

Calgary



# Advancing Inclusive Trade in Calgary

2025 December 3

*BUILDING  
OPPORTUNITIES  
THROUGH  
INCLUSIVE TRADE*

“ Diversity is being invited to the party; inclusion is being asked to dance.”

*Vernā Myers*

# Social Procurement highlights

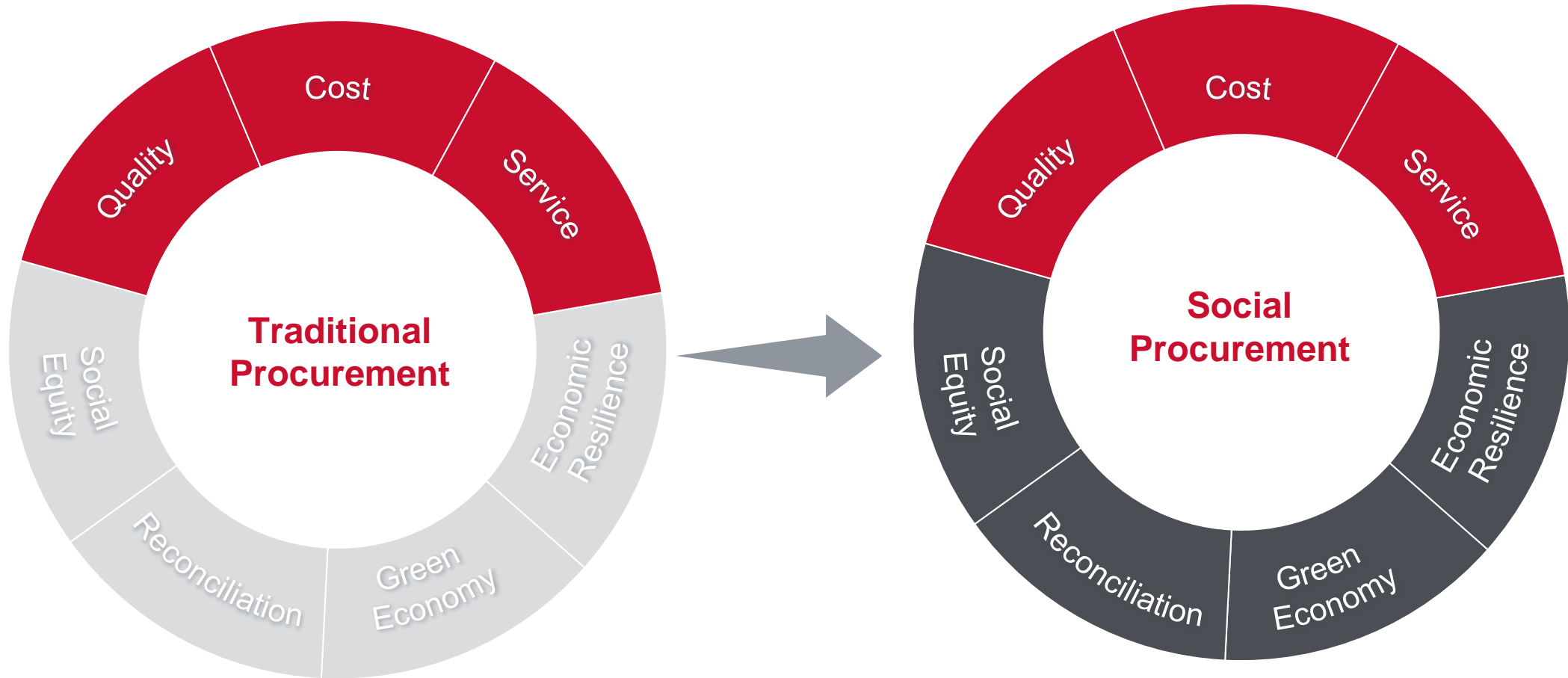


## Chase Smith

Manager, Procurement Transformation  
Supply Management



# What is Calgary's approach to Social Procurement?

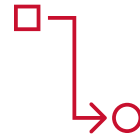




# We are modernizing and removing barriers

## Sample of Questions on the Social Procurement Questionnaire:

- Economic Category:**  
*Does your company have a third-party certification to show ownership from an **underrepresented group**?*
- Social Category:**  
*Does your company have a specific Indigenous policy to support outcomes for **Indigenous communities**?*
- Climate & Environmental Category:**  
*Does your company have **climate or environmental targets**?*
- Governance – OH&S & Ethics Category:**  
*Does your company promote a **respectful working environment**?*



## Adjustments made



## What this unlocks

Removed the cost to bid

- **Greater opportunities** for small-and medium-sized businesses
- Greater **economic development** in Calgary

Customized questionnaire

- Suppliers & Businesses **incentivized** and **recognized** for providing opportunities for underrepresented groups

Digitized questionnaire

- **Ease of doing business** with The City
- **Scoring in Supplier profile** – Fill it out once, update as needed



# Industry leading approach

With a solid Social Procurement foundation in place, we are now focused on targeted outcomes

★ *Coming next*

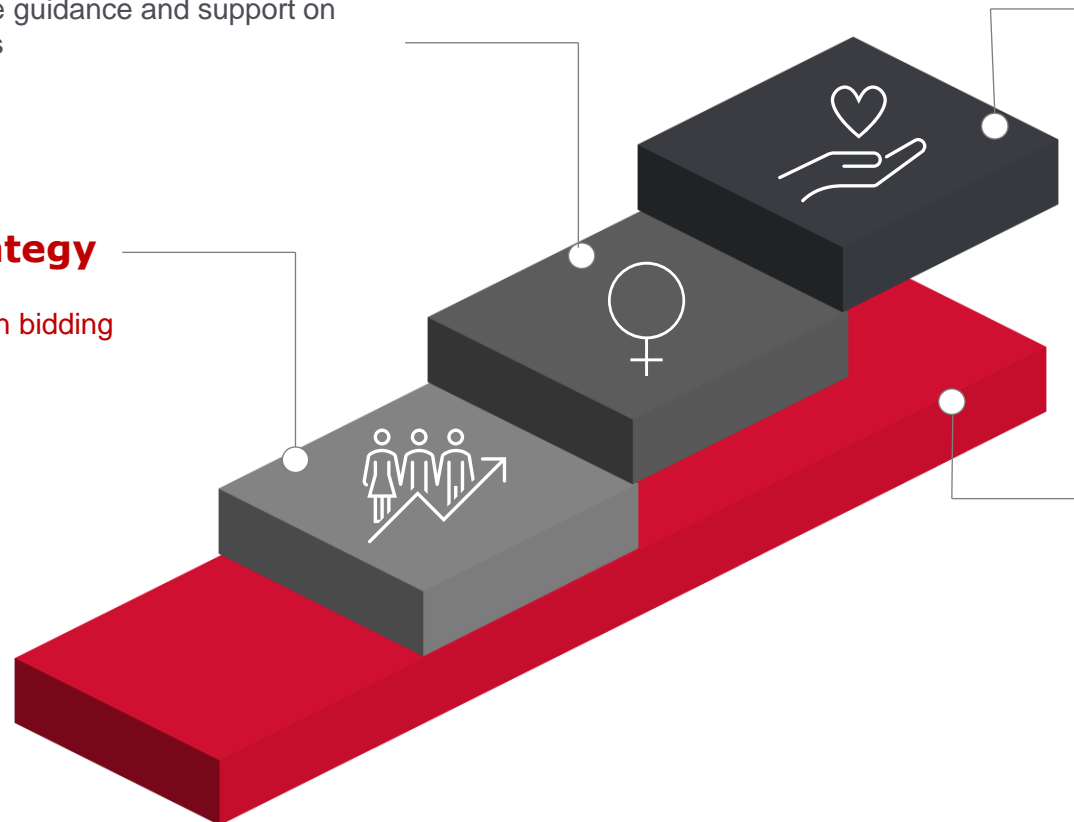
## Increasing access to women-owned businesses

- **Engagement sessions** to provide guidance and support on The City's procurement processes

★ *We are here*

## Indigenous Procurement Strategy

- **Engagement** to understand barriers when bidding
- **Solutions** to increase opportunities for Indigenous-owned businesses



## Future focus areas

Focus on groups such as 2SLGBTQI+, newcomers, diverse racialized groups

## Social Procurement Questionnaire

- May 31, 2023: **Digitization and expansion of the Social Procurement Questionnaire**
- Integration of environmental, climate, ethics and occupational health and safety elements from the **Sustainable Environmental and Ethical Procurement Policy (SEEPP)** questionnaire
- Potential suppliers & businesses can increase their scoring in bids by providing **greater economic opportunities for underrepresented groups** (women, LGBTQ2S+, newcomers, diverse racialized groups and Indigenous)

# INDIGENOUS PROCUREMENT PROGRAM AND STRATEGY



## A look inside the strategy

- Expands opportunities for Indigenous-owned businesses
- Creates an environment that drives long-term, systemic change
- Nurtures relationships built on mutual trust and respect
- Represents a pivotal step toward achieving equity and shared prosperity



# How our strategy works



People



Process




Technology



Training and support



# Path ahead



**Connecting  
with the  
Community**

**Scale up our  
actions**

**Measure the  
results**

- The City will be at industry events, mixers, and conferences in 2026 to keep the conversations going
- We will be holding more events like today to directly connect with businesses
- Engagement with women-led businesses will continue
- Indigenous procurement strategies will be a part of more opportunities, moving from pilots to the way we do business
- Tracking participation and success rates over time informs strategies to advance Indigenous economic reconciliation

# How to do business with The City



## Todd Daniels

Manager Procurement, Business Excellence  
Supply Management



# Working with The City



## Waived fees

Removed cost barriers for suppliers to submit their bids



## Procurement alerts

Makes it easier to see procurement opportunities with automatic alerts on commodities and services of interest



## Competitive advantage

For small, medium-sized businesses and underrepresented groups



## Digitized

Suppliers told us manual submissions were time consuming



## Connections

We are out in the community, listening and having conversation at conferences, panel discussions and industry engagements



## Social-economic outcomes

We are leveraging procurement, through targeted actions, to support a vibrant and resilient community

# What is Public Procurement





# Public procurement principles

**F**airness  
**A**ccountability  
**C**ompetition  
**T**ransparency  
**O**penness  
**E**thics



Equality across all suppliers



Individual & collective accountability



Best competitive value with public funds



Accessible procurement information



Open opportunity



Integrity-led decisions and principles



# Under threshold procurement



**Construction**  
**\$5,000 < \$200,000**



**Goods & Services**  
**\$5,000 < \$75,000**

The City obtains a minimum of three quotes, with at least one local quote whenever possible.



# Over threshold procurement

Open market competitive bidding



**Construction**

**> \$200,000**



**Goods & Services**

**> \$75,000**



View current open  
market opportunities



# Public procurement process



# What is prequalification

A process used to evaluate suppliers across a standard criteria to create a collection of suppliers who meet the requirements for procurement with The City.

## Suppliers can be prequalified under:

**Prime  
Contractor for  
Construction  
Projects**



**Engineering and  
Architectural  
Services**

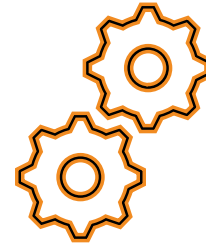




# Benefits of prequalification



Reduced cycle time between RFX closing and award



Achieve most effective use of resources for both The City and suppliers



Consistent high-quality project delivery and outcomes



Risk reduction - safety, environmental, contractual, project delivery

# Prequalification of prime contractor

## Prequalification is reviewed across 4 categories:

1. Commercial (licensing, bonding, etc.)
2. Safety (policies, procedures and tools meet OHS legislation)
3. Environmental (policies, procedures and tools meet environmental legislations)
4. Technical (past experience within the applicable scope of work)




View Prime Contractor  
**Request for Prequalification  
(RFPQ)** forms



# Prequalification of prime contractor

- *New* Prequalification for Prime Contractor submission checklist:
- Encourages a complete prequalification submission, the first time.
- Reduces City evaluation review times.
- Enables new prequalified contractors to access City construction opportunities faster.


RFPQ No. 24-020

**Prequalification for Prime Contractor – RFPQ Submission Checklist**

**Instruction:** Contractors are to complete this checklist as part of their submission. Submission without or incomplete checklist will be rejected, and no further action will be taken.

Company Name: \_\_\_\_\_ Date: \_\_\_\_\_

**Commercial:**

City of Calgary Business License Expiry Date: \_\_\_\_\_

Current Certificate of Insurance Expiry Date: \_\_\_\_\_

- City of Calgary named as an additional insured
- 30 day notice of change or cancellation

Current Corporate Registry Search (completed within last 30 days)

Completed Submission Form (Schedule R - Respondent Handwritten Signature)

**Safety:**

Company Safety Manual

- Hazard Assessment,
- Worksite Inspections – Process/Tools,
- Safety Meetings, Incident Reporting and Investigation
- Fatigue Management, Tools and Equipment – Process/procedure/tool(s)
- Obligations to Refuse Unsafe Work
- OHS Oversight on Prime Contractor for Safety Projects

Contractor Safety Management Program

Sample/Previous Example of Site Safety Plan

Company organization chart indicating reporting structure of safety personnel.

Current COR/SECOR (or equivalent) Expiry Date: \_\_\_\_\_

Current Alberta WCB Letter in good Standing/Clearance letter. Date Issued: \_\_\_\_\_

**Environmental:**

Company Environmental Policy/Procedures document.

Initialed and Signed Contractor Environmental Acknowledgement Form (CERP)

**Technical:**

Schedule D Submitted

Schedule P Submitted for each category applied with minimum 3 projects experience.

Schedule Q Submitted for each category applied.

# Prequalification for Engineering and Architecture

## Requirements

- ✓ Permit to practice in Alberta
- ✓ \$5 million commercial general liability
- ✓ \$2 million professional liability insurance (errors and omissions)
- ✓ *A registered professional of record able to stamp documents in the province of Alberta*



**E&A Request for  
Prequalification (RFPQ)**



# The City is open for business



Supply  
Management



Become a  
Supplier



Social  
Procurement

Supplier  
Prequalification



Procurement  
Opportunities



Green Line LRT

