



REQUEST FOR PROPOSAL (RfP)
15-Minute City (15MC) Project Tool Development

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
United States of America

August 2022



1. C40 Cities Climate Leadership Group Inc. (“C40”)

C40 is a network of nearly 100 mayors of the world’s leading cities, who are working to deliver the urgent action needed right now to confront the climate crisis, and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities. Through a Global Green New Deal, mayors are working alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to go further and faster than ever before.

C40’s team of 200+ staff is headquartered in London, with offices in New York, Joburg, Singapore, Delhi, Rio de Janeiro, Copenhagen, Beijing and Paris, and individual staff based across 25+ different locations, with the Office of the Chair based in London.

The strategic direction of the organisation is determined by an elected Steering Committee of C40 mayors which is chaired by the Mayor of London, Sadiq Khan. Three term Mayor of New York City Michael R. Bloomberg serves as President of the C40 Board of Directors, which is responsible for operational oversight. A nine-person management team, led by Executive Director, Mark Watts, leads the day-to-day management of C40. C40’s three core strategic funders are Bloomberg Philanthropies, the Children’s Investment Fund Foundation (CIFF) and Realdania.

To learn more about the work of C40 and our cities, please visit our [Website](#), or follow us on [Twitter](#), [Instagram](#), [Facebook](#) and [LinkedIn](#).

2. Summary, Purpose and Background of the Project

Appetite for more liveable, people-oriented cities is driving a surge of interest in the ‘15-minute city’ (15MC)– an intuitive, adaptable and popular vision of urban living that already takes many names and shapes around the world (Bogotá’s Barrios Vitales, Portland’s Complete Neighbourhoods and Melbourne’s 20-minute Neighbourhoods or Paris 15-minute City). The principles of a 15MC have been summarised by Arup and C40 in their [guide](#) in 2021 (*please review this guide before responding to this RfP to familiarise yourself with the definition*).

The health benefits of a 15MC can be linked to increased active mobility, personal security and reduced risk of collision and casualties, access to green space, access to healthy and affordable food systems, decreased noise and air pollution, improvement of the social connectivity and fight against loneliness, among others. Several tools have been developed by C40 and others to quantify those

impacts separately, focusing on one or a few different actions (see [here](#) a benchmarking of available tools), but no tool enables the assessment of the health impact of implementing a 15-MC neighbourhood using a holistic approach.



One of the C40 resources, the excel-based [Walking and Cycling Benefits Tool](#) (please review this page before responding to this RfP to familiarise yourself with the tool), has been released in 2019 to enable cities to assess the health impact of mode shift from cars and buses to walking and cycling on commuters' health, based on the average minutes of active mobility spent per week. It has been used by twenty cities to measure the impact of specific actions. The existing tool does, however, not offer any guidance on how to model the mode shift that results from various urban design interventions.

Aiming at supporting cities to undertake holistic analysis to make decisions on urban planning toward 15MC neighbourhoods considering their potential health benefits, C40 has started a new phase of the 15MC project in partnership with Novo Nordisk. It involves expanding the existing Walking and Cycling Benefits Tool based on an ongoing engagement with key stakeholders in the field and a group of cities from different regions interested in the 15MC concept, piloting the tool with five cities and publishing case studies. C40 also considers identifying other exiting tool that could respond to the needs identified in the project previous stages, achieving project goals.

In September 2021, C40 held a workshop to invite practitioners to share the models they developed on mobility. The workshop aimed to discuss key 15MC indicators that affect mobility patterns, and what methods that can be used to quantify the change in physical activity when a neighbourhood is being transformed according to 15 MC principles. Each participant was invited to bring their experience from a different angle: urban planning, access to services, quality of space, security, accessibility or/and inclusion. The preliminary workshop report is available [here](#) (please review this workshop report before responding to this RfP to familiarise yourself with the models that were discussed).

C40 also commissioned in 2022 to Arup an in-depth literature review and analysis to understand how key urban design interventions can increase active mobility (walking and cycling) and in turn improve urban health outcomes. The results of this analysis include a set of 15MC indicators related to mobility and liveability, and a model blueprint for building an enhanced tool that allows users to understand how 15MC urban design interventions can increase active mobility and improve urban health. The model blueprint (that can be accessed in [this slide deck](#)) depicts the features to be added to the existing tool, metrics that it would focus on, input data that would be required, as well as the outputs that could be generated.

Increasing walking and cycling as a way to improve health is a key focus area for many cities. Understanding the relation between urban design interventions and active mobility can be a complex and labour intensive task. Acknowledging that, C40 and Novo Nordisk have partnered to develop and pilot a practical tool that could be used by policymakers, urban planners and professionals involved in the 15MC agenda to quantify and qualify the relation between diverse urban

interventions and the health benefits of increased active mobility in cities across the globe.



Project objectives and deliverables

This Request for Proposal (RfP) aims to develop a tool¹ that builds upon C40's Walking and Cycling existing tool by adding a layer of 15MC features that influence active mobility and health in urban areas based on the model blueprint developed by Arup and C40 in March 2022; and to support the use of this tool in five city pilots.

By using mobility and liveability indicators, the enhanced tool will enable a wider range of solutions to be assessed and a more systemic view of the factors affecting walkability and cyclability in cities. Its aim is not to compete with models that were identified during the workshop in 2021 and the tools benchmarking realised in early 2022, but to offer users a simpler high-level analysis, which can then be complemented by an in-depth analysis using one or more of the models highlighted in the workshop report summary if a city has the need, time and capacity for that.

The tool to be developed could be Excel-based or web-based, C40 is keen to discuss with the consultancy the best format and language for it. Nevertheless, the tool should be built on a framework that allows for it to expand into other components of the 15MC related to health later on. It is also required that the tool should be thought to be compatible with GIS based models, making possible for the tool to be updated to work with spatial data in a potential next version.

The scope of this RfP comprises three steps as follows. Bidders can either submit proposals for the three steps or focus on one or two of them.

STEP 1 | Methodology and model blueprint review and refining

The objective of this step is to review in detail the methodology and model blueprint developed in the previous phase of the project to serve as the basis for the enhanced tool development at the current stage. Consultant must be able to master the proposed methodology in order to refine and apply it in the tool development. The main activities involved in this step are described below.

ACTIVITIES INVOLVED:

- Kick-off meeting with C40 and Novo Nordisk teams to review the existing tool, the tool blueprint and tools benchmarking, discuss the

¹ C40 also considers the possibility of identifying existing tools that could be adapted to respond to the objectives of an expanded C40's Walking and Cycling tool. If the consultant foresees an option for that, could point it out and explain in the proposal for later further discussion.

methodological approach proposed by the bidder, agree on a detailed timeline and ensure that roles and responsibilities of the parties are clear.



- Review the approach developed by Arup in March 2022 (model blueprint) against the tools benchmarking produced by C40, NREP and Chaire-ETI.
- The model blueprint should also be reviewed by a series of stakeholders to assess the applicability and limitations, integrate more recent published analysis (such as the latest Lancet's May publication on the 15MC), and cities' needs. For this purpose, the consultant will actively participate in at least two workshops with C40 and Novo Nordisk teams, experts and cities in order to identify required modifications and refine the existing model blueprint. The aim of each workshop is described below:
 - First workshop with experts: a selection of experts, including the ones who participated in the 2021 workshop and others that C40 has already engaged with since then, will be invited to comment on the model blueprint in regards to its strengths, limitations, usability and viability, and to recommend potential improvements. This group of experts will be invited to review a beta version of the tool later on.
 - First workshop with cities: we will select a few cities (5-10) from the urban planning network who will be invited to comment on the format of the tool and the results that we plan to model.
- Map the gaps in the current literature review, analysing the database, and multipliers that may be needed for the tool development, and undertake an additional literature review if needed to fill out existing gaps.

DELIVERABLES:

- 1.1. Revised timeline and detailed work plan for the whole project reflecting any adjustments discussed at the kick-off meeting. Format: Word document and Excel spreadsheet.
- 1.2. Analysis of the gaps in the current literature review, mapping the databases and multipliers that may be needed for the tool development and additional literature review to fill out the identified gaps. Format: Word document.
- 1.3. Description of all the required changes in the current model blueprint based on the conclusions from the workshops and tools benchmarking. Format: Word document.
- 1.4. Refined model blueprint to be used in tool development. Format: PowerPoint Presentation.

STEP 2 | Tool development

This step is aimed at developing a beta version of the tool, which could be Excel-based, but other formats can be discussed; for instance a web-based tool is also under consideration and could be an option to be considered in the

proposal². The step also includes applying the refined methodology in order to run tests and collect feedback from experts and cities on the tool's functionality and results. The main activities involved in this step are described below.



ACTIVITIES INVOLVED:

- Development of the tool beta version: based on the results of Step 1, perform the modelling of a beta version of the new tool.
- Tool methodology writing: summarise the methods for modelling the tool based on the pre-written methodology developed by Arup in March and the updates from Step 1.
- Second workshop with experts: aimed at presenting and discussing a beta version of the tool, gathering contributions and identifying adjustments. The workshop will be facilitated by C40, it is expected that the consultant present the tool, respond to doubts and gather feedback from experts
- Adjust the beta version of the tool according to the feedback provided by experts and prepare a template for data collection to be used by the cities involved in the project to use the tool in the following step.
- Second workshop with pilot cities: aimed at presenting and discussing an improved beta version of the tool, gathering contributions and identifying adjustments based on cities experiences and needs. At this workshop the consultant should also present the inputs required to use the tool and template proposed for data collection. The workshop will be facilitated by C40, the consultant will be responsible to present the tool, its methodology, the inputs required and template for data collection, as well as to take notes on feedback provided by participants.
- Tool testing: run an analysis of cities past actions based on measured data, to test the accuracy of the tool in different city environments. Alternatively, if city data is not available, use fictitious data to check the tool's functionalities and results.
- Adjustment of the tool and its methodology, if required after the testing and elaboration of the manual for the tool use by city officials.
- Undertake a depth-quality test of the tool to find and adjust possible errors and difficulties to use the tool. This should be made by a separate team than the direct team involved in the tool development. C40 will submit the tested tool to an external reviewer for detailed feedback and a final refinement of the tool should be realised by the consultant according to the feedback provided by the expert.
- Participate in bi-weekly follow-up meetings with the C40 team and respond to punctual consultations from the C40 team by email. Exceptionally, meetings can be scheduled in between the bi-weekly ones, and if they are not needed at any point, bi-weekly meetings can be skipped. At the meetings after each workshop, the recommendations and improvements suggested to the tool and its methodology will be discussed

² C40 also considers the possibility of identifying existing tools that could be adapted to respond to the objectives of an expanded C40's Walking and Cycling tool. If the consultant foresees an option for that, could point it out and explain in the proposal for later further discussion.

and prioritised with the C40 team and the detailed timeline for implementing the priority refinements will be defined.



The workshops and meetings will be held online.

DELIVERABLES:

- 2.1. Beta version of the new tool. Format: Excel, web-based tool or other format to be proposed and discussed. The tool should be built on a framework that allows for it to expand into other components of the 15MC related to health later on, and it should be compatible with GIS based models, so that it could be updated to work with spatial data in a potential next version.
- 2.2. Tool methodology. Format: Word document.
- 2.3. Minutes of the feedback gathered at the second workshop with experts. Format: Powerpoint document summarising the contributions and changes recommended for the tool and its methodology.
- 2.4. Adjusted tool and methodology reflecting the recommendations provided by experts and prioritised with the C40 team. Format: Excel or web-based tool and Word document with the reviewed methodology.
- 2.5. First version of the template for data collection and compilation by cities according to the inputs required in the tool. Format: Excel spreadsheet.
- 2.5. Minutes of the feedback gathered at the second workshop with cities. Format: Powerpoint document summarising the contributions and adjustments or improvements required in the tool and its methodology
- 2.6. Analysis of tool testing with identified errors and anticipated users' difficulties and conclusions on needed improvements. Format: Word document depicting the errors and adjustments identified and presenting the actions to refine the tool accordingly.
- 2.7. Refined tool and methodology based on depth-quality test and review undertaken by the consultant experts and cities and external reviewer feedback and adjusted after the testing. Format: Excel or web-based tool and Word document with the methodology.
- 2.8. Tool manual for the tool use by city officials including the main concepts involved, the inputs required, a set-by-set and how to analyse the results. Format: Word document.

Step 3: Supporting data collection and five city pilots and producing final version of the tool

The aim of this last step is to support five city pilots using the tool to assess the health, climate and economic benefits of urban interventions that the five cities want to analyse using actual data. The consultant will support the data collection process by reviewing the data compiled by cities, collecting additional data from public databases if needed, suggesting proxies, and provide technical support to C40 for undertaking the assessment for the five cities using the tool. The main activities involved in this step are described below.

ACTIVITIES INVOLVED:



- Workshop with five cities that will pilot the tool: this workshop will kickstart the pilots by presenting in detail the refined version of the tool, the step-by-step manual for its use and the template suggested for data collection. The workshop will be facilitated by the C40 team, the consultant will be responsible to present the tool and the template for data collection.
- Review datasets provided by the five pilot cities and provide recommendations to ensure the quality and robustness of data provided.
- Participate in a meeting with each city to identify the difficulties faced by them on data collection and tool use, providing recommendations to increase the consistency of the collated data and to use the tool efficiently. The meetings will be facilitated by the C40 team.
- Identify public databases to address the gaps in the data provided by the five pilot cities and provide guidance for them to address the gaps efficiently.
- Gather the complementary data from the mapped databases and highlight any caveats in integrating it into the data provided by cities.
- Provide recommendations on how to deal with the remaining data gaps and suggest proxies based on references or previous experiences.
- Review the final dataset, including proxies, to input into the tool and run the assessment of the five pilot cities.
- Sense-check and review the results from other studies to ensure the robustness of the tool calculations.
- Participate in weekly meetings with the C40 team throughout the five cities' assessment using the tool to provide technical support, clarify doubts and contribute to the final analysis based on the final results. Around four meetings are expected.
- Participate in one meeting with each city to present the results of their assessments and discuss the findings. The meetings will be facilitated by the C40 team.
- Participate in the feedback workshop with the 5 cities: closing the pilot activity by presenting the results of the tool to the pilot cities. The participants will be invited to share the strengths and weaknesses of the tool, and potential gaps in the learning material (manual). The workshop will be facilitated by the C40 team.
- Develop the final version of the tool and its methodology and manual, following the feedback given by cities.
- Prepare recommendations on limitations and next steps for further development of the tool considering what was not possible to address during the project.

The workshops and meetings will be held online.

DELIVERABLES:

- 3.1. Detailed review of datasets of the five pilot cities, pointing out possible inconsistencies, lack of accuracy, gaps and recommending adjustments. The datasets will serve as input to the tool, but this review refers to the first set collected and compiled by the cities. Format: comments on the

datasets Excel spreadsheets and a Word document with the main inconsistencies, identified gaps and recommended adjustments.



- 3.2. Complementary datasets to be used by the pilot cities addressing the identified gaps and suggested proxies to deal with the remaining gaps. The datasets should be produced by the consultant by compiling public data from available public databases. Format: Excel spreadsheet with one tab per category of data (considering the inputs required for the tool), including the proxies suggested for each remaining data gap.
- 3.3. Detailed review of the final datasets and proxies to be used for the five cities assessment. The review should point out possible inconsistencies, as well as the required adjustments. Format: Comments should be provided in the datasets Excel spreadsheet pointing out possible inconsistencies and necessary corrections. If needed, a Word document with general adjustments on the content and format of the datasets should also be provided.
- 3.4. Analysis and conclusions from the feedback workshop. Format: Word document.
- 3.5. Final version of the tool with updated manual and methodology. Format: Excel or web-based tool (possible to be expanded and compatible with GIS based models) and Word documents with the tool methodology and manual
- 3.6. Recommendations of further improvements on the tool considering its limitations and suggested next steps . Format: Word document.

Throughout the project the deliverables format can be discussed and changed as agreed upon.

3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **September 30, 2022**.

Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, how you will work with C40, clear costs and detail on experience in this area.

The proposal should give C40 evaluators all the information they need to assess your bid. Please clearly indicate where applicable:

- How your proposal is responsive to the Evaluation Criteria.
- The assumptions you are making about the project.
- Risks you have identified and appropriate mitigation measures.
- Budget with a breakdown of costs, considering the required flexibility on hours of technical support for the deep retrofit tool expansion.
- Information about your fee.
- Proposed timeline of implementation.

- Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff.
- Proposed working partnership with C40, including (as applicable) project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues.



The proposals should include:

- Description of relevant experience in Excel or web-based tool development and quantitative data collection, management and analysis, as well as the consultant expertise in the 15MC field.
- Evidenced working with cities on data collection and analysis.
- Brief description of the methodological approach proposed for undertaking the activities and elaborating the deliverables required in this RFP.
- Summary CVs of the researchers involved highlighting the relevant experience for this project - no more than 2 pages each CV.

Your response to the proposal should not exceed 15 pages including CVs and other appendices.

Previous experience and knowledge required

It is highly desirable that bidders have expertise and relevant previous experiences in all of the following areas, according to the steps covered in the proposal:

- For the three steps:
 - 15MC field from academical and practical experience;
 - Working with municipalities;
- For Step 2: Excel or web-based tool development.
- For Step 3: Quantitative data collection, compilation and analysis.

Additional guidelines

- Language: all deliverables and communications of the project will be in English.
- Deliverables approval: each deliverable will be reviewed and approved by C40 staff, improvements or additional information can be demanded from the consultant before the final approval.

As mentioned above, bidders can either submit proposals for the three steps or focus on one or two of them.

Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement through promoting equity, diversity and inclusivity in our supplier base. We believe that by procuring a diverse range of suppliers, we get a wider range of experiences and thoughts from suppliers and thus are best able to deliver to the whole range of our diverse cities and the contexts that they operate within.



We strongly encourage suppliers (individuals and corporations) that are diverse in terms of size, age, nationality, gender identity, sexual orientation, majority owned and controlled by a minority group, physical or mental ability, ethnicity and perspective to put forward a proposal to work with us.

Feel welcome to refer to C40's Equity, Diversity and Inclusion Statement as supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

Contract

Please note this is a contract for professional services and not a grant opportunity. Organisations unable to accept contracts for professional services should not submit bids. The work will be completed on the [C40 Standard Service Provider Agreement](#)

These terms and conditions are accepted as drafted by the majority of our suppliers and we reserve the right to penalise your bid on the basis of non-acceptance of terms. If you do wish to include any requested amendments with your proposal, please do not mark up the document in tracked changes but provide a separate document for review setting out clearly your rationale for the change.

If C40 are unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest Potential Supplier

Subcontracting

If the organisation submitting a proposal needs to subcontract any work to meet the requirements of the proposal, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted.



4. RfP and Project Timeline

RfP Timeline:

RFP Timeline	Due Date
RfP response deadline	September 30, 2022
Tender evaluation	October 10, 2022
Confirmation with selected consultant team	October 14, 2022
Project kick-off	October 19, 2022

Project preliminary timeline:

Activity/Deliverable	Date
Step 1 - Methodology and model blueprint review and refining	
Deliverable 1.1. Revised timeline and detailed work plan for the whole project reflecting any adjustments discussed at the kick-off meeting. Format: Word document + Excel spreadsheet.	October 24, 2022
D 1.2 Analysis of the gaps in the current literature review, mapping the databases and multipliers that may be needed for the tool development and additional literature review to fill out the identified gaps.	November 7, 2022
D 1.3. Description of all the required changes in the current model blueprint based on the conclusions from the workshops and tools benchmarking.	November 11, 2022
D 1.4 Refined model blueprint to be used in tool development. Format: PowerPoint Presentation.	November 18, 2022
Step 2 – Tool development	
D 2.1. Beta version of the new tool.	December 16, 2022

D 2.2. Tool methodology	December	C4O CITIES
D 2.3. Minutes of the feedback gathered at the second workshop with experts.	January 6,	
D 2.4. Adjusted tool and methodology reflecting the recommendations provided by experts and prioritised with the C40 team	January 27, 2023	
D 2.5. First version of the template for data collection and compilation by cities according to the inputs required in the tool	February 3, 2023	
D 2.5. Minutes of the feedback gathered at the second workshop with cities	February 17, 2023	
D 2.6. Analysis of tool testing with identified errors and anticipated users' difficulties and conclusions on needed improvements.	March 10, 2023	
D 2.7. Refined tool and methodology based on experts, cities and external reviewer feedback and adjusted after the testing.	March 24, 2023	
D 2.8. Tool manual for the tool use by city officials including the main concepts involved, the inputs required, a set-by-set and how to analyse the results.	April 7, 2023	
Step 3 – Supporting data collection and five city pilots and producing final version of the tool		
D 3.1. Detailed review of datasets of the five pilot cities, pointing out possible inconsistencies, lack of accuracy, gaps and recommending adjustments.	May 5, 2023	
D 3.2. Complementary datasets to be used by the pilot cities addressing the identified gaps and suggested proxies to deal with the remaining gaps. The datasets should be produced by the consultant by compiling public data from available public databases.	May 19, 2023	
D 3.3. Detailed review of the final datasets and proxies to be used for the five cities assessment. The review should point out possible inconsistencies, as well as the required adjustments.	June 16, 2023	
D 3.4. Analysis and conclusions from the feedback workshop.	August 18, 2023	
D 3.5. Final version of the tool with updated manual and methodology.	September 1, 2023	
D 3.6. Recommendations of further improvements on the tool considering its limitations and suggested next steps.	September 8, 2023	

Project closure

September

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*Project timeline should be reviewed by the selected bidder as part of the first project deliverable (1.1).

5. Proposal Evaluation Criteria

C4O will evaluate proposals based on the following criteria:

- Relevant experience and expertise, demonstrable track record of the right knowledge to be able to deliver this project to a high standard within the tight time-frames and budget.
- Overall proposal suitability: ability to meet the scope and needs included in this document
- Value of work delivered within the fixed budget

Proposals will be evaluated against the following criteria (example table below):

Expertise and experience of the bidder across relevant topics	30%
Interpretation of the work and proposal for delivery approach	30%
Potential contribution and cost-effectiveness of the proposal	20%
Project management and ability to deliver products on time	20%

6. Project Budget

The table below shows the available project budget in USD. Please provide a detailed breakdown of costs for the steps involved in producing the final deliverables, including day rates. All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes. Costs should be stated as one-time or non-recurring costs or monthly recurring costs. All costs incurred in connection with the submission of this RfP are non-refundable by C4O.

Step 1 – Methodology and model blueprint review and refining	USD 10,000
Step 2 – Tool development	USD 40,000
Step 3 – Supporting data collection and five city pilots and producing final version of the tool	USD 15,000

TOTAL	USD
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07. C40 Policies

C40 expects third parties to be able to abide by these C40 policies

- Ethical Business Conduct Policy [here](#)
- Environmental Policy [here](#)
- Equity , Diversity and Inclusion Policy [here](#)
- Safeguarding Policy [here](#)
- Whistleblowing Policy [here](#)

08. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **September 30, 2022**.

Mariana Nicolletti, Senior Research Manager: mnicolletti@c40.org

Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RFP.

Neither the issue of the RFP, nor any of the information presented in it, should be regarded as a commitment or representation on the part of C40 (or any of its partners) to enter into a contractual arrangement. Nothing in this RFP should be interpreted as a commitment by C40 to award a contract to a Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.