

Request for Proposals

Transportation Asset Management Practices for Canada

Issue Date: September 17th, 2026

Submission Deadline: 13:00 ET, October 15th, 2026

A. BACKGROUND

In recent years, the knowledge of transportation asset management has reached a considerable level of maturity within Canadian road agencies. Several organizations have implemented practices that could serve as inspiration for others to improve their performance, management and reporting strategies. Many jurisdictions face challenges such as data availability and inconsistent condition rating systems. To help jurisdictions learn from the experience of others, there is a need for a benchmarking exercise that identifies similarities and differences in agency practices, and that highlights important lessons learned. The practices of greatest interest relate to measuring and classifying asset condition, setting performance targets, and selecting priorities.

B. OBJECTIVES

This project will provide a synthesis of current industry practices for transportation asset management across various Canadian transportation agencies. Project objectives will include:

- Clearly describing the state of asset management practices across Canadian provinces, territories and municipalities as they relate to pavements, transportation structures (i.e. bridges, culverts), auxiliary structures (i.e. lighting, noise barriers, sign supports and traffic signals), and geotechnical assets (i.e. embankments, cut slopes, retaining structures and foundations).
- Comparing the major parameters of transportation asset management programs in key jurisdictions, including:
 - Guiding policies, strategies or plans
 - Oversight approaches
 - Types and quantities of assets being managed
 - Current condition ratings for different asset types
 - Methods, tools and systems for asset inventory, inspection, condition assessment, risk management, maintenance/intervention prioritization and planning (including cross-asset decision making)
 - Annual investments required and made, including the strategic planning and analysis process used to determine said investments
 - Accumulated maintenance deficits
 - Reporting requirements, practices and indicators

- Drawing conclusions about beneficial practices and strategies and identify those offering the best return on investment across parameters such as cost-effectiveness, performance improvement, risk reduction, and lifecycle value.

C. DELIVERABLES

The successful consultant will provide the following key deliverables:

Main Deliverables

The primary deliverable for the project will be a report titled ***Transportation Asset Management Practices for Canada*** (TAMPC). This report will provide a comparative inventory of asset management practices, drawing on literature review findings, survey results, and relevant case studies to identify and organize current approaches used across jurisdictions and organizations. Case studies can be either provided by survey respondents to highlight best practices implemented in their jurisdiction or written by the consultant based on information gathered during the survey. External case studies may be referenced, however, case studies included as part of this project must be devised originally. The analysis will synthesize these practices into an overview of asset management methodologies that highlight common principles, decision frameworks, and implementation strategies. A key outcome of the report will be a structured list of practices that yield optimal returns for the effort invested, with a focus on those that demonstrate strong performance in terms of effectiveness, efficiency, and scalability relative to their implementation cost and complexity. In addition to the content outlined above and in Section B, the report will include the following sections: Executive Summary, Table of Contents, List of Figures, List of Tables, Glossary of Key Terms, Introduction, Conclusion, and References. All information compiled during the project will be incorporated into the report, including cleaned survey results in the form of a table. Appendices will contain any supplementary material that is not appropriate for inclusion in the main body.

Other Deliverables/ Requirements:

Other deliverables will include:

- A table summarizing comments received during Project Steering Committee (PSC) review of deliverables, tracking who submitted each comment and specifying how the comment was addressed, to be updated after each commenting period (see Section D for anticipated PSC meetings).
- Bimonthly progress reports on task/schedule status and any perceived challenges, to be circulated to PSC members and presented at project meetings.
- A PowerPoint deck describing the work undertaken and report contents to be presented by the consultant team leader to online meetings of the PSC, Asset Management Committee (AMC), Infrastructure & Asset Management Council (IAMC), with the deck circulated in advance to the PSC, inclusive of the presenter's notes.
- A PowerPoint deck suitable for a 60-minute TAC webinar (i.e. 30-minute presentation followed by 30 minutes of questions) to be delivered by the consultant after the project is completed, providing a high-level overview of the TAMPC report to a multidisciplinary audience.

The consultant will also provide:

- Microsoft Word/PowerPoint and PDF versions of the deliverables.

^[1] https://www.tac-atc.ca/wp-content/uploads/TAC-Publication-Guidelines_2025-e.pdf

^[2] <https://www.tac-atc.ca/wp-content/uploads/pfp-guidelines.pdf>

- All figures that contain text as separate files, with text accessible and editable by TAC for translation purposes; exceptions include where original-source French-language graphics are also provided, or where TAC agrees that the technical content should remain in English.
- Credits for images drawn from other sources, with evidence that written permission to reproduce them has been received.
- Any relevant spreadsheets in Microsoft Excel format.

Deliverables must be submitted in English. TAC will provide an electronic Word template with pre-set report headings and styles to which consultants must adhere, with any variations subject to TAC approval. In addition, the selected proponent must adhere to TAC's *Publication Guidelines*^[1] and *Guidelines for Pooled-Fund Projects*^[2].

D. SCHEDULE

The consultant should propose a project schedule that enables high-quality deliverables and varies from the following milestones only where a supporting rationale is provided:

- Contract award..... December 2026
- PSC & Consultant Meeting – kickoff (online) December 2026
- Submission of survey questions and list of known literature January 2026
- PSC comments due on survey questions and list of known literature January 2026
- Conduct literature scan November 2026-February 2027
- Conduct survey..... January-February 2027
- Submission of literature scan results, survey results and draft ToC for TAMPC Report March 2027
- PSC comments due on March deliverables..... April 2027
- PSC Meeting (online)..... Early May 2027
- Submission of 50% report (including full literature scan and survey results)June 2027
- PSC comments due on 50% report..... July 2027
- PSC Meeting (online).....August 2027
- Submission of 100% report Early November 2027
- Presentation to AMC and IAMC (in-person, Halifax) November 27-28, 2027
- PSC comments due on 100% report December 2027
- PSC Meeting (online)..... December 2027
- Submission of final report and memo to TAC committees, graphics and slide deck January 2028
- TAC webinar delivery Winter 2028

The PSC will include about 10 representatives of project funding partners, and will be an active project participant. Members will review draft deliverables and require at least 15 working days to submit comments. The consultant will respond to all comments, questions and suggestions, and requires at least 5 working days to review PSC comments and develop an initial response before meeting with the PSC. The consultant team leader is required to attend PSC meetings and presentations. Note that some number of online working meetings in addition to those listed above may be required, and would not constitute an increase in the scope of work.

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^[2] <https://www.tac-atc.ca/wp-content/uploads/pfp-guidelines.pdf>

E. BUDGET

This project's maximum budget is **\$150,000**; this amount includes all fees and expenses but excludes applicable taxes. Only fixed-price proposals will be accepted, and price is not a factor in their evaluation. Proposals exceeding the maximum budget will be disqualified. TAC will not accept invoices for cost overruns (fees or expenses) associated with the original scope of work. Note the lead consultant must be a TAC member organization, and that no more than 20% of the final budget may be assigned to subconsultants that are not TAC member organizations.

A detailed cost breakdown is requested as part of the proposal; invoices must link billing amounts to the percentage of completion of major tasks. TAC will retain a 10% holdback at the end of the project until the final deliverables have been approved by the Infrastructure & Asset Management Council and accepted by TAC. All work conducted in the 12 months leading up to March 31 of each year must be invoiced by that date. A minimum of \$60,000 of work must be completed and invoiced by the end of the 2026-2027 fiscal year, no later than March 31st, 2027.

F. PROPOSAL REQUIREMENTS

The proposal should address the following subjects.

Project understanding – Demonstrate a clear understanding of the project's scope and objectives, describe challenges that might be encountered in its execution, and propose measures to resolve them.

Methodology – Describe major tasks, major information sources, planned analyses, plans for quality assurance, and possible limitations. Although the working language for this project is English, the consultant will be expected to review literature and communicate with stakeholders in French, as required. Proponents should also aim to include a clearly outlined data collection strategy that aims to maximize survey responses rates and obtain missing data. Follow-up communications to clarify survey answers will be conducted as appropriate.

Schedule – Propose a project schedule that enables high-quality deliverables, using Section D as guidance.

Resources – Identify a total cost with fees broken down by task and team member, as well as travel or other expenses. Proposals stating a total cost greater than the maximum budget specified in Section E will be disqualified.

Consultant team – Identify a project leader and team members including subconsultants, describe their roles, and identify their experience on similar or otherwise relevant projects as well as any experience with TAC projects and processes. The lead consultant must be a TAC member organization.

References – Identify three organizations for which senior members of the consulting team have conducted similar or otherwise relevant projects, including the organization's address and the name and telephone number of an individual familiar with the proponent's work. TAC reserves the right to request additional references.

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[2] <https://www.tac-atc.ca/wp-content/uploads/pfp-guidelines.pdf>

Conflict of interest declaration – Disclose possible financial or organizational conflicts of interest in conducting the project; for example, the proponent’s ownership, relationships or proprietary rights and interests could be perceived as jeopardizing its objectivity. Identify mitigating strategies for any such circumstances.

Proposals should include:

- A covering letter (not more than two pages long)
- Table of contents (optional)
- Main body (not more than 10 pages long, with 12-point single-spaced text and one-inch margins)
- Additional pages for:
 - Project cost breakdown (one page)
 - Project schedule (one page)
 - Project team organization chart (one page)
 - References
 - Conflict of interest declaration
- Team lead and principal(s) résumés (each not more than four pages long total)

Any material in excess of these scope and length parameters will be deleted from proposals before evaluation.

G. PROPOSAL EVALUATION

TAC’s Project Manager (see Section I, below) must receive a PDF version of the proposal by email **no later than 13:00 ET on October 15th, 2026**.

Email any questions regarding this Request for Proposals to TAC’s Project Manager **by September 25th, 2026**. Addenda with responses will be posted to the RFP page on TAC’s website as soon as possible, but no later than **October 2nd, 2026**. Note that proponents are responsible to check for addenda.

The PSC will conduct short interviews with the top proponents. This will allow the PSC to ask targeted questions and better assess the proponents’ understanding of the project, proposed methodology, and ability to translate their approach into practical outcomes.

H. PROPOSAL EVALUATION CRITERIA

Proposals will be evaluated by the PSC based on the criteria listed in Table 1.

When top proponents have average scores within five points of each other, the selection will be made by a vote of PSC members.

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Table 1: Proposal Evaluation Criteria

Evaluation Criteria	Weight
Understanding: Understanding of scope, objectives and desired deliverables	20
Methodology: Methodology for project delivery, and level of detail of each included task	35
Workplan: Adequacy of work plan and resources to ensure quality within required timeframes	15
Team: Demonstrated qualifications, experience and competence of consultant lead and team members in areas relevant to this project	30 (15 for team lead + 15 for team members)
TOTAL	100

I. PROJECT ADMINISTRATION

A contract for consulting services must be established with the consultant before work can begin. Additionally, TAC and the PSC expect any sensitive data used in this project to be handled securely to ensure confidentiality in their transmission, storage, and handling.

TAC maintains an online collaborative platform to enable documentation sharing for this project. The working language for this project is English, though the consultant will be expected to review literature and communicate with stakeholders in French, as required.

TAC's Project Manager will act as liaison between the PSC and the consultant for this project and will work with the PSC to review project deliverables and ensure objectives are met. For more information, contact:

Mohammad Babaei, E.I.T., M.Sc.

Project Manager

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