

# REQUEST FOR PROPOSAL



# ENTERPRISE TECHNOLOGY SECTOR STUDY

Reference Number: 2504-001

**Issued: Thursday, April 15, 2025**

**Responses Due: Friday, May 9, 2025**

**Calgary Economic Development Ltd**  
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# REQUEST FOR PROPOSAL



## 2. Introduction

Calgary Economic Development Ltd (CED) invites qualified firms to submit a proposal for the **Enterprise Technology Sector Study** Request for Proposal (RFP). A proposal, in electronic form to be submitted no later than **17:00 MST, Friday, May 9, 2025**. The electronic copy should be sent to the attention of the Contracting Manager by email as noted in Section 17. Late proposals will not be accepted.

## 3. Timelines

RFP Release	Apr. 15, 2025
Deadline for Questions	May 1, 2025
Proposal Submission Date	May 9, 2025
Meetings with Short-listed Vendors	May 16, 2025
RFP Award Notification	May 21, 2025
Anticipated Project Kick Off	May 26, 2025
Interim Results Draft – Part 1	Jun. 23, 2025
Industry Partner Engagement**	Jun/Jul 2025 TBD
Interim Results Draft – Part 2	Jul. 24, 2025
Feedback from Interim Results Presentations	Aug. 1, 2025
Draft Final Report and Presentation	Aug. 22, 2025
Feedback from Draft Final Report	Aug. 29, 2025
Final Report and Presentation Submission	Sept. 12, 2025
Presentations to CED & Select Partners	Sept/Oct 2025 TBD

\*Above are proposed timelines. Vendors are welcome to propose more efficient timelines to complete the proposed work.

\*\*Industry Partner Engagement – preference to incorporate a session/workshop with key industry partners to support study objectives with CED’s support for facilitation and coordination. Vendors are invited to propose the engagement method.

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## 4. Definitions

"CED" means Calgary Economic Development Ltd.

"Contracting Manager" means the person identified in Section 17 of this RFP.

"Project Lead" means the person identified in Section 17 of this RFP.

"Request for Proposal (RFP)" means this document including attached appendices.

"BRE" means Business Retention and Expansion.

"IoT" means Internet of Things.

"IP" means Intellectual Property.

"OCIF" means Opportunity Calgary Investment Fund.

"Proposal" means a Vendor's response to this RFP and includes all of the Vendor's attachments and presentation materials.

"Services" means the duties, tasks, and responsibilities as described in this RFP.

"SMEs" means Subject Matter Experts.

"SWOT" means an analysis of the Strengths, Weaknesses, Opportunities, and Threats.

"Tech" means technology and has been used interchangeably with enterprise tech and enterprise technology.

"VC" means Venture Capital.

"Vendor" means an organization responding to this RFP.

## 5. Standard Form Contract

By submitting a Proposal a Vendor acknowledges it agrees that the terms and conditions of this RFP are incorporated by reference into its Proposal. If a Vendor's Proposal is accepted by CED, the Vendor will be expected to execute CED's standard contractor agreement. Vendors who are unwilling to abide by these standard terms and conditions should not submit a Proposal.

## 6. Vendors Questions

All questions regarding this RFP must be directed in writing to the Contracting Manager. Enquiries and responses may be recorded and may be distributed to all Vendors.

The Vendor must immediately notify the Contracting Manager in writing of any ambiguity, divergence, error, omission, oversight, or contradiction in this RFP discovered by the Vendor and request whatever clarification is required to prepare the Vendor's Proposal.

In order for CED to deal effectively with Vendor questions or concerns about any terms, conditions or requirements of this RFP, including the standard terms and conditions, such questions or concerns must be communicated in writing to the Contracting Manager in accordance with the Timeline indicated in item (1) above. Questions received after this time will be answered if, in the opinion of CED, time permits.

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## 7. Conflict of Interest

Vendors must fully disclose, in writing, to the Contracting Manager on or before the closing date of this RFP, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest if the Vendor contracted with CED under this RFP. CED may reject any Proposal where, in the opinion of CED, the Vendor is or could be perceived to be in a conflict of interest.

## 8. Vendor Expenses

The Vendor is responsible for all costs of preparing and presenting its Proposal.

## 9. Pricing

All Proposals will be issued in Canadian dollars.

## 10. Background

Calgary Economic Development (CED) is a leading economic development agency that markets the Calgary Region's competitive advantages and pro-business climate within Canada and across the world. Through business retention, expansion, and investment attraction activities, and in collaboration with business, community and government, CED plays an integral role in promoting and facilitating sustainable economic growth and prosperity. The organization's efforts are focused on the following four areas:

- Business retention and expansion
- Business investment and attraction
- New business start-ups and small business development
- Research, marketing and communications

### Calgary's Economic Action Plan

The ambitious vision for [Uplook](#), an action plan for Calgary's economy, is to create Calgary as the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges. Calgary's economic action plan is made of five connected focus areas that work to create a better economic future for all in our city.

Calgary's five areas of focus:

1. Talent – home to bright minds
2. Livability – the best place to build a life
3. Business Environment – top location for business
4. Innovation – a creative hub
5. Brand – an iconic city

By prioritizing innovation, livability, talent, business environment and brand, together we will drive progress towards the vision to create a more resilient economic future in our city. With initiatives driven by civic and community organizations and local businesses, the plan is designed to create a vibrant, resilient and diversified economy. The rapid growth of our tech sector is a sign of the success of those endeavours.

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## Technology & Innovation in Calgary

A decade ago, Calgary was not considered a tech hub. By embracing innovation and technology, and continuing to diversify into high-growth sectors, Calgary's tech sector supports nearly every other industry, including logistics, education, health and energy. With an increased emphasis on innovation, it is vital we adapt to technological change across all industries in order to improve competitiveness and productivity. A critical part of the economic strategy will be a focus on the application of technology to Calgary's dynamic industrial sectors. From the digital, physical and virtual worlds to business and industry—technology will continue to permeate every facet of the economy.

Today, Calgary is recognized as North America's fastest-growing tech talent market. The city's innovation ecosystem and top-tier livability are drawing talent and companies from across the globe. The total number of tech firms in Calgary skyrocketed by 94 per cent to almost 1,500 between 2018 and 2023.<sup>1</sup> During the same time period, Calgary's tech workforce grew by 78 per cent -- over 26,000 jobs, bringing the total to nearly 60,000 tech positions.<sup>2</sup> The tech ecosystem has added \$8.1 billion in value to the Calgary economy from July of 2021 to December of 2023 — a 237.5% increase compared to July of 2019 to December of 2021 when the total ecosystem value was \$2.4 billion.<sup>3</sup> This growth lands Calgary among the continent's top 20 tech hubs.

## Investments in Technology & Innovation

The tech and innovation ecosystem has experienced substantial growth in a short time. The city experienced record levels of venture capital investment, a rise in the number of unicorn and narwhal companies, and a rise in investments made by enterprise firms into Calgary. Below highlights a variety of investments that have spurred Calgary's tech and innovation ecosystem.

### Innovation Strategy

- Calgary is doubling down on building its innovation ecosystem. Recently launched, the [Innovation Strategy](#) aims to establish sector-specific innovation nodes across the city, launch an innovation roadmap, enhance the impact of its innovation ecosystem and build alignment to share Calgary's story locally, nationally and internationally. Successful implementation of the strategy is projected to add up to 187,000 jobs and contribute over \$28 billion to Calgary's economic activity by 2034.

### Investment Fund

- Created in 2018, the [Opportunity Calgary Investment Fund](#) (OCIF) works to grow and diversify the economy, create jobs and training opportunities, and spur a wide range of private, non-profit and public sector investments in the city. Since the fund's inception, 34 investments totaling over \$86 million have generated almost 900 companies and created almost 3,000 jobs. For every dollar invested by OCIF,

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<sup>1</sup> Alberta Enterprise Corporation, [Alberta Technology Deal Flow Study](#), 2023

<sup>2</sup> CBRE, [Scoring Tech Talent](#), 2024

<sup>3</sup> Startup Genome, [Global Startup Ecosystem Report](#), July 2024

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Calgary experiences a 11x return on funding committed. To date, this has spurred up to approx. \$925 million in economic activity.

## Venture Capital (VC)

- Calgary is rapidly establishing itself as a global hub for innovation, with ventures scaling up and driving significant economic growth and job creation. Despite looming economic uncertainty in 2024, Calgary led the way, attracting 90 per cent of investment in Alberta (\$630 million through 63 deals in 2024).<sup>4</sup>

## Foreign Direct Investment (FDI)

- Global enterprise companies have set up tech-related divisions in Calgary over the past few years. A sample of those include, but are not limited to:
  - [Fortinet](#)'s \$30 million investment in a cybersecurity hub, creating 165 new jobs
  - [Royal Bank of Canada](#) (RBC) launched a Calgary Innovation Hub creating 300 technology roles
  - [Amazon Web Services](#) (AWS) built a \$4.3 billion cloud computing hub in Calgary region
  - [Mphasis](#) partnered with the University of Calgary and the Alberta government to create the Quantum City Centre of Excellence
  - [Infosys](#) opens a digital centre and brings 1,000+ jobs to the city

## Accelerators and Incubators

- Accelerators and incubators are vital for tech and innovation ecosystems, providing resources, mentorship, and networking opportunities that nurture early-stage startups, accelerate growth, and connect them with investors and partners, ultimately boosting innovation and economic development. Global tech accelerators that have expanded to Calgary include Silicon Valley Global (SVG) Ventures, launching its [THRIVE](#) global agrifood accelerator, and Silicon Valley [Plug & Play](#) launched accelerator programs in both Calgary and Edmonton.

## Tech Talent Attraction

- Calgary is experiencing rapid tech talent growth, having seen a 78% increase in tech training program completions between 2019 and 2022.<sup>5</sup> There have been a number of initiatives and programs aimed at building a skilled and diverse workforce in the city's tech sector. Several include, but are not limited to:
  - In 2020, SAIT opened a School of Advanced Digital Technology to boost Calgary's tech-talent pipeline and has extended its footprint with a state-of-the-art cyber lab to open in 2025.
  - AltaML created applied data science internships over 3-years in Calgary to accelerate Artificial Intelligence and Machine Learning (AI/ML) skills development.
  - EDGE UP was a short-term skills development program for mid-career oil and gas professionals displaced from the sector, helping them transition to in-demand jobs in Calgary's digital economy.

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<sup>4</sup> Canadian Venture Capital & Private Equity Association (CVCA), [Canadian Venture Capital Market Overview](#), 2024

<sup>5</sup> Calgary Economic Development, Tech Training Program Survey, 2023

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## 11. Purpose of the Project

The **Enterprise Technology Sector Study** will provide insights that will inform the development of a sustainable long-term sector vision and an internal sector strategy to support investment attraction, regional promotion and talent attraction to ensure long-term economic growth and prosperity for the region.

CED has identified the following subsectors of focus for analysis based on investment size and growth potential:

- SaaS (Software as a Service)
- Hard tech and IoT (Internet of Things)
- Cybersecurity
- Fintech

**The vendor's final product should support and/or address key questions which have prompted this study:**

### Subsectors

- Key drivers – What national and global shifts/drivers are forecast to have the greatest impact on the identified subsectors and Calgary's economic growth both short and long term?
- Growth projections – What is the forecasted growth rate of the subsectors globally, nationally and locally?
- SWOT – What are the key competitive advantages or disadvantages that Calgary faces in attracting and retaining business in the sector and the key subsectors?

### Competitiveness

- What projects, initiatives and best practices can Calgary learn from to strengthen its investment attraction and expansion efforts in the sector and its key subsectors? Select tech hubs if interest will be provided.

### VC Investment Landscape

- Active investors into Calgary companies – Who are the most active local and international VC investors in Calgary and Alberta companies and what segments are they investing in?
- Active investors that align with Calgary sectors – Who are the top VCs investing in Canada that align with Calgary identified subsectors?
- How much venture capital in Calgary is being spent locally?

### Talent

- Maturity level – While the talent pool has grown significantly over the past 5 years, what is the maturity level of tech talent (i.e. growth rate of junior, mid-level and senior talent) in Calgary?
- Talent readiness – What are the skills needed for the subsectors identified?
- Future demand – What are the skills needed to meet future demand of the subsectors identified? Are the existing programs from local PSIs and non-PSIs well-positioned to meet these needs?
- Stickiness of talent – How do our retention rates differ from other markets?



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- Ease of hiring – How quickly are tech roles filled in Calgary vs other markets?
- Transferable skills – Identify some unique talent advantages around transferrable traditional industry skills transferring to tech and at what rate/pace are we seeing that happen? (i.e. an petroleum engineer put in a 12 week bootcamp and deploy them right away at a mid-level in a fintech position)

## 12. Scope of Work

CED is looking for a bold approach and innovative concepts for the **Enterprise Technology Sector Study**. We invite the vendor to develop their own methodology based on the questions raised.

Below serves as a guideline on what we consider valuable intelligence.

**The study must consider the following:**

### **SECTION I: Current State – Subsector Analysis**

Provide an analysis of Calgary’s Enterprise Technology sector, including key subsectors. Preference to include:

- A profile of the Canadian technology landscape highlighting key advantages and challenges in Alberta. We are interested to understand the Calgary’s sector and subsector strengths benchmarked against other jurisdictions.
- Identification and analysis of major current and future trends, locally and internationally, impacting the sector and subsector.
- Sector insights on national and local market sizing (i.e. GDP, revenue, employment, etc.,) and growth rate of industry (i.e. CAGR) of the industry and its key subsectors.

### **SECTION II: Competitiveness – Best Practices from Leading Jurisdictions**

- Identify leading best practices that Calgary can learn from top tech hubs and top tier two tech hubs.
- Conduct a detailed benchmarking analysis of select tech hubs to understand how Calgary stacks up (i.e. tech salaries, taxes, office space, other operating costs, etc.,).
- Based on findings from top tech hubs, identify any business gaps that may exist for Calgary. This will help with identification of company targets for investment.

### **SECTION III: VC Investment Landscape**

- Understanding who are the active venture capital investors investing into Calgary/Alberta companies.
- What are the main segments and areas of interest for investment in Calgary.
- Cross-referencing top tech hubs, identify any areas of opportunities or gaps for investment missing for Calgary.
- Curate Top 50 lists of investors that includes investor name, location, industry/segment/vertical, size of investment, and stage of investment.

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## SECTION IV: Tech Talent Attraction

- Identify the maturity level and talent readiness of tech skills needed for current and future demand for the sector.
- Provide indicators for stickiness of talent and ease of hiring in Calgary.
- Provide a skills talent pool gap analysis and identify transferrable skills for tech subsector skills.

## SECTION V: Thinking Ahead

- Based on findings, provide the top 5-10 actionable areas of focus for Calgary. This could include: high impact activities, short, medium, and long-term goals; potential partnerships with or within industry, organizations, academic institutions; strategic initiatives to bolster sector and subsector growth.

*CED and their collaborators will entertain other suggested deliverables by Vendors.*

In the Proposal response, the Vendor will provide a timeline and detailed schedule of activities and steps (i.e., approach) for the completion of this work.

## 13. Deliverables

- **Interim results drafts:** Draft results will focus on key findings to date focused on Section I-II (Part 1) and Section III-IV (Part 2) as outlined in the Scope of Work.
- **Final Deliverables:**
  - A presentation document highlighting key findings, analysis and recommendations with visuals/graphics.
  - A comprehensive report (including the visuals and graphics) as per the scope of work requirements.
  - Content development for a short sector outlook report, highlighting key trends and opportunities for Calgary based on the research. This document may be published by CED.
  - Verbal presentations to CED (internal) and select partners (external), including a Q&A session.

The final deliverables may or may not be published in their final format. CED may incorporate elements of these deliverables to inform near-term developments and/or materials.

Any presentation of deliverables should be in electronic format and readable using common software and common formats such as Word, PowerPoint, Excel or PDF. Due to the importance of sharing interim insights from the research associated with this RFP, please plan for frequent touchpoints with CED.

## 14. Communication Cadence

Regular touchpoints with Project Lead and Contracting Manager (both from CED) and other project team members or designated SMEs are to be expected.

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- The chosen vendor should plan for **weekly/bi-weekly touchpoints** with the Project Lead and Contracting Manager as a minimum (unless otherwise agreed upon)

## 15. Fees and Payment Terms

CED and their collaborators expect Vendors to price the work according to the scope outlined above and as competitively as possible. Proposals should include a breakdown of the Vendor's fees and disbursements in completing the Services.

The Vendor agrees to invoice CED monthly based on progressed completion of the Services as described in this contract. All pre-approved expenses and disbursements are to be invoiced as they are incurred together with the monthly progress billing.

## 16. Project Lead and Contracting Manager

For the purposes of the provisions of information surrounding this contract or the administration of the contract, the **Project Lead** is:

Calgary Economic Development Ltd.  
Attention: Thomas Armbruster, Manager, Enterprise Technology  
237 – 4th Avenue SW, Suite 2600  
Calgary, AB T2P 3K4  
Canada  
Email: [tarmruster@calgaryeconomicdevelopment.com](mailto:tarmruster@calgaryeconomicdevelopment.com)

For the purposes of the provisions of information surrounding this contract or the administration of the contract, the **Contracting Manager** is:

Calgary Economic Development Ltd.  
Attention: Linda Truong, Manager, Business Intelligence  
237 – 4th Avenue SW, Suite 2600  
Calgary, AB T2P 3K4  
Canada  
Email: [ltruong@calgaryeconomicdevelopment.com](mailto:ltruong@calgaryeconomicdevelopment.com)

## 17. Proposal Evaluation Criteria

### 17.1. Selection Methods

When an alternative is proposed regarding any specific requirement, it will be evaluated to ensure that the desired results will be achieved. Vendors should be aware that certain mandatory requirements have been set out in the terms of reference (scope, methodology, and deliverables) and submission information. Proposals that fail to provide these requirements may not be evaluated.

#### 17.1.1. Vendor Response Guidelines

The following information should be provided in each proposal and may be utilized in evaluating each proposal submitted.

#### 17.1.2. Team Competence & Resources

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Describe the capability (technical expertise) of the resources proposed to meet the requirements described in the terms of reference. The proposal shall include a summary of the firm and/or proposed project team knowledge, skills and past experience, with a description indicating how, and in what ways the proposed resources satisfies the needs and objectives identified in the RFP.

Include related experience of the firm, including the past three similar jobs that have completed with the company name, contact person and phone number that CED may contact for a reference.

### 17.1.3. Methodology

Clearly articulate the process and qualitative and quantitative methodology to be used, proposed work plan schedule, and timeline for deliverables in order to achieve the objectives and deliverables of the RFP. The methodology should also include consultations and timely reporting to CED.

### 17.1.4. Fees And Expenses

Expense information should be supplied including a breakdown of costs by major work plan tasks:

- Per diem rates
- Travel, if required
- Administration overhead
- Phone, fax, courier, printing, etc.
- Sundry and contingency overhead rates
- Software costs, data information or research
- Prices must be stated in actual dollars and cents expressed in Canadian funds.
- CED will pay the goods and services tax (GST); however, do not include GST in your proposed pricing.

CED will evaluate submissions based on the following criteria:

Criteria	Possible Points
<b>Quality of Submission</b> <ul style="list-style-type: none"> <li>• Clear and concise</li> <li>• Quality of writing</li> </ul>	<b>10</b>
<b>Team Competency, Capabilities and Background</b> <ul style="list-style-type: none"> <li>• Relevancy of past projects (please provide examples where possible)</li> <li>• Experience and knowledge of the Creative Economy and Creative Industries sector</li> <li>• Demonstrated business and/or industry experience</li> <li>• Understanding of economic development</li> </ul>	<b>30</b>

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<b>Approach and Proposal</b> <ul style="list-style-type: none"><li>• Accurately addresses purpose and objectives</li><li>• Clearly outlines approach to each deliverable; the methodology should also include consultations and timely reporting to the Contracting Manager and Project Lead</li><li>• Sound rationale for order of deliverables</li><li>• Initial delivery within timelines outlined by CED</li><li>• Clear timelines for project milestones and methodology for completing Scope of Work</li></ul>	<b>40</b>
<b>Fees</b> <ul style="list-style-type: none"><li>• Fees have been clearly outlined and are competitive</li><li>• Breakdown of fees and disbursements</li></ul>	<b>20</b>
<b>Total</b>	<b>100</b>

## 18. Submission Information

Proposals must be received **by email** before 17:00 MST, **Friday, May 9, 2025** to:

237 - 4th Avenue SW, Suite 2600  
Calgary, Alberta T2P 4K3  
Canada

Attention: Linda Truong, Manager, Business Intelligence  
Email: [ltruong@calgaryeconomicdevelopment.com](mailto:ltruong@calgaryeconomicdevelopment.com)  
Subject: RFP 2504-001 – Enterprise Technology Sector Study

- Proposals received after the exact time and date noted above will not be considered by CED.
- After the closing, CED may post the identity and addresses of the vendors.
- Proposals must be transmitted by e-mail as noted above. Transmitted proposals will be accepted under the following conditions:
  - The proposal is received before the submission deadline at the e-mail address provided above.

## 19. CED Reservation of Rights and Vendor's License Grant

CED reserves the right:

- To not consider, or to reject, any or all proposals in whole or in part for any reason whatsoever in its sole and absolute discretion;
- To accept any proposal in whole or in part, even if it does not comply with the terms of this RFP;
- To short list vendors, and require a presentation by the vendors short-listed and/or the provision of additional information by such short-listed vendors;
- To, at any time, add, delete or modify this RFP and to have the vendors advise CED of the effect of such changes on their proposal and/or have the vendors resubmit their proposals in light of same;
- To negotiate at any time with any one or more of the vendors to the exclusion of the other vendors; and

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- To not proceed, for any reason, with this RFP or the project contemplated in this RFP.

By submitting its Proposal for consideration, the Vendor will thereby be agreeing to all of the following:

- Without the further consent of the Vendor or providing any notice, CED may disclose any and all of the content of Vendor's Proposal to any or all of the other vendors or any third party, including any or all of the creative content contained in Vendor's Proposal;
- The Vendor grants and agrees to grant to CED a non-exclusive, perpetual, fully-paid up, irrevocable license to implement, use, reproduce, modify, display, distribute, transmit, prepare derivative works of and to otherwise fully exploit, without limitation, any and all of the content of Vendor's Proposal including without limitation, all of the creative content, ideas, concepts and approached as well as all copyright therein;
- Such license shall extend to any other vendor or any other third party that CED may engage to use and implement such content;
- CED shall have no obligation to provide any credit or otherwise attribute to the Vendor or anyone else any such content as may be implemented and/or used by CED;
- The Vendor represents and warrants to CED that such content is the original work of the Vendor and its use by CED as contemplated in this Section 21 will not infringe on any rights of any third party; and
- All of the rights and licenses granted herein and the exercise of all such rights and licenses by CED and the other vendors and such other third parties, as described herein, are granted and may be exercised: (i) without any obligation to account to the Vendor or to otherwise pay any consideration to the Vendor; and (ii) without having to have accepted or shortlisted Vendor's Proposal.

## 20. No Further Contract or Liability Arising from RFP Process

By submitting a Proposal, the Vendor agrees and acknowledges that:

- Nothing in this RFP nor the submission of the Proposal nor the review and consideration of the Proposal by CED nor will any communication between the parties in relation to the RFP or the Proposal operate to obligate any party to enter into any further business relationship with the other party and, in particular, if CED decides to engage the Vendor in connection with the subject matter of the RFP then such engagement may only occur pursuant to a written agreement that has been signed by both parties and, absent such written agreement, CED will have no further liability or obligation to the Vendor in connection with the subject matter of the RFP;
- The Vendor is participating in this RFP process at its sole risk and expense, and CED will not be liable to the Vendor for any costs, expenses or liabilities incurred by the Vendor in any way arising in connection with the Vendor's participation;
- CED has made no representations other than those expressly stated in this RFP;
- CED has the right to cancel this request for proposals at any time and to reissue it for any reason whatsoever or decide not to reissue it for any reason, without incurring any liability and no vendor will have any claim against CED as a consequence; and

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- The Proposal and any accompanying documentation submitted by the Vendor will become the property of CED and will not be returned.

## 21. Appendix

The following list of sources are supplementary materials that are important for the development of the Enterprise Technology industry. Please access these sources below:

1. IDC Canada and CED Analysis, [Digital Transformation \(DX\) Spend](#) Forecast, pending May/June 2025
2. ICTC, [Alberta's Digital Economy: Outlook 2023](#), 2024
3. Alberta Enterprise Corporation, [Alberta Technology Deal Flow Study](#), 2023
4. CBRE, [Scoring Tech Talent](#), 2024
5. Startup Genome, [Global Startup Ecosystem Report](#), July 2024
6. Canadian Venture Capital & Private Equity Association (CVCA), [Canadian Venture Capital Market Overview](#), 2024