

# REQUEST FOR PROPOSAL



# CREATIVE ECONOMY SECTOR STUDY

Reference Number: 2606-001

**Issued: Monday, June 22, 2026**

**Responses Due: Friday, July 17, 2026 (14:00 MST)**

**Calgary Economic Development**  
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## 1. Introduction

Calgary Economic Development (CED) invites qualified firms to submit a proposal for the **Creative Economy Sector Study** Request for Proposal (RFP). A proposal, in electronic form to be submitted no later than **14:00 MST, Monday, July 17, 2026**. The electronic copy should be sent to the attention of the Project Lead by email as noted in Section 15. Late proposals will not be accepted.

## 2. Timelines

RFP Release	Jun. 22, 2026
Deadline for Questions	Jul. 6, 2026
Proposal Submission Date	Jul. 17, 2026
Meetings with Short-listed Vendors	Jul. 27-28, 2026
RFP Award Notification	Jul. 29, 2026
Anticipated Project Kick Off	Aug. 3, 2026
Interim Report 1	Aug. 31, 2026
Interim Report 2	Oct. 2, 2026
First Draft Report	Oct. 19, 2026
First Draft Report Feedback Meeting	Oct. 26, 2026
Draft Final Report and Presentation	Oct. 30, 2026
Final Report and Presentation Submission	Nov. 2 – 6, 2026
Presentations to CED & Select Partners	Nov. 9 – 13, 2026

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

## 3. Definitions

“AR” means Augmented Reality.

“CED” means Calgary Economic Development

“CGI” means Computer Generated Imagery.

“CRTC” means Canadian Radio-television and Telecommunications Commission.

“FDI” means Foreign Direct Investment.

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"IDM" means Interactive Digital Media.

"IP" means Intellectual Property.

"ITB" means Industrial and Technological Benefits.

"MR" means Mixed Reality.

"Project Lead" means the person identified in Section 15 of this RFP.

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

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

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

"SR&ED" means Scientific Research and Experimental Development.

"Vendor" means an organization responding to this RFP.

"VFX" means Visual Effects.

"VR" means Virtual Reality.

"XR" means Extended Reality.

## 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 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.

## 5. Vendors Questions

All questions regarding this RFP must be directed in writing by email to the Project Lead. Enquiries and responses may be recorded and may be distributed to all Vendors. No verbal inquiries will be accepted. Any response provided verbally or by telephone shall not be considered official or binding. Only written responses issued by the Project Lead shall be deemed authoritative and may form part of this RFP by way of addendum, if applicable.

The Vendor must immediately notify the Project Lead 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 by email to the Project Lead in accordance with the Timeline indicated in Section 2 above. Questions received after this time will be answered if, in the opinion of CED, time permits.

## 6. Conflict of Interest

Vendors must fully disclose, in writing, to the Project Lead 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

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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.

## 7. Vendor Expenses

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

## 8. Pricing

The budget for this project is \$100,000.00 and all proposals should be issued in Canadian dollars

## 9. Background

### a. About Calgary Economic Development:

Calgary Economic Development (CED) works with business, government and community partners to grow and diversify Calgary's economy by attracting new business investment, support local companies, and enhance Calgary's global competitiveness.

### b. Our Work

Our work is rooted in positioning Calgary for long-term economic success and shared prosperity for all by delivering services and initiatives focused on growth and development across our key sectors. Examples include targeted business attraction and expansion; marketing and promotion of the region globally; and local expansion efforts.

CED's last study was conducted in 2024: [Creative Economy Strategy for Calgary](#)

### c. Why a Sector Study?

We anticipate this research will provide insights that will inform the development of a long-term sector vision and an internal sector strategy to support investment attraction, regional promotion and workforce development to ensure long-term economic growth and prosperity for the region.

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

- What national and global shifts/drivers impact the Creative Economy sector in Calgary?
- What are the key competitive advantages or disadvantages that Calgary faces in attracting and retaining business in the sector?
- Is Calgary's current value proposition competitive, and if not, how can it be enhanced?
- What drivers, projects and initiatives can Calgary learn from to strengthen investment attraction and expansion in the sector?

### d. Sector Landscape: Highlights

Positioned near the Canadian Rocky Mountains and offering diverse urban and natural environments, Calgary has become a premier destination for global film and television productions, serving as the backdrop for massive international hits like *The Last of Us* and *Ghostbusters: Afterlife*. Beyond live-action production, Calgary serves as the creative capital of the Prairies, with an entrepreneurial ecosystem that integrates traditional arts with cutting-edge digital media.

With expanding state-of-the-art infrastructure, Calgary has over 750 thousand sq. ft. of studio and production space, the region has developed a reputation as a highly capable, full-service production hub. Calgary is also leading the charge in interactive digital media, distinguishing itself as the provincial leader

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in Extended Reality (XR). By blending technological innovation with specialized talent, Calgary's creators are developing original video games, animation, and immersive media that cross-pollinate with the city's strong industrial sectors, such as energy, manufacturing, and healthcare.

Alberta is seeing market growth in the creative sector, led prominently by Calgary. For example, the city's creative workforce is expanding at a compound annual growth rate of 5.3%, the fastest among major Canadian cities, reaching 32,000 people employed across arts, culture, recreation, and sport in 2024.<sup>1</sup> The core creative sector directly accounts for \$1.33 billion of the Calgary region's gross domestic product (GDP) and generates \$2.63 billion in direct revenue, driven by a highly entrepreneurial base of 19,440 creative establishments that make up nearly 10% of all businesses in the city.<sup>2</sup>

## 10. Purpose of the Project

The vendor's final product will provide an analysis that addresses the key questions as referenced in Section 9c. and will drive the future development of near-term critical work conducted by CED and the region including a sector strategy and vision for economic growth.

The following subsectors are recommended for this analysis based on growth trends:

- **Visual Effects (VFX)** – The visual effects (VFX) and animation subsector in Alberta is currently a small but established industry, comprising of 24 active companies, with approximately 60% of the industry based in Calgary.<sup>3</sup> In Alberta, 93% of animation and VFX companies report that Film and TV are their main client industry.<sup>4</sup> As of 2021, the provincial sector supported 110 full-time equivalent jobs and generated \$10 million in GDP, accounting for less than 0.1% of Canada's total VFX and animation revenues.<sup>5</sup> Despite its modest current market share, the subsector possesses opportunity for growth, particularly as saturated primary hubs face talent and space constraints, pushing producers to look toward secondary markets like Calgary for capacity. Post-production artists use the same software to build a digital asset for a movie as they do to build a digital twin of an oil sands facility, a pipeline, or a downtown skyscraper. Calgary is the corporate energy capital of Canada, creating a massive, built-in demand for high-end 3D visualization that traditional film hubs don't have. These corporate and commercial projects often do not require the overly complex infrastructure of blockbuster entertainment, making them an accessible growth pocket.
- **Immersive media** – Encompassing virtual reality (VR), augmented reality (AR), mixed reality (MR), and digital twins, immersive media is a rapidly expanding pillar of Calgary's interactive digital media (IDM) industry, with extended reality (XR) accounting for over 20% of the province's 177 active IDM studios.<sup>6</sup> Calgary has firmly established itself as the provincial leader in this subsector; XR firms make up 23% of all IDM companies in the city and account for an impressive 44% of local IDM employment (supporting an estimated 935 jobs).<sup>7</sup> Currently, Calgary's immersive media landscape is predominantly focused on serious XR, meaning companies primarily apply these

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<sup>1</sup> Root Economy, [Update on the Economic Impact of Calgary's Creative Industries](#), October 2025

<sup>2</sup> Root Economy, [Update on the Economic Impact of Calgary's Creative Industries](#), October 2025

<sup>3</sup> ICTC, [Virtual Frontiers: A Study on Alberta's Interactive Digital Media Industry](#), 2024

<sup>4</sup> Nordicity, [Creative Economy Strategy](#), April 2024

<sup>5</sup> Nordicity, [Key Frames: A Growth Strategy for Animation and VFX in Alberta](#), 2023

<sup>6</sup> ICTC, [Virtual Frontiers: A Study on Alberta's Interactive Digital Media Industry](#), 2024

<sup>7</sup> ICTC, [Virtual Frontiers: A Study on Alberta's Interactive Digital Media Industry](#), 2024

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technologies to industrial use cases like healthcare, energy, architecture, and manufacturing rather than pure entertainment. The 2024 report states that there are opportunities to grow the subsector by developing location-based entertainment and immersive exhibition spaces to boost cultural placemaking and tourism, and by leveraging the highly transferable talent pool from Alberta's video game sector to rapidly scale up XR production capabilities.

- **Gaming** – The video game subsector is the dominant force in Alberta's interactive digital media (IDM) landscape, accounting for over 55% of the province's 177 active IDM studios and employing nearly 2,000 workers province-wide.<sup>8</sup> While Edmonton serves as the historical provincial hub for medium and large AAA studios, Calgary's gaming scene is defined by a highly entrepreneurial, grassroots community of roughly 34 to 60 active companies, the vast majority of which are independent micro-studios employing fewer than five people.<sup>9</sup> In total, video game developers account for 47% of Calgary's IDM firms and currently support roughly 470 local jobs. Although scaling these micro-studios into major profitable ventures has historically been hindered by a lack of competitive provincial tax incentives and a shortage of mid-to-senior level talent, there are pockets of opportunity for growth. Calgary can expand its gaming subsector by cross-pollinating with the booming film and TV industry to utilize game engines (like Unreal Engine) for virtual production, tapping into local high-net-worth angel investor networks to fund original Intellectual Property (IP) development, and leveraging the local presence of major industry players like Unity to give smaller studios a technical edge. Furthermore, the 2024 study states that establishing a dedicated physical space or incubator (such as the proposed PlayCalgary "Hub") would provide the low-cost infrastructure and business mentorship necessary to transition Calgary's fragmented solo developers into collaborative, globally competitive studios.

## 11. Scope of Work

As part of the analysis, the chosen Vendor is expected to explore and address the following questions grouped into four (4) core categories:

### Section I: Market Intelligence & Target Profiling

This section shifts the region away from reactive marketing and toward predictive corporate tracking. The analysis must look beyond where capital resides today to identify who will be moving it tomorrow and what specific triggers cause that movement.

- What are the specific, observable early-warning signs (e.g., executive shuffles, studio slate changes, corporate restructurings) that prove a global studio is ripe for nearshore expansion or relocation before a public announcement?
  - When William F. White International (WFW), Canada's iconic provider of production equipment, decided to massively expand its footprint in Calgary, it didn't just announce a building. Before opening their new facilities, WFW made a highly strategic executive move, they hired industry-veteran Rob Rowan as the general manager of their Calgary and Winnipeg offices. The Result: Shortly after placing their leadership, WFW announced Fortress Studio and Fortress+ Support, absorbing roughly 200,000 square feet of space to offer nearly 100,000 square feet of filmable stage and extensive support infrastructure, cementing their belief in Calgary's booming production hub.

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<sup>8</sup> ICTC, [Virtual Frontiers: A Study on Alberta's Interactive Digital Media Industry](#), 2024

<sup>9</sup> ICTC, [Virtual Frontiers: A Study on Alberta's Interactive Digital Media Industry](#), 2024

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- How are capacity bottlenecks in major tier-1 hubs (e.g., real estate scarcity, extended tax payout timelines, or talent deficits in BC, Ontario, and Quebec) creating immediate window-of-opportunity mobility for investment dollars?
- Which specific global mid-tier companies, indie publishers, and simulation entities match Calgary's technical profile and demonstrate high-probability expansion signals over the next 1 to 3 years?

## Section II: Cross-Sector Intersectionality & Industrial Application

This section mobilizes Calgary's full creative economy spectrum including Interactive Digital Media (IDM), visual effects (VFX), AR/VR, gaming, animation, performing arts, visual arts, and design, and explores the intersectionality and application of these creative technology capabilities to solve complex problems for high-value industrial sectors.

- How can Calgary systematically mobilize its interactive digital media (IDM), visual effects (VFX), computer generated imagery (CGI), and animation clusters to service dominant regional B2B sectors, including Aerospace & Defence, Energy & Clean-Tech, Agribusiness, and Life Sciences?
- What are the real-world operational requirements of companies utilizing cross-sector applications like industrial digital twins, spatial computing, dual-use simulation environments, and immersive medical training?
- How can Calgary credibly differentiate and pitch itself as the global capital for *Industrial Creative Tech*, effectively turning its structural entertainment weaknesses into highly specialized, recession-proof niches?

## Section III: Financial Levers & Regulatory Agility

Capital in the digital and creative economy is highly mobile and hyper-sensitive to incentives. This section requires a deep evaluation of the global incentive levers.

- What specific financial levers (e.g., credit stackability, labor rebates, corporate tax advantages, and federal programs like Scientific Research and Experimental Development (SR&ED) or Industrial and Technological Benefits (ITB) defense procurement) actually move the needle for corporate site-selectors?
- How do recent and expected regulatory overhauls, specifically the [Canadian Radio-television and Telecommunications Commission \(CRTC\) 2026-96 modernized framework](#), shifting provincial budget estimates, and international credit changes, rewrite the competitive landscape for indie creators and global platforms?
- How can Calgary's post-secondary institutions (SAIT, Bow Valley College, University of Calgary) deploy new collaboration and commercialization models to enable creators to co-develop scalable IP and platforms with industry partners despite local fiscal constraints?

## Section IV: Strategic Risk Mitigation & Scenario Readiness

The global tech and creative landscape shifts rapidly due to political, fiscal, or technological changes, the region must focus heavily on future-proofing.

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- What are the potential external shocks, talent bottlenecks, or supply chain disruptions that could jeopardize Calgary's creative-industrial convergence over the next 36 months?
- What are the top five (5) plausible forward-looking scenarios that Calgary must prepare for within the rapidly evolving tech and energy transition landscape?
- What specific, leading indicators or tracking triggers must CED monitor on an annual basis to know exactly which future scenario the region has entered?

## Additional consideration: Stakeholder Interviews

- i. Interview at least 4-5 C-suite stakeholders in each subsector (e.g., VP Operations, Director of Operations, CEO, etc.) to understand the needs of those subsectors when looking to expand operations.
- ii. Stakeholder names do not need to be disclosed if they request confidentiality, but the company names should be disclosed.

## 12. Deliverables

- **Interim results drafts:** Draft results will focus on key findings to date focused on Parts 1 and 2 as outlined in the Scope of Work.
- **Final Deliverables:**
  - A comprehensive study as per the scope of work requirements.
  - A written presentation document highlighting key findings and analysis with visuals/graphics.
  - A verbal presentation to the CED and selected partners, including a Q&A session

### 1. Additional Considerations

In relation to the requested deliverables, proponents should note the following parameters regarding scope and resource allocation:

- **High-Level Sector Analysis:** Broad or generalized assessments of sector trends, innovation patterns, or macroeconomic conditions are not required.
- **Generalized Conclusions:** The project should avoid broad statements on labour availability, sector growth and trends, or overall sector advantages. All findings must be specific, evidence-based, and directly relevant to business operations or investment decision-making.
- **Strategic or Action Planning:** The preparation of general growth plans, implementation frameworks, or recommended next steps is not required for this project.
- **Policy or Governance Recommendations:** Recommendations concerning legislative initiatives, inter-municipal coordination, or regional governance are not required.
- **Duplication of Existing Materials:** Existing sector reports and background documents will be made available to the successful proponent, where appropriate, under confidentiality.

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These materials are to be used strictly for reference and to inform further analysis, not to be replicated or summarized.

The final deliverables may or may not be published in their final format, but 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.

## 13. Communication Cadence

Regular touchpoints with the Project Lead (from CED) and other project team members are to be expected.

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

## 14. Fees and Payment Terms

CED expects 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.

## 15. Project Lead

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

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

## 16. Proposal Evaluation Criteria

### 16.1. Selection Methods

If 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.

#### 16.1.1. Vendor Response Guidelines

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

## 16.1.2. Team Competence & Resources

Describe the capability (technical expertise) of the resources proposed to meet the requirements described in the Scope of Work and Deliverables. 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 satisfy the needs and objectives identified in the RFP.

The following background information and resources will also be required:

- **Relevant Project Experience:** Provide two to three examples of previously completed projects that are comparable in scope and nature to this assignment. Each example should include the company name, project title, contact person, phone number, and email address for reference verification.
- **Data Sources and Subscriptions:** Identify the market and industry data sources or subscriptions that will be used for this project (e.g., IBISWorld, Statista, FDI Markets, etc.). It is expected that comprehensive and reputable data sources will be utilized beyond freely available platforms such as Statistics Canada.

## 16.1.3. 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.

## 16.1.4. 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
- 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.

If the submitted expense summary is general in nature and omits any of the specific cost details outlined above, it will be deemed that all such costs are included in the vendor's total proposed price. CED shall not be responsible for any additional charges beyond the agreed-upon contract amount unless a formal written amendment is approved by CED based on exceptional and substantiated justification.

CED will evaluate submissions based on the following criteria:

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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>	10
<b>Team Competence and Resources</b> <ul style="list-style-type: none"> <li>• Team experience, knowledge, and skills.</li> <li>• Relevancy of past projects.</li> <li>• Demonstrated business and/or industry experience.</li> <li>• Relevant data sources and subscriptions.</li> </ul>	30
<b>Methodology</b> <ul style="list-style-type: none"> <li>• Demonstrates a clear understanding of the project’s purpose and objectives.</li> <li>• Provides a detailed and structured approach to each deliverable, outlining the processes, tools, and analytical methods to be applied.</li> <li>• Provides a detailed approach to benchmarking analysis of Calgary against key subsectors identified in Section 10.</li> <li>• Clearly illustrates an understanding of how to assess industry engagement (stakeholder interviews) to align to the Scope of Work.</li> <li>• Presents a well-justified rationale for the sequencing of deliverables, ensuring efficiency and continuity across project phases.</li> <li>• Includes defined timelines, with a transparent methodology for completing the Scope of Work and maintaining consistent reporting.</li> </ul>	45
<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>	15
<b>Total</b>	<b>100</b>

## 17. Submission Information

Proposals must be received **by email only** before 14:00 MST, **Monday, July 17, 2026** to:

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

**Attention:** Linda Truong, Manager, Business Intelligence & Insights

**Email:** [ltruong@calgaryeconomicdevelopment.com](mailto:ltruong@calgaryeconomicdevelopment.com)

**Subject:** RFP 2606-001 – Creative Economy Sector Study

- Proposals received after the exact time and date noted above will not be considered by CED.
- **Proposal page limit:** 50 pages, excluding the cover page and table of contents.
- After closing, CED may post the identity and addresses of the vendors.

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- 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.

## 18. 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
- 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.

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

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

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