



**CITY OF CRANBROOK  
REQUEST FOR QUOTATION  
Supply Chain and Business Case Study  
CRA2025-Q-002**

**1. Background**

The City of Cranbrook, in collaboration with regional and cross-border partners, is undertaking a strategic initiative to position itself within the evolving Pacific Northwest aerospace and industrial supply chain. Cranbrook is located in southeastern British Columbia and serves as the economic hub of the Kootenays. With a population exceeding 22,000, it is the largest city in the region and home to more than 2,300 businesses. The City owns two key parcels of employment land: the Canadian Rockies International Airport (CRIA) lands and lands along Highway 95A, both of which represent significant opportunities for development.

Historically, Cranbrook has played a foundational role in British Columbia's economy, contributing significantly to the province's GDP through natural resource extraction, including forestry, mining, and related support industries. This legacy of resource-based economic activity has shaped the region's workforce, infrastructure, and business culture.

Today, Cranbrook is actively working to evolve and diversify its economy by building on its strategic location, underutilized employment lands, and regional partnerships. The City is focused on attracting high-value industries such as aerospace, advanced manufacturing, logistics, and clean technologies. These efforts aim to create resilient, future-focused growth while maintaining Cranbrook's strengths as a regional service center.

As part of its broader investment attraction strategy, the City is commissioning two studies:

1. A Supply Chain Study, focusing on aerospace and regional industrial opportunities; and
2. A Business Case Study, evaluating the economic impact of development on the CRIA and 95A lands.

These efforts will support informed planning decisions, readiness for industrial development, and long-term economic sustainability for Cranbrook and the broader Kootenay region.

**2. Project Objective**

To analyze the existing supply chain ecosystem in the region and estimate the potential economic impact of the City's employment lands (CRIA and 95A) based on a range of development scenarios, in order to inform strategic investment attraction and land use planning.

### **3. Scope of Work & Deliverables**

#### **Output 1: Supply Chain and Aerospace Corridor Development Study**

##### **Purpose:**

To assess and map current supply chain networks relevant to aerospace and industrial sectors, and to identify the strategic role Cranbrook can play along the Calgary–Cranbrook–Spokane and Calgary–Seattle corridors.

##### **Strategic Focus Areas:**

1. Aerospace Sector – Calgary–Cranbrook–Spokane Corridor
  - Leverages Calgary’s logistics and energy base, Spokane’s aerospace manufacturing cluster, and Cranbrook’s underutilized industrial lands and airport infrastructure.
2. Pan-Regional Supply Chain – Calgary to Seattle / Western Seaboard
  - Covers natural resource extraction (mining, forestry, oil and gas, renewables), advanced manufacturing, and ICT-enabled logistics.

##### **Key Tasks and Deliverables:**

1. Project Initiation and Workplan Development
  - Kick-off meeting
  - Detailed workplan with timeline and engagement strategy
2. Data Collection and Regional Asset Inventory
  - Sectoral and logistical data across corridors
  - Mapping of infrastructure and employment lands
3. Supply Chain Mapping and Gap Analysis
  - High-level supply chain maps
  - Identification of gaps, bottlenecks, and strategic nodes
4. Review of Supply Chain Redundancy and Resiliency
  - Measure our ability to access multiple transportations corridors in event of natural disaster
5. Opportunity Identification and Sector Prioritization
  - Investment attraction opportunities
  - Sector prioritization and regional alignment
6. Stakeholder Engagement and Validation
  - Engagement with aerospace, manufacturing, Indigenous communities, and cross-border organizations
  - At least one stakeholder workshop
7. Final Report and Presentation
  - Executive summary, findings, maps, policy options
  - Presentation to staff, Council, and stakeholders

## Output 2: Business Case and Economic Impact Analysis – Employment Lands

### Purpose:

To quantify the regional and municipal economic benefits of developing the CRIA and 95A employment lands under different industrial and aerospace-oriented scenarios.

### Key Tasks and Deliverables:

1. Project Initiation and Planning
  - Kick-off meeting and workplan confirmation
2. Land Use Scenario Development
  - Up to three scenarios per site
  - Input from planning staff and external stakeholders
3. Capital Investment Estimation
  - Private and public sector investment estimates
4. Operational Economic Impact Analysis
  - Employment, expenditure, municipal revenue
  - Application of economic multipliers
5. Financial Analysis
  - Total economic impact over 20 years
  - NPV and sensitivity analysis
6. Final Report and Presentation
  - Comprehensive findings with visuals
  - Presentation or workshop for stakeholders

## **4. Project Team**

This initiative is being led by the City of Cranbrook, with support and guidance from a cross-sector group of regional and international stakeholders committed to strengthening supply chain resiliency and advancing aerospace and industrial opportunities across the Pacific Northwest.

The City of Cranbrook is providing overall project coordination, strategic direction, and access to municipal data and resources. The project team includes staff from economic development, planning, engineering, and airport operations to ensure alignment with the City's land use priorities and investment attraction objectives.

The project also includes key regional and cross-border stakeholders from the Calgary–Cranbrook–Spokane corridor and the broader i90 Aerospace and ConvergeX networks. These partners bring sector-specific expertise in aerospace, defense, advanced manufacturing, logistics, and international trade. They will contribute to the study through data sharing, stakeholder engagement, and validation of findings.

### Participating stakeholders include:

- Representatives from the City of Spokane and regional economic development organizations
  - Members of the i90 Aerospace Consortium, which promotes cross-border growth and collaboration in the aerospace and advanced manufacturing sectors across Alberta, British Columbia, Washington, and Idaho
  - Industry and strategic advisors affiliated with ConvergeX, an international platform that fosters innovation and investment between defense, energy, aerospace, and technology sectors
- This collaborative and multi-jurisdictional team structure is designed to ensure the study reflects both local priorities and broader regional opportunities.

## **5. Project Budget**

The total project budget is \$40,000 including all applicable taxes, with an allocation of \$20,000 for each of the two study components:

- Supply Chain Study: \$20,000 (inclusive of all taxes)
- Business Case and Economic Impact Study: \$20,000 (inclusive of all taxes)

Proponents may submit proposals for one or both components. If submitting for both, an integrated approach is encouraged where appropriate to ensure consistency in assumptions, data sources, and findings.

All fees, disbursements, travel, and applicable taxes must be included within the proposed budgets.

## **6. Evaluation Criteria**

Submissions will be assessed in accordance with the entire requirement of the RFQ. The City's intent is to enter into a Contract with the consultant who has met all criteria and who has the highest overall ranking.

Submissions will be assessed against the following weighted criteria.

### **a) Qualifications and Experience (15 points)**

Proponent should provide a brief of description of their organization, services provided and areas of expertise. Proponent to include an outline of the project team (see Section 6), their responsibilities and experience, along with up to three references of similar scope work the company has completed. Proponent project team members must remain for the duration of the project. Any changes or substitutions must be specifically approved in writing by the City of Cranbrook

### **b) Methodology and Work Plan (30 points)**

Proponent will clearly and concisely describe how they will approach the project, including outlining a plan that will address the five core areas described in Section 3, Scope of Work. The plan will demonstrate a clear understanding of the deliverables of this project and include specific item details such as a public/stakeholders engagement strategy, and project timelines/milestones.

### **c) Innovation and Value Added (25 points)**

The City is looking for Proponents who can bring value added to the scope of the project. Proposals should demonstrate "outside the box" thinking with multiple alternatives. The City encourages a modern, future focused approach, that provides unique innovations for Cranbrook.

### **d) Fees for Service (10 points)**

The proponent with the proposal that meets all the requirements of the RFQ and has the lowest fee for service, will be awarded the full 10 points. Other proponents will be scored based on the following criteria:

Lowest Price Proposal/ This Proposal Price x 10 points

Weighted Criteria	Weight (points available)
Qualifications & Experience	15
Methodology and Work Plan	30
Innovation and Value Added	25
Fees for Service	10
Total	80

The Final Evaluation will be based on:

**Weighted Score = \_\_\_\_\_ /100**

## **7. Submission Requirements**

The submission must be submitted in English and should be divided into the categories as they are outlined in the Evaluation Criteria. All submissions must include the signed Summary Form of Proposal (Attached).

**Please forward your quotation, via email, with the subject line “Supply Chain and Business Case Study ” by 4:30 p.m. (MST) no later than Monday June 9th , 2025 to:**

Darren Brewer  
Email: [darren.brewer@cranbrook.ca](mailto:darren.brewer@cranbrook.ca)  
Phone: (250) 919.9792

Your quotation will hold the price for 90 days after the closing date.

Late quotations will be rejected.

Emailed submissions are acceptable.

The City of Cranbrook reserves the right to reject any or all quotations or to accept the quotation deemed most favorable in the interest of the City. The lowest or any quotation will not necessarily be accepted. Should only one submission be received, the City reserves the right to negotiate pricing.

The selected vendor shall review and sign the City of Cranbrook Standard Terms and Conditions of Purchase as attached.

## **THE CORPORATION OF THE CITY OF CRANBROOK STANDARD TERMS AND CONDITIONS OF PURCHASE**

### **Offer and Acceptance:**

The Supplier, by the acceptance of a contract and/or purchase order enters into a binding agreement of purchase and sale with the City of Cranbrook (the “City”) for the supply of the goods and services subject to these terms and conditions.

The City’s placement of the contract and/or purchase order with the Supplier is expressly conditioned upon the Supplier’s acceptance of all the terms and conditions.

## **1. Purchase Orders:**

All purchases of goods and services over \$200 require a purchase order. City staff will provide the Supplier with a purchase order number at the time the order is placed or shortly thereafter. The purchase order authorizes the Supplier to provide only the specified goods and services at the price indicated. In some cases, where there are liability, labour or performance completion issues, the City may require the Supplier to sign a contract.

## **2. Required Documentation:**

Failure to meet these requirements may result in the goods and/or invoices being returned at the Supplier's cost.

1. The purchase order number must be shown on all related invoices, shipping papers, transportation bills, packages, packing lists, and correspondence.
2. A packing list must be included with each shipment.
3. A separate invoice must be rendered for each order and for each shipment or delivery. Goods and Services Tax (GST) and Provincial Sales Tax (PST) must be shown separately on the invoice.
4. All applicable transportation charges must be prepaid unless instructions to the contrary appear on the face of the purchase order.
5. Where applicable, serial numbers are to be shown on the invoice including serial numbers of trade-in equipment.
6. The Supplier shall provide all the necessary training and instruction to its personnel, representatives and agents in the storage, handling and use of any product classified as a "Controlled Product" under WHMIS. The Supplier will provide the appropriate labels and material safety data sheets (MSDS) for WHMIS regulated products. No product containing asbestos shall be supplied at any time without written authorization. The Supplier will ensure and fully comply with the Transportation of Dangerous Goods Act and Regulations when shipping goods to the City.

### **3. Invoices and Payment:**

Invoices shall be sent to:

City of Cranbrook  
Accounts Payable  
40 -10<sup>th</sup> Ave. S.  
Cranbrook, BC V1C 2M8  
[ap@cranbrook.ca](mailto:ap@cranbrook.ca)

Payment by the City shall be made after final acceptance by the City of the goods and services, notwithstanding any previous passing of title to the goods.

Payment terms are net thirty (30) days and begin the date the Accounts Payable department receives the invoices.

Unless otherwise stated, funds are payable in Canadian dollars.

Prices are to include all packing, handling, taxes, duties and are otherwise all-inclusive.

### **4. Customs:**

For any shipments originating outside of Canada, the Supplier shall attach all required customs documents to the shipment. Payment of duties will be as per the terms of the purchase order/contract. The City's Custom Broker Contact Information: H.H. Smith Ltd., P.O. Box 30, Coutts, AB, T0K 0N0. Phone (403) 344-3822, Fax (403) 344-3027.

### **5. Delivery:**

Time is of the essence. The Supplier must immediately advise the City of a shortage or delay of any kind. If delivery of goods and services is not completed by the date required, the City reserves the right to terminate this contract and/or purchase order in whole or in part and to purchase substitute goods and services elsewhere and charge the Supplier with any incidental or consequential damages that might be incurred.

The City shall not be liable for failure to take delivery of the goods and/or services ordered herein due to labour difficulties, acts of God, fortuitous events or other causes of a like or unlike nature reasonably beyond its control. Deliveries not taken during such period may be eliminated from this order at the City's option without liability on its part.

### **6. Changes/Modifications/Termination:**

The City reserves the right at any time, to cancel or terminate this order in whole or in part by written or verbal notice confirmed in writing, or to make changes in any one or more of the following: quantity, specifications, methods of shipment or packing, and place or timing of delivery. If any such change causes an increase or decrease in the cost of, or the time required for performance of this contract and/or purchase order, an equitable adjustment shall be made in the price or delivery schedule, or both. No agreement or understanding to modify this contract and/or purchase order shall be binding upon the City unless in writing and signed by the City's authorized agent.

## **7. Inspection**

All goods and services purchased hereunder are subject to inspection and approval upon delivery at the City's place of business. The City reserves the right to reject and refuse acceptance of goods and services which are not in accordance with the City's specifications or not in compliance with the Supplier's warranty (expressed or implied). Goods not accepted will be returned to the Supplier at the Supplier's expense. Payment for any good or service hereunder shall not be deemed an acceptance thereof. In the event the City judges the quality of the article, material or service to be deficient, the City may cancel the order by returning the goods at the Supplier's expense and debiting the Supplier's account with the original purchase cost.

## **8. Title:**

The City shall not be deemed to accept the merchandise until the City actually receives, inspects and accepts such merchandise at its place of business. Insofar as the order specifies FOB point, the City shall accept title for the goods at that point only. Materials not sold FOB destination must be prepaid and charged. Transportation charges, other than postage, must be supported by documentation. Materials shipped parcel post must be insured. COD charges will not be accepted.

## **9. Risk of Loss:**

Risk of loss or damage of the goods and services provided under this contract and/or purchase order shall not pass to the City until delivery at its place of business.

## **10. Holdback:**

For the supply of both materials and services, holdback of payment may be made in accordance with the requirements of the *Builder's Lien Act of BC*.

## **11. Shipping containers:**

All packing cases, bales and cartons, etc. in which the articles or materials may be shipped shall become, without charge, the City's property on receipt, unless otherwise stipulated.

## **12. Warranty:**

Without limitation to any additional warranties provided by the Supplier, whether indicated on the face of the purchase order or otherwise provided, the Supplier warrants that:

1. All goods shall be of merchantable quality and free from defects in workmanship and materials;
2. All goods shall strictly conform to applicable samples, specifications and drawings;
3. All goods and services shall be fit for the purpose intended by the City;
4. All goods shall be free and clear of all liens, charges and encumbrances;
5. The goods and services shall comply with the standards set forth by applicable federal, provincial, municipal and industry regulatory agencies;
6. The shipping and handling of any hazardous material will be made in accordance with all applicable laws and regulations; and
7. The goods and services shall comply with all applicable environmental protection laws and regulations.



Unless a longer warranty period is specified in the contract and/or on the purchase order or is otherwise provided, the foregoing warranty shall be valid for one year from the date of acceptance of the goods and services by the City. If at any time prior to the expiration of any applicable warranty period, any weakness, deficiency, failure, breakdown or deterioration in workmanship or material should appear or be discovered in the goods or services furnished by the Supplier, or if the goods and services do not conform to the terms and conditions of the contract and/or purchase order, the City may at its option:

1. Require the Supplier to promptly replace, redesign or correct the defective and non-conforming goods and services at no expense to the City, or
2. The City may replace or correct the defective goods and services and charge the Supplier with all expenses incurred by the City. The Supplier agrees to indemnify and save harmless the City, its members, officers, employees, assigns, agents, clients and the public from any liability, loss, cost and expense arising either directly or indirectly, from breach of any warranty given by the Supplier hereunder.

**13. Assignment:**

No right of interest in this contract and/or purchase order shall be assigned by either party without the written consent of the other, and no delegation of any obligation owed, or of the performance of any obligation by either the City or Supplier shall be made without the written consent of the other party.

**14. Imports:**

If the Supplier manufactures or purchases any goods involved in this contract, outside of Canada, he must ensure that he, his agent, or representative is the "Importer of Record" for customs purposes.

**15. Tax and Duties:**

The Supplier agrees that all Canadian Goods and Services Tax (GST) Provincial Sales Tax (PST) and/or Customs Duty entitlement provided for by the Excise Tax and/or Customs Tariff Acts and all tax duty rate decreases and/or exemptions, resulting from amendments reclassifications, remissions or clarifications thereof on tax and/or duty - applicable priced goods/materials involved, whether recognized or not at the time the order is awarded, shall be passed onto the City. Otherwise said order is based on the specific GST/HST and/or Customs Duty status shown, which must be adhered to and all invoice billings must agree accordingly.

**16. Insurance:**

All Suppliers/Contractors providing services to the City are required at a minimum to carry \$2,000,000 Commercial General Liability Insurance with the City of Cranbrook named as an additional insured party. The City reserves the right to modify the type of insurance coverage and the coverage amount required to be carried by the Supplier/Contractor. Proof of insurance must be provided to the City prior to commencement of work.

**17. Business License:**

All Suppliers/Contractors conducting business within City limits will have a valid City of Cranbrook business license if required as per City of Cranbrook Business License Bylaw No. 3194 as amended from time to time or replaced. The Canadian Rockies International Airport is considered within City limits.

**18. WCB:**

The Supplier/Contractor shall maintain an account in good standing with WCB and shall, upon City request, provide a letter from WCB so stating, prior to commencement of work. The Supplier/Contractor shall ensure compliance by both itself and its Sub-contractors with the *Worker's Compensation Act* and regulations.

**19. Patents:**

The Supplier undertakes and agrees to defend at Supplier's own expense, all suits, actions or proceedings in which the City or the users of any of the City's merchandise are made defendants for actual or alleged infringement of any US, Canadian or foreign letters patent resulting from the use or sale of the items purchased hereunder, and further agrees to pay and discharge any and all judgments or decrees which may be rendered in any such suit, action or proceeding against such defendants herein.

**20. Gifts, Gratuities, and Staff Discounts:**

The City of Cranbrook has strict standards against City employees accepting gifts, gratuities or staff discounts as a result of their employment with the City. Items of nominal value, such as pens and calendars, used in the course of employment are exempt.

**21. Indemnification:**

The Supplier, by acceptance of the contract and/or purchase order, shall indemnify and hold harmless the City of Cranbrook, its agents, and employees, from and against all loss or expense by reason of the liability imposed by law upon the City of Cranbrook its agents and employees for damages because of bodily injury, including death, at any time resulting therefrom, sustained by any person or persons, or on account of damage to property, including loss of use thereof, arising out of or in consequence of the performance of this work.

**22. Conflict of Interest:**

It is the Supplier's sole responsibility to disclose to the City in writing, prior to supplying goods and/or services, any actual, perceived, or potential conflict of interest and any existing business relationships it may have with the City of Cranbrook, its elected or appointed officials or employees.

**23. Compliance with Laws:**

In accepting the contract and/or purchase order, the Supplier represents that it has complied and will continue during the performance of this contract and/or purchase order to comply with the provisions of applicable third party contracts, and all applicable federal, provincial and municipal laws and regulations. The laws of British Columbia govern this agreement.

**24. Freedom of Information:**

The City of Cranbrook is subject to the provisions of the *Freedom of Information and Protection of Privacy Act*. All Suppliers are therefore advised that any invoices, quotes, price offers or estimates received by the City will be treated as a public document and the contents therein may be disclosed upon written request if required to do so pursuant to the Act.