

## 2024 CALGARY REGION AGRIBUSINESS STUDY

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Reference Number: 2312-001

**Issued:** February 6, 2024

**Responses Due:** March 4, 2024

**Calgary Economic Development Ltd.**

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## 1. Introduction

Calgary Economic Development Ltd. (CED) invites qualified firms to submit a proposal for the **2024 Calgary Region Agribusiness Study** RFP. A proposal, in electronic form must be submitted via email as outlined in Section 18. The proposal should be sent to the attention of the Contracting Manager by email as noted in Section 18. Late proposals will not be accepted.

## 2. Timeline

RFP Posted/Released	February 6 <sup>th</sup> , 2024
Deadline for Questions	February 23 <sup>rd</sup> , 2024 – 17:00 MST
Proposal Submission Deadline	March 4 <sup>th</sup> , 2024 – 09:00 MST
Meetings with Short-listed Vendors	Completed by March 12 <sup>th</sup> , 2024
Bid Notification	March 13 <sup>th</sup> , 2024
Anticipated Project Kick-Off	March 18 <sup>th</sup> , 2024
Target Final Draft Report	August 9 <sup>th</sup> , 2024

Vendors are welcome to submit accelerated or more efficient timelines to complete the proposed work.

## 3. Definitions

“CED” means Calgary Economic Development Ltd.

“City of Calgary” refers to the municipal government of the City of Calgary.

“Request for Proposal” or “RFP” means this document including attached appendices.

“Project Lead” means the person identified in Section 14 of this RFP.

“Contracting Manager” means the person identified in Section 14 of this RFP.

“Vendor” means an organization responding to this RFP.

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

“Services” means the duties, tasks, and responsibilities of the Vendor as described in this RFP.

“Calgary Region” refers to the [Calgary Metropolitan Region](#).

“Southern Alberta” refers to the geographic area within Alberta, south of and including Red Deer. This includes Calgary, Lethbridge, Medicine Hat, etc.

“Subsector” refers to a sector within a larger sector.

“Enabler” or “Enabling Factors” refers to a technology, capability, or circumstance that promotes activity within a sector and/or subsector.

“Value Chain” refers to the integrated range of business activities necessary to enhance a product into higher value forms for one or multiple use cases.

“Global Innovation Hubs” refer to jurisdictions that are aspirational targets for Southern Alberta and currently may not compete directly with Southern Alberta for investment, but present an excellent learning opportunity especially in relation to innovation, enablers and how they de-risk technology and other innovative applications.

## 4. 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 the Vendor will be expected to execute CED's standard contractor agreement. Vendors who are unwilling to abide by these standard terms and conditions and adhere to timelines should not submit a Proposal.

## 5. Vendor Questions

All questions regarding this RFP must be directed via **email** to the Project Lead **and** Contracting Manager listed in Section 14. Enquiries and responses may be recorded and may be distributed to all Vendors or posted on CED's website.

The Vendor must immediately notify the Project Lead and 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 Project Lead and Contracting Manager in accordance with the Timeline indicated in Section 2 above. Questions received after this time will be answered if, in the opinion of CED, the circumstances warrant and time permits.

Frequently asked questions will be added to the CED website as they are received. Please access the website content [here](#).

## 6. Conflict of Interest

Vendors must fully disclose, in writing, to the Contracting Manager on or before the Proposal Submission Date of this RFP, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest then known to Vendor between the Vendor and CED and/or the Selection Committee. 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.

## 7. Vendor Expenses

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

## 8. Confidentiality

All information provided by or obtained from CED in any form in connection with this RFP either before or after the issuance of this RFP, including any confidential information is the sole property of CED and must be treated as confidential; is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract; must not be disclosed without prior written authorization from CED; and must be returned by the Vendor to CED, or destroyed if held in electronic format, immediately upon the request of CED.

## 9. Background

CED works collaboratively with business, government, and community partners to position Calgary as the ideal location for business attraction, investment, and innovation. With direct access to a strong agricultural base, Calgary and Southern Alberta is a well-connected region that works collaboratively across geographic areas, industries, and research and training institutions. These assets contribute to the growth of a key priority sector for the province. In 2022, it was estimated that Alberta's agri-food sector contributed \$10.3 billion to GDP and employs over 69,000 people in the province (Government of Alberta)<sup>1</sup>. Given the vital role agribusiness plays in contributing to Alberta's prosperity and global food security, CED seeks to ensure that the Calgary Region and Southern Alberta remain well positioned to support and strengthen industry and grow the region's potential as an attractive location for business investment and expansion.

CED strives to promote sector development through targeted business attraction, active promotion of the region to global markets, and by supporting local expansion efforts. Sector studies and outlooks allow CED to critically evaluate sector competitiveness in the context of global economic shifts and market activities that may greatly impact the region. It is imperative that CED continues to build

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<sup>1</sup> [Government of Alberta, Agri-food Investment and Growth Strategy](#)

intelligence that will identify how we enable sector growth. This requires a collection of data, trends, market analyses, and foresight to best understand where the region demonstrates strengths and vulnerabilities.

Our current understanding of the agribusiness sector in the Calgary Region and Southern Alberta is based off findings from a study procured in 2020.<sup>2</sup> Four key subsectors and four accompanying horizontals (i.e., enablers) were identified in the study and their trends analyzed:

- **Core subsector** breakdown
  - Food, Beverage & Meat Processing (4.3% CAGR)
  - Crop Science (6% CAGR)
  - Animal Genetics (4.9% CAGR)
  - Agricultural Food (1.6% CAGR)
- **Enablers** (i.e., activities and capabilities that enable innovation and growth)
  - Agricultural Technology (AgTech)
  - Artificial Intelligence (AI)
  - Business, Finance, Support & Professional Services
  - Storage & Distribution
  - Building from the study, CED is also interested in exploring alternative categorizations of enablers to uncover additional strategic priorities.
    - Innovation (Hardware & Software)
    - Research & Development
    - Infrastructure (buildings, capital projects)
    - Services (capacity-building businesses)
    - Regulation & Incentives
    - Workforce & Skills
    - Networks & Alliances (programs, partnerships, etc.)

CED also recognizes the importance of leveraging regional strengths to spearhead development in several **emerging subsectors** including:

- Engineered Foods; e.g., synthetic biology, GMO, alternative foods, etc.
- Urban Food Systems; e.g., lab grown foods, vertical/indoor farming, etc.
- Biomaterials & The Circular Economy; e.g., grown materials and products, bio-composites, recycled components, biofuels, etc.
- Autonomous & Smart Farming; e.g., robotics, data & AI integrations, digital twins, etc.

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<sup>2</sup> Please see source #1 in the Appendix.

## 10. Project Intent

This study will serve as a compass for CED and set the course for near term critical work to be leveraged by the organization and regional stakeholders in efforts to position the region as a leading choice for investment and growth. This work includes the development of sector and subsector strategies, action plans and campaigns.

### **IMPORTANT CONSIDERATIONS:**

This study will complement active work currently underway. CED is undertaking a Talent, Supply, Demand & Gap study which includes analysis of the Agribusiness sector. Relevant findings from this study will be shared with the contracted party to support analysis. Therefore, the agribusiness study RFP does not require a comprehensive look into workforce/talent needs. In the event where a contradiction of workforce findings between both studies is demonstrated, a need for further exploration may be required.

Given Calgary's corporate-centric activity in the agribusiness ecosystem, which does not encompass key components of the value/supply chain across the region such as production, findings must include the entire Calgary Region as defined in Section 3 of this document. Where possible, findings and data should be refined to the municipal level (Calgary, Airdrie, Cochrane, Okotoks etc.), but also include provincial and regional (Southern Alberta) data.

Our existing understanding of agribusiness in the Calgary Region is based off findings from our 2020 market study of the sector.<sup>3</sup> Several references to this foundational piece are made in subsequent sections. This material and others are available in Section 22 Appendix.

## 11. Detailed Deliverables

The vendor will work with CED to finalize the required scope of work based on the project intent as outlined in Section 10. The following deliverables are strongly desired:



### **Ecosystem Scan**

*Create a custom and up-to-date inventory of Agribusiness ecosystem assets and other supporting stakeholder organizations localized in Southern Alberta (more granularity for the Calgary Region).*

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- Conduct a high-level scan of the Agribusiness ecosystem in Southern Alberta (highlight findings for the Calgary Region).

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<sup>3</sup> Please see source #1 in the Appendix.

- Group companies by subsector, size, and investment<sup>4</sup>
- Link companies to their position and role in the Agribusiness value chain<sup>5</sup>
  - Determine their key capabilities and where they connect to other value chain actors.
- Where applicable, link key enabler categories to companies, organizations and industry or government activities.



## Measuring Competitiveness

*Consider the region's strongest markets and baseline our most promising subsectors against key competitors within those markets. Explore relevance to other global innovation hubs that the region can learn from.*

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### Market Metrics

- Provide market sizing, forecasting, and trends for the **whole sector** (globally), narrowed to Southern Alberta (including municipal breakdowns, where possible) and Canada.
- For **each subsector** (core and emerging), provide:
  - Market sizes in terms of CAN\$, trends, forecasts (using timeframes recommended by selected vendor, in consultation with CED)
    - Focus on measuring growth using investment spend forecasts (primarily)<sup>6</sup> for Southern Alberta (including municipal breakdowns, where possible) and Canada.
  - SWOT analyses<sup>7</sup>
    - Substantiated by data, recommend which subsectors are **most promising** for Southern Alberta (emphasis on the Calgary Region).
      - Based on current maturity, identify key shortfalls in our enablers which could stunt growth in the region if not addressed.
    - Pulling from global trends and dollar focused measures, provide detail on subsector relevance in Southern Alberta across the mid- and long-term.
    - For emerging subsectors, explore where Southern Alberta can lead (with justification) based on feasibility, viability, and desirability.<sup>8</sup>
      - Identify barriers, where applicable, and how they can be overcome.
      - How do these emerging areas integrate with and catalyze growth in Southern Alberta's core subsectors?

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<sup>4</sup> This is a nice-to-have. Should reflect a combination of OpEx (please breakout employment) and CapEx.

<sup>5</sup> Building from the ecosystem analysis conducted in the Agribusiness Market Study (2020) procured by CED (see source #1 in the Appendix – pg.8 of study).

<sup>6</sup> The vendor may propose other dollar-based growth measures in addition.

<sup>7</sup> It is expected that SWOT is done for all core subsectors and at least two emerging subsectors.

<sup>8</sup> Feasibility = can be done; Viability = should be done; Desirability = want to get done.



## Market Position

Baseline our most promising subsectors against key competitors within Southern Alberta's strongest markets for investment attraction and demand for our goods and services (e.g., USA, Indo-Pacific, and Europe).

- Suggest, develop, and carry out a framework to benchmark Southern Alberta to **four functionally similar** jurisdictions,<sup>9</sup> that is, jurisdictions similar to our region (considering the below criteria) with which Southern Alberta competes or is likely to compete directly for investment.
  - Criteria could include, but need not be limited to:
    - Regulatory environment
    - Incentives<sup>10</sup>
    - Market size and forecasted growth in dollars (including investment activity)
    - Risks to operations
    - R&D
    - Subsector maturity/capacity<sup>11</sup>
    - Subsector breakdown
    - Number of major and high-growth potential companies
    - Concentration of trade flow overlap<sup>12</sup>
    - Workforce
  - Before benchmarking, share a list of potential jurisdictions for alignment and feedback. Be sure to provide rationale for why each location should be compared to Southern Alberta (emphasis on the Calgary Region).
    - These jurisdictions should compete with the Calgary Region in our largest/most important markets for investment attraction and demand for our agricultural goods and services.
    - Estimate the market share of Southern Alberta and our competitors in these regions/subsectors to help establish a list of jurisdictions.
  - Pulling from the analysis based off the above criteria, provide insights to answer the following questions:
    - What are our competitors doing in these regions/subsectors to outcompete Southern Alberta?<sup>13</sup>
    - What key advantages or future advantages may other jurisdictions have that could potentially stunt Southern Alberta's growth prospects?
- Explore the relevance of *global innovation hubs* to Southern Alberta (especially the Calgary Region).
  - Share a preliminary list with CED and describe what types of innovation are happening in the jurisdiction and incorporate the degree of relevance of how their enablers relate to the Southern Alberta ecosystem (especially the Calgary Region).
  - In consultation with CED, select **two** jurisdictions to explore in depth.
    - Emphasize key learnings for Southern Alberta (especially the Calgary Region) with consideration for specific innovation examples.

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<sup>9</sup> Locations of interest include, but are not limited to Austin TX and Denver CO.

<sup>10</sup> Support programs and/or funding originating from federal, provincial and/or regional sources.

<sup>11</sup> Describes the extent to which the inputs and relationships required for Agribusiness companies and organizations to quickly become successful are readily available.

<sup>12</sup> For example, Southern Alberta and XYZ other jurisdiction both export heavily to ABC region.

<sup>13</sup> Factors to consider could include cost, access, trade agreements, etc.

## Setting Up for Success



*Provide clear recommendations on where CED can be most impactful in supporting the existing ecosystem and future growth in the immediate, mid and long term. Prioritize opportunities that maximize sector investment potential and promotion of innovation in Southern Alberta (especially the Calgary Region).*

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Based on analysis, make recommendations on priorities for the Agribusiness sector in Southern Alberta (especially the Calgary Region)

- If applicable, make suggestions for revisions to subsector and enablers currently being used to segment the Agribusiness sector.
- Identify how Southern Alberta (especially the Calgary Region) can better compete with benchmarked jurisdictions for investment opportunity and/or implement innovations identified during the overall analysis of the sector to catalyze growth.
- Where does the Calgary Region demonstrate strong foundational elements to support emerging subsectors and other future trends. What activities should be closely monitored to keep pace with our competitors?
- Highlight where the region has disadvantages and where some subsectors may be vulnerable to future phase out.
- Highlight opportunities relative to milestones in market size and dollar spend growth where possible.
- Make recommendations as to which enablers need to be mobilized to unlock the full potential of these subsectors. If changes to regulations or incentives are needed, highlight what they are and why.
- How can the Calgary Region achieve leadership in these spaces?
- Establish priorities and next steps required in the short, medium and long-term to realize investment potential in key subsectors?
- Make recommendations for how innovation can be de-risked in the Agribusiness sector in Southern Alberta (especially the Calgary Region).

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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 and other advisors (refer to Section 12 for more info on communication). Three primary material outputs are desired:

- i. Internal (technical) report with detailed deliverables and, supporting documentation and data sets.
- ii. Public facing report to highlight key findings from the internal report in an easily digestible format.
- iii. 1–2-page summary document

## 12. Communication Cadence

Regular touchpoints with Project Lead and Contracting Manager (both from CED) and other designated SMEs on an Advisory Committee are to be expected.

- The chosen vendor should plan for **bi-weekly touchpoints** with the Project Lead and Contracting Manager as a minimum (unless otherwise agreed upon)
- The chosen vendor may have to consult with an Advisory Committee monthly between project kick-off and targeted report delivery. Touchpoints should be scheduled around key milestones. The SMEs on the Advisory Committee consent to receiving direct correspondence from the vendor team where additional information/clarification is needed.
  - The Advisory Committee will be comprised of several SMEs from industry and academia.
  - Although communication with the Advisory Committee is mandatory, we encourage the chosen vendor to collaborate with other SMEs, and where relevant, engage those SMEs in formal touchpoints with the Advisory Committee.

## 13. Fees and Payment Terms

CED expects vendors to price the work according to the deliverables outlined in Section 11 as competitively as possible up to a maximum of \$110,000 CAD.

Proposals must provide full pricing disclosure and include a breakdown of the Vendor's fees and disbursements to complete all deliverables outlined in Section 11 and achieve the project intent listed in Section 10. Please include the following with the breakdown of costs:

- Cost per deliverable, including consulting fees, implementation fees and technology/platform recommendation fee estimates (monthly, annual, variable or contract term, if applicable).
- Prices must be stated in actual dollars and cents expressed in Canadian currency and inclusive of all taxes except for GST, which should be itemized separately.

Please provide options for the project team to reduce project costs and be prepared to consider which aspects of the proposal might be optional.

## **14. 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: Brady Stadnicki– Business Development Manager, Agriculture  
237 – 4th Avenue SW, Suite 2600  
Calgary, AB T2P 3K4  
Canada  
Email: [bstadnicki@calgaryeconomicdevelopment.com](mailto:bstadnicki@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: Jacoby Holder – Specialist, Competitive Intelligence  
237 – 4th Avenue SW, Suite 2600  
Calgary, AB T2P 3K4  
Canada  
Email: [jholder@calgaryeconomicdevelopment.com](mailto:jholder@calgaryeconomicdevelopment.com)

## 15. Evaluation Metrics and Criteria

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 with Agribusiness sector and connections to key Agribusiness stakeholders as demonstrated by past projects</li> <li>• Demonstrated experience analyzing sector opportunities and making recommendations for prioritizations or areas of focus to catalyze growth in a sector.</li> <li>• Experience consulting on Economic Development initiatives</li> </ul>	<b>30</b>
<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</li> <li>• Sound rationale for order of deliverables</li> <li>• Initial delivery within timelines outlined by CED</li> <li>• Clear timelines for project milestones including all identified deliverables in Section 11.</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 (per person) and disbursements</li> </ul>	<b>20</b>
<b>Total</b>	<b>100</b>

*Note: Meetings with short-listed vendors allow opportunity for CED to revise scoring versus the 'paper' version of the proposal.*

A complete proposal should also include:

- A narrative of the proposed approach, reflecting the vendor's understanding of the scope, objectives, priorities, and requirements presented in this RFP.
- A work plan including major tasks, resource allocations, milestone sequencing, deliverables, dependencies, and start and end dates.
- Strategies that the vendor will apply to manage project resources and performance.
- Rationale behind the vendor's proposed methodology to providing the deliverables.
- An identification of risks applicable to the services, and proposed strategies to mitigate such risks.
- Any value-added services that the vendor offers to CED.

## 16. Preferences

The final report must provide insights sufficiently beyond the current body of research which includes, but is not limited to, the sources in Section 22. CED prefers research that is conducted with an appreciation of its **use cases**, of which being a tool for business expansion, retention, and attraction is the most important for this project.

## 17. Equity, Diversity and Inclusion (EDI)

Calgary Economic Development celebrates diversity and is committed to advancing Equity, Diversity and Inclusion (EDI). Through EDI, we create a path to success for all our employees, where they have equal opportunity for advancement, have the voice to contribute to our collective growth and development and work in an inclusive environment.

In alignment with our EDI guidelines, CED is also committed to maintaining a diverse supplier base and building relationships with vendors that reflect the market, clients and communities we serve.

As a possible vendor and partner of CED, we invite you to optionally include information and data about your organization's commitments to EDI as part of your submission.

## 18. Submission Information

Proposals must be received by **email** before **March 4<sup>th</sup>, 2024 at 9:00 AM MST** (per Section 2) to:

**Attention:** Jacoby Holder  
**Email:** [jholder@calgaryeconomicdevelopment.com](mailto:jholder@calgaryeconomicdevelopment.com)  
**Subject:** RFP 2312-001 – 2024 Calgary Region Agribusiness Study

Receipt of proposals will be confirmed via an email reply from the Contracting Manager to each respective vendor.

- After the Proposal Submission Date, CED may post the identity and addresses of the Vendors.
- CED may elect to not consider any proposal that:
  - Is received after the exact time and date noted above.
  - Does not indicate the request for proposal's title, closing date and Vendor's name on the proposal in response to the RFP.
  - Is delivered to an address other than that provided above.
  - Transmitted proposals will be accepted if the proposal is received before the submission deadline to the email address provided above.

## 19. CED Reservation of Rights

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 or is not the highest rated proposal in accordance with the evaluation criteria;
- 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
- To not proceed, for any reason, with this RFP or the project contemplated in this RFP.

## 20. Intellectual Property

Unless otherwise agreed and confirmed in writing:

- a) All material, including but not limited to programs, reports, notes, maps, drawings, photographs, data, forms and other records prepared, created, written or recorded by ("**IP**"): (a) the Vendor, or (b) CED or (c) the Vendor and CED jointly, in connection with the Services under any agreement incorporating the terms and conditions of this RFP, a proposal, or as a deliverable under any agreement arising therefrom (an "**Agreement**"), will be the property of CED; accordingly, the Vendor hereby assigns to CED all rights, title and interest it may have from time to time in such material and all intellectual property rights therein will vest in CED.
- b) During the term of the relevant Agreement, the Vendor shall have a non-exclusive, non-transferable license to use such IP of CED or IP which is jointly created for the sole purpose of providing and completing the Services. Upon the termination or completion of a specific project or Agreement, the Vendor will promptly return such material to CED whether completed or not. Notwithstanding the preceding sentence, the Vendor may retain for archival purposes a single copy of each item of such material; and
- c) Every invention, discovery or improvement developed by the Vendor in the course of, or in connection with, performing the Services under an Agreement where the invention, discovery or improvement has been initiated or directed

or specifically requested by CED, will be the property of CED and, accordingly, the Vendor hereby assigns any intellectual property right to any such invention, discovery or improvement developed to CED. The Vendor will cooperate fully in the establishment and maintenance of all intellectual property rights accruing hereunder to CED. This provision will survive the termination of any Agreement and to the extent necessary or desirable, the Vendor will take such actions as are reasonably requested by CED after termination of an Agreement with respect to intellectual property rights created during the term of the Agreement.

The parties acknowledge and confirm that any intellectual property that was developed prior to the relevant Agreement, or that was developed by the Vendor independently from such Agreement with CED, or that was developed at the sole initiative of the Vendor without any prior initiation or direction or request from CED, will be outside the scope of this project.

## **21. 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 any communication between the parties in relation to the RFP or the Proposal will 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 any Proposal or 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 RFP at any time, CED may reissue this or a similar request for Proposal at any time, 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
- The Proposal and any accompanying documentation submitted by the Vendor will become the property of CED and will not be returned.



## 22. Appendix

The following list of sources includes confidential information. Vendors are not permitted to distribute these materials in part or in whole. Please access these sources using the hyperlinks provided.

1. [Agribusiness Market Study \(June 2020\)](#)
2. [Calgary Economic Development – Agriculture Value Proposition Slide Deck](#)
3. [Agriculture and Aerospace and Defence Financial and Economic Analysis for Investment \(Nov 2022\)](#)
4. [Canada’s Value-Added Journey to Opportunity, Progress & Prosperity in Ingredient Manufacturing & Food Processing \(Sep 2023\)](#)
5. [The Next Green Revolution: How Canada can produce more food and fewer emissions \(Nov 2022\)](#)
6. [Cultivating Resilience: Supporting Canada’s Agriculture Industry to Achieve Sustainable Growth \(Oct 2023\)](#)
7. [BioAlberta’s Position Paper on Bioenergy Development in Alberta \(Aug 2023\)](#)
8. [A New Ag Deal: A 9-Point Plan For Climate-Smart Agriculture \(Oct 2023\)](#)
9. [Special Projects – The Simpson Centre \(webpage\)](#)