. |
| 2 | Average | Adequately meets most of the requirement of the criteria; may be lacking in some areas that are not critical. |
| 1 | Poor | Minimally addresses some, but not all, of the requirements of the criteria; lacking in critical areas. |
| 0 | Very Poor | Does not satisfy the requirements of the criteria in any manner. |

1.4 By submitting a Proposal, the Proponent acknowledges and agrees that:

1.4.1 the Leduc-Nisku EDA has and is at this moment entitled to exercise, the sole and unfettered discretion to award the points for the evaluation of the Evaluation Criteria; and

1.4.2 it waives any right to contest in any legal proceedings or otherwise the decision of the Leduc-Nisku EDA to award points in respect of the Evaluation Criteria.

PART VII. Appendices

Appendix 1 *List of Relevant Documents*

Appendix 2 *Study Areas*

Appendix 3 *Aerotropolis Project Plan*

Appendix 1 – Relevant Documents

➤ **Alberta Aerotropolis Cluster Study**

Completion Date: June 30, 2018

➤ Alberta Aerotropolis Viability Study – Final Report

https://www.leduc.ca/sites/default/files/Leduc%20Aerotropolis%20Final%20Report%20_WEB.pdf

➤ City of Leduc | Leduc County Intermunicipal Development Plan

http://www.leduc.ca/City_Government/Departments/Planning_and_Development/Long_Range_Planning/Intermunicipal_Development_Plan.htm

➤ City of Leduc Aerotropolis Integrated Land-use Compatibility Plan

http://www.leduc.ca/City_Government/Departments/Planning_and_Development/Aerotropolis_Integrated_Land-use_Compatibility_Plan.htm)

➤ City of Leduc Municipal Development Plan and 2017 amending bylaw

<https://www.leduc.ca/municipal-development-plan-mdp>

➤ City of Leduc IDP and amending Land-use Bylaw – <https://www.leduc.ca/city-leduc-%E2%80%93-leduc-county-inter-municipal-development-plan-idp>

➤ City of Leduc Municipal Census (http://www.leduc.ca/City_Government/Municipal_Census.htm)

➤ Leduc County Business Management Plan 2013 – 2015 [http://www.leduc-](http://www.leduc-county.com/images/stories/PDFs/Publications/Brochures/BMP/CouncilBMP20132015.pdf)

[county.com/images/stories/PDFs/Publications/Brochures/BMP/CouncilBMP20132015.pdf](http://www.leduc-county.com/images/stories/PDFs/Publications/Brochures/BMP/CouncilBMP20132015.pdf)

➤ Leduc County Crossroads Area Structure Plan [http://www.leduc-county.com/long-range-](http://www.leduc-county.com/long-range-planning/statutory-plans/area-structure-plans/approvedarea-structure-plans/crossroads-asp)

[planning/statutory-plans/area-structure-plans/approvedarea-structure-plans/crossroads-asp](http://www.leduc-county.com/long-range-planning/statutory-plans/area-structure-plans/approvedarea-structure-plans/crossroads-asp)

➤ Leduc County East Vistas Local Area Structure Plan [http://www.leduc-county.com/long-range-](http://www.leduc-county.com/long-range-planning/statutory-plans/local-area-structureplans/approved-local-area-structure-plans/east-vistas-lasp)

[planning/statutory-plans/local-area-structureplans/approved-local-area-structure-plans/east-](http://www.leduc-county.com/long-range-planning/statutory-plans/local-area-structureplans/approved-local-area-structure-plans/east-vistas-lasp)

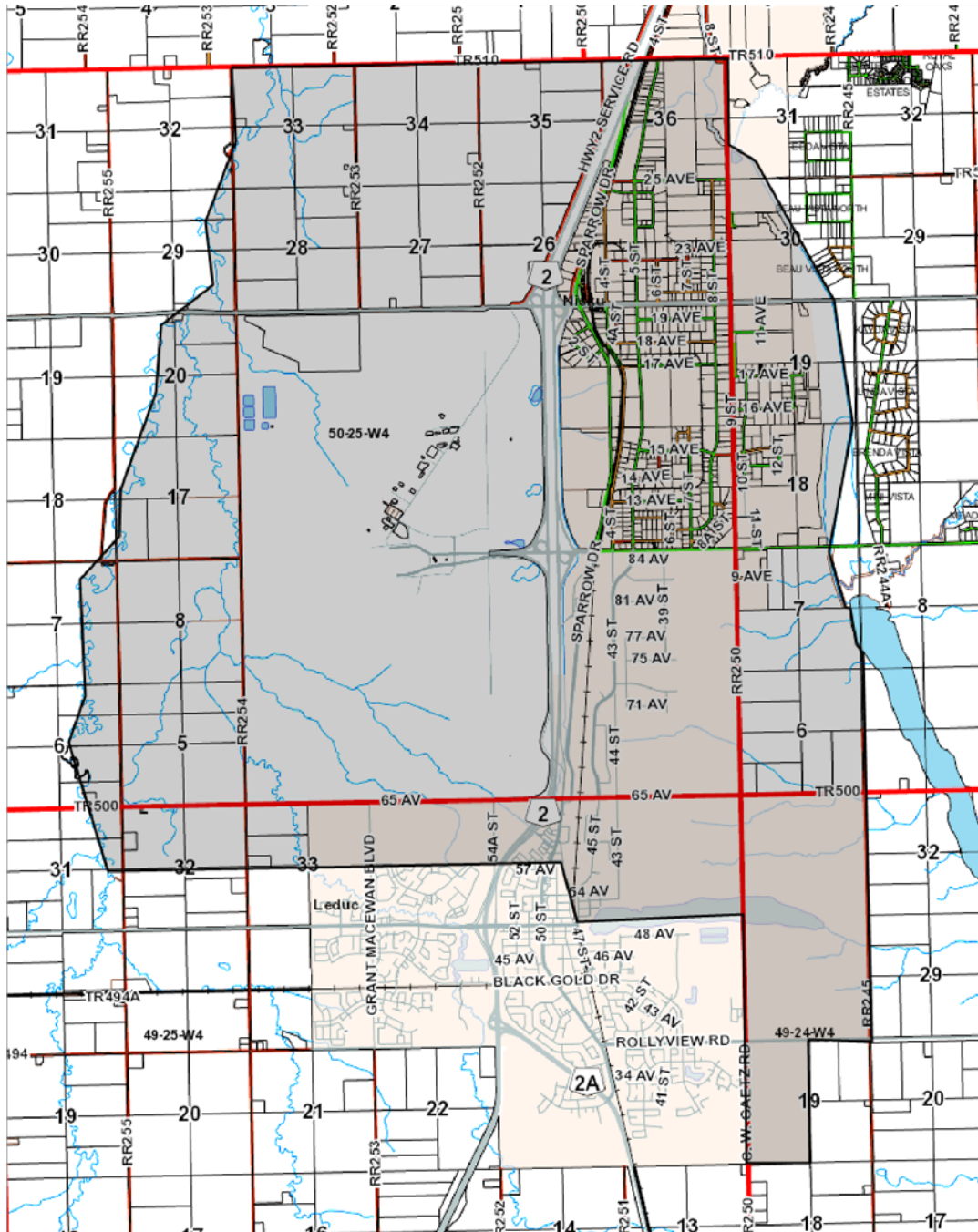
[vistas-lasp](http://www.leduc-county.com/long-range-planning/statutory-plans/local-area-structureplans/approved-local-area-structure-plans/east-vistas-lasp)

- Leduc County Highway 19 Area Structure Plan (Draft) <http://www.leduc-county.com/long-range-planning/statutory-plans/area-structure-plans/draft-areastructure-plans/highway-19-asp>
- Leduc County North Major Area Structure Plan <http://www.leduc-county.com/long-range-planning/statutory-plans/area-structure-plans/approvedarea-structure-plans/north-major-asp>
- Leduc County QEII Business Park Local Area Structure Plan <http://www.leduc-county.com/long-range-planning/statutory-plans/local-area-structureplans/approved-local-area-structure-plans/qe-2-business-park-lasp>
- Leduc County WAM Local Area Structure Plan <http://www.leduc-county.com/long-range-planning/statutory-plans/local-area-structureplans/approved-local-area-structure-plans/wam-lasp>

- The City of Edmonton required resources
 - **Economic development strategies and plans**
 - Edmonton International Airport Resources
 - Strategic Plan <https://indd.adobe.com/view/0563fb67-5622-4cef-8115-63c8226d3877>
 - Economic Impact Assessment <http://corporate.flyeia.com/about-eia/reports-and-publications/economic-impact-report>
 - Development Strategy <http://corporate.flyeia.com/about-us/reports-publications/eia-master-plan>
 - Airport Accord and Annexation Framework <http://www.leduc-county.com/public/download/documents/4167>
 - Edmonton Global KPMG Environmental Scan
 - **REGIONAL BUSINESS RETENTION AND DEVELOPMENT PROGRAM** <https://www.leducregion.com/about-us/what-we-do/projects/>

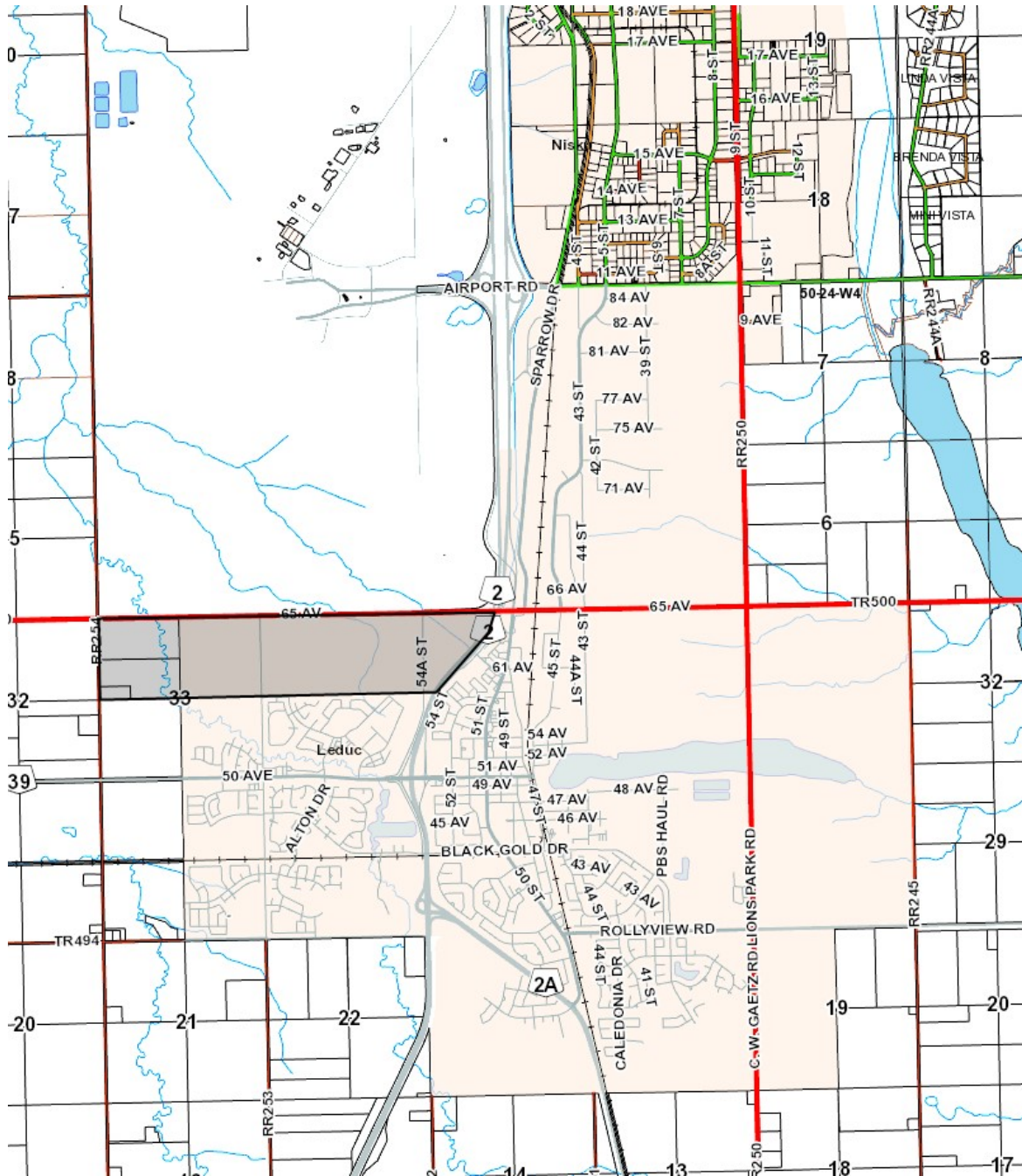
Appendix 2 - Tentative Study area

The following pages delineate the specifics of the survey area. The study area surrounds the Edmonton International Airport between the Whitemud Creek and Blackmud Creek, south of Township road 510 and north of highway 39/Township road 495. It also includes the portions of the City of Leduc, east of Range Road 250 and the north-western part of the Saunders Lake ASP. The Successful Proponent will have an opportunity to confirm or adjust the study area once the project is started, however, any proposed changes to the tentative study area will require the approval of the project committee.



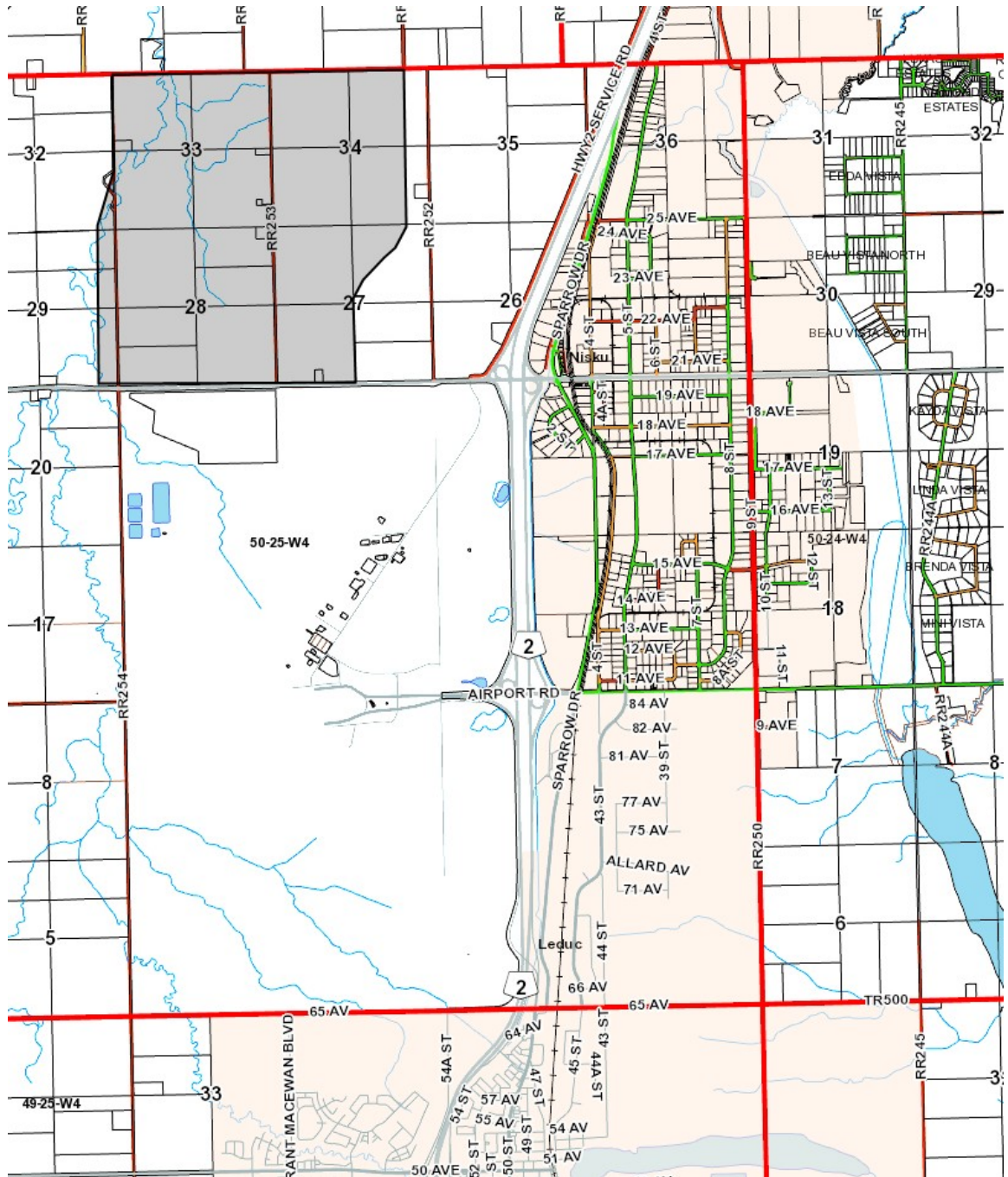
The Region's "Aerotropolis" lands (and one quarter-section in the recently annexed area) immediately south of the airport. The ¼ sections encompassed in the Aerotropolis Project area are:

- NW ¼ section of 33-49-25-W4; • NE ¼ section of 33-49-25-W4;
- NW ¼ section of 34-49-25-W4;
- NE ¼ section of 34-49-25-W4;
- NW ¼ section of 35-49-25-W4 (remnant portions west of the QEII)



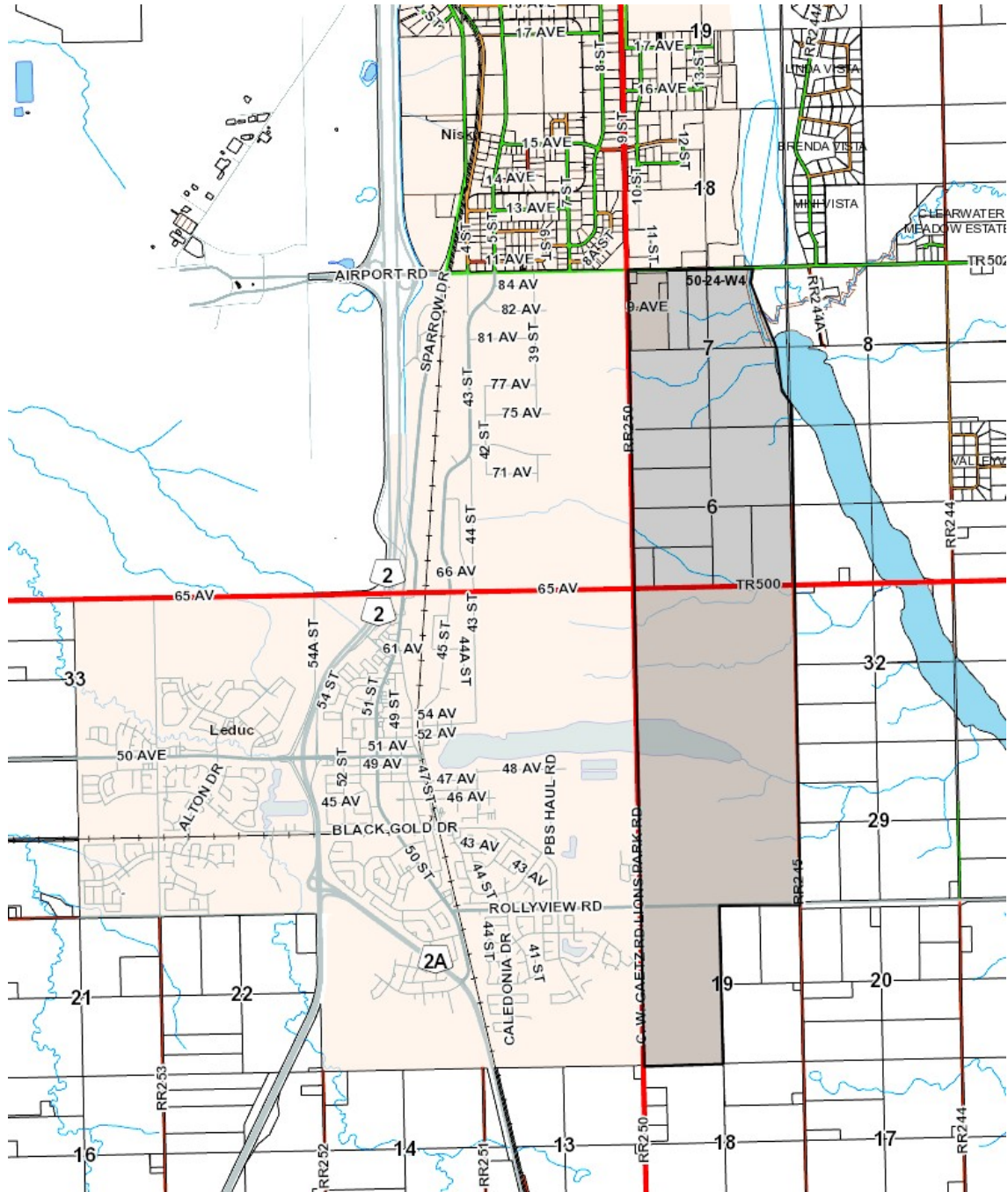
The County's draft "Highway 19 ASP" east of Whitemud Creek and west of the Crossroads Area Structure Plan. The sections encompassed in this area are:

- Most of the Section 34-50-25-W4 (west of the proposed "Crossroads Blvd");
- W ½ section of 27-50-25-W4;
- Section 33-50-25-W4;
- Section 28-50-25-W4;



The County's "Saunders Lake ASP" and those parts of the City located east of Range road 250 and north of highway 623. The sections encompassed in this study area are:

- Most of the Section 7-50-24-W4 (west of Saunders Lake and Blackmud Creek);
- Section 6-50-24-W4;
- Section 31-49-24-W4;
- Section 30-49-24-W4;
- West half of Section 19-49-24-W4



Appendix 3 - Aerotropolis Project Plan



Project Plan
2017-2019 AB Aerotropolis