



Request for Proposals
Atlantic Canada Site Certification Program
Promotional Strategy

Issue Date: April 8, 2020
Closing Date: May 4, 2020



***Ref 04-08-20 PC**

**REQUEST FOR PROPOSAL-
Notice to Prospective Consultants**

April 8th, 2020

You are invited to review and respond to this Request for Proposal (RFP), entitled ***Atlantic Canada Site Certification Program Promotional Strategy***. In submitting your proposal, you must comply with these instructions.

Please note that no verbal information given will be binding unless such information is issued in writing as an official addendum.

In the opinion of the Atlantic Association of Community Business Development Corporations, this RFP is complete and without the need for explanation. However, if you have questions, or should you need any clarifying information, the contact person for this RFP is:

Joe Brennan
(Atlantic Association of Community Business Development Corporations)
902-747-2232 (Office)
902-631-2397 (Cell)
joe.brennan@cbdc.ca

Please note we require all responses to this RFP to be based on fixed priced quotes, no estimated quotes will be considered.



Table of Contents

1.0	Introduction	4
2.0	Contracting Agency	4
3.0	Background	4
3.1	Atlantic Growth Strategy	4
3.2	Atlantic Trade and Investment Growth Strategy (ATIGS)	4
3.3	Atlantic Canada Site Certification Program Overview	5
3.4	Engagement Overview	6
3.5	Engagement Oversight	6
4.0	Objective	6
4.1	Work Undertaken to Date	6
5.0	Project Scope	7
5.1	Project kickoff and discovery	7
5.2	Developing the Promotional Strategy and Materials for Property Owners	7
5.3	Developing the Promotional Strategy and Materials for Investors	8
6.0	Deliverables and Milestones	9
7.0	Proposal Structure	10
	Table 1: Response Structure	10
8.0	Project Schedule	12
9.0	Submission of Proposal and Vendor Information	12
10.0	Proposal Evaluation	12
	Table 2: Selection Criteria	13
11.0	Awarding of Contract	13
12.0	Contact	13
13.0	General Conditions	13
14.0	Intellectual Property and Disclosure	14

1.0 Introduction

The Atlantic Association of CBDCs, in cooperation with the Atlantic Foreign Direct Investment team (FDI team) of the Atlantic Trade and Investment Growth Strategy (ATIGS), invite interested firm(s) (Consultant) to respond to this Request for Proposals (RFP) for support in developing the promotional strategy and materials for the Atlantic Canada Site Certification Program.

2.0 Contracting Agency

For the purposes of this contract, the Atlantic Association of CBDCs will be the contracting agency.

The Atlantic Association of Community Business Development Corporations (AACBDC) is engaged in community-based business development through a network of autonomous, not-for-profit organizations that work with all levels of government and the private sector to meet the needs of small and medium enterprises (SMEs).

In Atlantic Canada, there are 41 corporations dedicated to assisting small and medium enterprises including start-up, expansion, modernization and maintenance of business entities in all sectors of the economy.

The Atlantic Association of Community Business Development Corporations (AACBDC) administers, on behalf of its 41 member CBDCs, a number of programs and initiatives. AACBDC is governed by a volunteer Board of Directors that are selected by each of the Atlantic provinces to provide oversight and governance of the affairs of the organization.

3.0 Background

3.1 Atlantic Growth Strategy

The Government of Canada and the four Atlantic provinces recognize that trade and investment is a key economic driver in the Atlantic region.

Through an all-inclusive, pan-Atlantic, whole-of-government approach - the Atlantic Growth Strategy (AGS) (<http://www.acoa-apeco.gc.ca/ags-sca/Eng/atlas-growth.html>) undertakes cooperative actions aimed at stimulating economic growth in the region.

The AGS is harnessing the four Atlantic Province's assets to strategically:

- identify shared economic priorities and collaborate on the design and implementation of actions;
- emphasize region-wide measures;
- align actions with national and provincial priorities;
- engage and consult with the region's stakeholders, entrepreneurs, as well as Indigenous, community and industry leaders; and
- monitor progress and report publicly on results.

3.2 Atlantic Trade and Investment Growth Strategy (ATIGS)

One component of the Atlantic Growth Strategy identified to support economic growth is the multi-year Atlantic Trade and Investment Growth Strategy (ATIGS).

The mandate of ATIGS is to: "Expand business activities between Atlantic Canada and international markets, and strategically market the region as a whole by displaying the best Atlantic Canada has to offer the world to attract new investments."

ATIGS objectives include:

1. increase the Atlantic exporter base;
2. increase the value of Atlantic exports;
3. increase the number of Atlantic exporters diversifying into global markets; and
4. increase Foreign Direct Investment (FDI) in Atlantic Canada.

To support this strategy, the federal and provincial partners have signed a joint Atlantic Trade and Investment Growth Agreement. Collectively, the partners will invest \$20 million over the next five years to implement firm-focused, strategic market development plans to expand Atlantic Canada's international business activities.

The ATIGS Management Committee (MC) has created an FDI team that has been given the mandate to collaborate on projects which will focus on increasing foreign direct investment in Atlantic Canada. Foreign Direct Investment is defined as investment transactions with individuals/entities outside of Canada.

The FDI team aims to strategically market the region by displaying the best it has to offer to:

- attract new global investments;
- ensure regional investment stakeholders have the information and training required to respond to incoming foreign interest; and,
- encourage the coordination and leveraging of federal and provincial resources in an effort to close more foreign investment deals in Atlantic Canada.

One initiative that has been identified by the FDI team with the potential to aid in the greater facilitation of foreign investment, is an Atlantic Canada Site Certification Program. This program is intended to provide a streamlined and efficient approach for businesses and organizations interested in investing in Atlantic Canada by identifying sites that are "development ready" for corporate occupiers, specifically new businesses to enter the region.

The Atlantic Association of CBDCs is supporting the objectives of ATIGS by assuming responsibility for the implementation and management of the Program.

3.3 Atlantic Canada Site Certification Program Overview

Site certification is viewed as an effective economic development tool that helps create a competitive edge to successfully and more quickly attract business operations to a given location.

A site certified designation in some jurisdictions such as Ontario, Iowa and North Carolina, is issued to properties that have successfully completed a set of pre-defined program requirements. These requirements demonstrate that a property is primed for development and ready for investment for corporate occupiers to bring new business growth and jobs to the region.

Information is key and providing immediate access to data and other property information helps bring attention and focus to those locations that are ready to capitalize on an investment opportunity for corporate occupiers. An Atlantic Canada Site Certification Program will enhance the region's ability to gain the attention of investors and site selectors and attract companies / corporate occupiers and foreign direct investors (FDI) to their regions.

The objective of an Atlantic Canada Site Certification Program is to build an inventory of pre-qualified locations/sites that address the needs of investors. These sites receive a designation, after having undergone

due diligence that demonstrates the property has met the standards required to be certified as development-ready, including relevant permitting and zoning. This due diligence adds certainty to the development process and reduces an investor's risk and time to market. It also helps the local real estate marketplace understand requirements for these foreign direct investors.

With key information in hand, the region is better equipped to compete, and pre-qualified sites can be aggressively promoted to attract foreign direct investors. Similar programs exist throughout the US and other jurisdictions, so investors are becoming more familiar with their process and value, which in turn can increase investor engagement opportunities and the region's competitiveness globally.

3.4 Engagement Overview

The Atlantic Association of CBDs has identified the need for a Consultant with experience in marketing and promotion to develop the promotional strategy and related promotional materials in support of the Atlantic Canada Site Certification Program.

3.5 Engagement Oversight

The Atlantic Association of CBDs has appointed Joe Brennan as Program Manager to liaise with the Consultant for ongoing information and project management requirements. For the length of this engagement, the Consultant will report to the Program Manager.

Additional oversight will be provided by the Atlantic Canada Site Certification Committee, which is comprised of:

- Two representatives from Atlantic Canada Opportunities Agencies (ACOA);
- One representative from Invest in Canada;
- One representative from each of the four Atlantic Provinces (e.g. ATIGA members);
- One representative from Project Applicant

4.0 Objectives

The objective of this engagement is to develop the strategy and promotional materials to (1) promote the Atlantic Canada Site Certification Program to potential applicants (property owners), and (2) promote the sites that ultimately receive certification to potential investors.

To this end, the Consultant will work collaboratively with the Atlantic Association of CBDs to:

1. Develop a promotional strategy and related materials to enable each of the four Atlantic Provinces to encourage property owners to participate in the Atlantic Canada Site Certification Program; and
2. Develop the promotional strategy and related materials for the Atlantic Canada Site Certification Program (via Atlantic Association of CBDs) to attract investors from outside the Atlantic region to invest in certified sites.

4.1 Work Undertaken to Date

In the fall of 2017, the FDI team undertook a feasibility study on an Atlantic Canada Site Certification Program. The feasibility study was completed by Deloitte Inc.

In the spring of 2019, the ATIGS partners undertook a project to design the Atlantic Canada Site Certification Program.

5.0 Project Scope

The project scope will include the following three objectives:

- (5.1) Project kickoff and discovery,
- (5.2) Developing the promotional strategy and materials for property owners, and
- (5.3) Developing the promotional strategy and materials for potential investors.

5.1 Project Kickoff and Discovery

The first requirement of the project is the project kickoff and discovery phase that focuses on gathering the information required before designing a promotional strategy for the Atlantic Canada Site Certification Program. This phase is expected to address areas including:

- A review of the Atlantic Canada Site Certification Program Guide and related materials;
- Development of a detailed work plan incorporating all deliverables and services outlined in (5.1), (5.2) and (5.3). The work plan will outline by task and due date each activity to be performed under this contract, including the areas of responsibility of the Consultant and the Atlantic Association of CBDCs / Atlantic Canada Site Certification Committee;
- Inventory of the different marketing channels currently employed by the Provincial Economic Development Departments and Corporations in the four Atlantic Provinces and the Government of Canada. This will also involve developing an understanding of how the different Provincial Economic Development Departments and Corporations want to take this to market;
- Work in conjunction with the Program Manager to assist the database and website development consultant on branding elements relating to the program website. Ensuring consistency with the website design and all other promotional initiatives and deliverables as part of the Atlantic Canada Site Certification Program;
- Research into how Site Certification Programs in other jurisdictions are promoted to 1) site owners, 2) potential investors, and, 3) the overall global commercial real estate market; and
- Once the strategy is implemented, the promotion of the sites will be undertaken by the Atlantic Association of CBDCs on behalf of the Atlantic Canada Site Certification Program.

5.2 Developing the Promotional Strategy and Materials for Property Owners

The second requirement of the project is to develop the strategy and promotional materials that Provincial Economic Development Departments and Corporations will use to encourage property owners to participate in the Atlantic Canada Site Certification Program:

- Using the information gathered during the project kickoff and discovery stage, develop a strategy for promoting property owner participation in the Atlantic Canada Site Certification Program. The strategy should include:
 - The audience definition and business objectives of the promotional strategy. Target markets within this ecosystem may include (but are not exclusive to) local property owners, municipalities and/or business parks;
 - The recommended optimal mix of marketing channels that will be used to promote the Atlantic Canada Site Certification Program (a minimum of 3 channels is required, for example, website/links, electronic brochures/marketing materials, social media, community organizations, etc.);
 - The human resource requirements for each marketing channel used to promote the Program;

- The anticipated 2-year cost of promoting the Atlantic Canada Site Certification Program categorized by each recommended marketing channel;
 - The roles and responsibilities of each program stakeholder (e.g., Provincial Economic Development Departments and Corporations, Atlantic Association of CBDCs) in promoting the Atlantic Canada Site Certification Program;
 - A plan for the launch, operation and (if applicable) termination of each recommended marketing channel, including any key dependencies and ongoing activities/updates required:
 - include the type and volume of marketing content that will be created; and,
 - the frequency of distribution
 - Any items not currently considered within the project scope that would enhance the promotion of the Atlantic Canada Site Certification Program; and,
 - Development of a webinar promoting the merits of the Atlantic Canada Site Certification Program to economic developers and key influencers in Atlantic Canada.
- All marketing and communications initiatives associated with the Atlantic Canada Site Certification Program will be required to be produced in both official languages;
 - Develop promotional material for each of the recommended marketing channels outlined in the promotional strategy. For example, if press releases are an identified marketing channel, the Consultant will draft the press release(s) promoting the Atlantic Canada Site Certification Program. This template will be finalized and distributed by other program stakeholders (e.g., EDOs)

5.3 Developing the Promotional Strategy and Materials for Investors

The third requirement of the project is to develop the strategy and promotional materials that will be used to encourage investors to invest in sites certified by the Atlantic Canada Site Certification Program. Once the strategy is implemented, the promotion of the sites will be undertaken by the Atlantic Association of CBDCs on behalf of the Atlantic Canada Site Certification Program:

- Using the information gathered during the discovery/background research in step (5.1), develop a strategy for promoting sites certified by the Atlantic Canada Site Certification Program to investors outside of the region. The strategy must consider both domestic and foreign investors. The strategy should include:
 - The audience definition and business objectives of the promotional strategy;
 - Target countries/regions/key sectors (priority sectors) for the certified sites program should be identified as part of the audience and ecosystem definition;
 - The recommended marketing channels that will be used to promote the certified sites (a minimum of 3 channels is required);
 - The human resource requirements for each marketing channel used to promote the certified sites;
 - The anticipated 2-year cost of promoting the sites certified by the Atlantic Canada Site Certification Program categorized by each recommended marketing channel;
 - The roles and responsibilities of each program stakeholder in promoting the certified sites;
 - A plan for the launch and operation of each recommended marketing channel, including any key dependencies and ongoing activities/updates required;
 - include the volume of marketing content that will be created; and,
 - the frequency of distribution.

- Any items not currently considered within the project scope that would enhance the promotion of the certified sites.
- Develop promotional material for each of the recommended marketing channels outlined in the promotional strategy. For example, if press releases are an identified marketing channel, the Consultant will draft the template for the press release promoting the Atlantic Canada Site Certification Program. This template will be finalized and distributed by other program stakeholders (e.g., EDOs); and,

6.0 Deliverables and Milestones

Support the marketing and communication efforts of the Atlantic Canada Site Certification Program. The following chart provides a breakdown of the expected role of the Atlantic Association of CBDCs / Atlantic Canada Site Certification Committee and Consultant(s) throughout the engagement.

Engagement Activity	Atlantic Association of CBDCs & Atlantic Canada Site Certification Committee	Consultant(s) Role	Estimated Timeline (Examples Only)
Project Kickoff and Discovery (5.1)	<ul style="list-style-type: none"> • Provide relevant program materials and background to Consultant(s) • Participate in discussions with the Consultant(s) to identify existing marketing channels used by EDOs • Provide direction to the Consultant(s) as needed • Review and sign off on deliverables submitted by Consultant(s) 	<ul style="list-style-type: none"> • Receive and review Program materials to ensure a comprehensive understanding of the Program • Organize and participate in discussions with the ATIGS partners • Undertake additional research as required • Determine the needs of each partner and identify how the promotional strategies can be developed to suit the needs of all ATIGS partners 	Week of May 18
	<ul style="list-style-type: none"> • Attend meeting with Consultant(s) to review objectives, deliverables, timelines and work plan • Be available for Consultant(s) questions 	<ul style="list-style-type: none"> • Attend meeting with Atlantic Association of CBDCs & Atlantic Canada Site Certification Committee to review objectives, deliverables, timelines and work plan 	Week of May 25
	<ul style="list-style-type: none"> • Review and sign off on work plan submitted by Consultant(s) 	<ul style="list-style-type: none"> • Draft and submit a work plan 	Date to be determined that is agreed upon by the Project Manager and Consultant
Developing the Promotional	<ul style="list-style-type: none"> • Provide direction on promotional strategy and materials 	<ul style="list-style-type: none"> • Draft the promotional strategy and materials for the Atlantic 	Week of June 22

Strategy and Materials for Property Owners (5.2)		Canada Site Certification Program	
Developing the Promotional Strategy and Materials for Investors (5.3)	<ul style="list-style-type: none"> • Provide direction on promotional strategy and materials 	<ul style="list-style-type: none"> • Draft the promotional strategy and materials for certified sites 	Week of June 22
Review and Providing feedback on Promotional Strategy and Materials	<ul style="list-style-type: none"> • Participate in a conference call with Consultant(s) to provide feedback and recommended changes on the promotional strategies and materials 	<ul style="list-style-type: none"> • Participate in a conference call with the Atlantic Association of CBDCs & Atlantic Canada Site Certification Committee to receive feedback and recommended changes on the promotional strategies and materials 	Week of July 13

7.0 Proposal Structure

Table 1: Response Structure	
Introduction	This section should introduce and briefly describe the firm, its capabilities and its experience in handling an assignment of this nature.
Understanding of the Issue	This section should explain the Consultant's understanding and interpretation of the objectives and requirements of this project. The successful Consultant(s) will have demonstrated a good understanding of the work to be undertaken.
Work Plan and Methodology	<p>The section should include:</p> <ul style="list-style-type: none"> • A description of the Consultant's process and approach to developing a promotional strategy and related material to encourage property owners to participate in the Atlantic Canada Site Certification program; • A description of the Consultant's process and approach to developing a promotional strategy and related material to encourage investors to invest in sites certified by the Atlantic Canada Site Certification program; • A project schedule including deliverables and milestones (the Consultant(s) will be required to make regular oral and written reports to the Atlantic Association of CBDCs & Atlantic Canada Site Certification Committee on the progress of the work); • Summary of any necessary travel required to complete the project (if applicable). Video/ teleconference meetings with the Atlantic Association of CBDCs & Atlantic Canada Site Certification Committee will be held as required.

<p>Summary of Qualifications and Experience</p>	<p>This section must include:</p> <ul style="list-style-type: none"> • A brief résumé of the qualifications and experience of the Consultant as they relate to this RFP. A description of your experience working in economic development-related projects in Atlantic Canada; • Experience in delivering strategies and programs aimed at audiences in multi-lingual, communities, ideally English and French in Atlantic Canada; • Years in business, number of employees, address, ability to develop materials in both official languages; • A list of key project personnel to be used in the project outlining their roles, responsibilities and their relevant experience; • (If applicable) a list of any subcontractors (individual or organizational) that the Consultant intends to use when providing services under this RFP; and • Corporate profiles and short-form résumés of key project personnel, as well as references for related work to be included as an appendix. Provide two reference projects where the company has undertaken work of similar scope and scale.
<p>Pricing</p>	<p>Pricing is to be detailed out in a table and should include:</p> <ul style="list-style-type: none"> • All professional fees; • Travel costs (if applicable) for face to face meetings; • Other costs. <p>This section must provide the total cost for the engagement and be divided into three categories:</p> <ul style="list-style-type: none"> • Project kickoff and discovery: The first requirement of the project is the project kickoff and discovery phase that focuses on gathering the information required before designing a promotional strategy for the Atlantic Canada Site Certification Program. In this section, provide all professional fees associated with carrying out the items outlined in section 5.1; • Developing the promotional strategy and materials for property owners: The second requirement of the project is to develop the strategy and promotional materials that Provincial Economic Development Departments and Corporations from each province will use to encourage property owners to participate in the Atlantic Canada Site Certification Program. In this section provide all professional fees associated with carrying out the items outlined in section 5.2; and, • Developing the promotional strategy and materials for investors: The third requirement of the project is to develop the strategy and promotional materials that will be used to encourage investors to invest in sites certified by the Atlantic Canada Site Certification Program. Once the strategy is implemented, the promotion of the sites will be undertaken by the Atlantic Association of CBDCs on behalf of the Atlantic Canada Site Certification Program. In this section provide all professional fees associated with carrying out the items outlined in section 5.3.

	<p>Travel costs will only be reimbursed for actual travel incurred and will follow federal guidelines (https://www.njc-cnm.gc.ca/s3/en). Travel costs are to be considered included in the price outlined.</p> <p>Prices quoted shall include Harmonized Sales Tax (HST 15%), must be in Canadian currency, and shall be firm until the contract has expired. It is the intent that these prices remain fixed until completion and that no contract containing price escalations will be accepted before the anticipated completion date outlined in this RFP.</p> <p>The Atlantic Association of CBDCs may hold back up to 20% of the total project cost, to ensure the products and services meets the requirements specified in the RFP.</p>
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8.0 Project Schedule

The project schedule should assume an approximate starting date of May 18, 2020. The deliverables and activities outlined in the project scope (section 5.0) must be completed by July 13, 2020.

9.0 Submission of Proposal and Vendor Information

Proposals must be received by the Atlantic Association of CBDCs contact no later than 4:00 pm on May 4, 2020

- Proposals should not exceed twenty (20) pages, excluding appendices. Appendices are acceptable as outlined above.
- A digital copy is required.
- The successful proponent will be contacted within 14 business days of the RFP closing.
- Please submit an electronic version of the proposal in Word and Adobe Portable Document Format (PDF) to the following email address: joe.brennan@cbdc.ca.

10.0 Proposal Evaluation

The Atlantic Association of CBDCs will evaluate the proposals. The lowest-priced proposal may not necessarily be accepted. The Atlantic Association of CBDCs reserves the right to recommend rejection of all proposals and either cancellation or re-issue the RFP if necessary.

The qualifications, commitment, related experience and knowledge of the project personnel will be key evaluation factors. The experience of the consulting team in undertaking assignments of this nature and magnitude will be a significant factor in proposal selection. The evaluation framework outlined in Table 2 will be used in the selection with special attention given to the methodology, the project management and the delivery plan.

The Evaluation criteria used to evaluate proposals fall into the following categories as referenced in Section 7:

	Factor	Scoring
1.	Consultant(s) past experience demonstrates the ability to provide requested services	15
2.	Consultant(s) demonstrates an understanding of the project, its objectives and metrics for evaluation	25
3.	Completeness and suitability of approach (proposed methodology)	20
4.	Capacity (identification of resources to undertake the project as well as relevant skills and experience by the individual)	15
5.	Pricing	25
	Total	100

11.0 Awarding of Contract

The resulting contract will contain such reasonable terms as the Atlantic Association of CBDCs may require.

Negotiation sessions may be held to work out contract details and other expectations of the parties applicable to the services/work, based on the RFP and the proposal(s) submitted.

The award of contract will be made by the Atlantic Association of CBDCs, based upon the results of the evaluation of submitted proposals. The Atlantic Association of CBDCs will notify the successful Consultant in writing via electronic means. Those that are not successful will receive written notification via electronic correspondence as soon as possible once the award of the contract has been accepted and the negotiations have been concluded with the successful Consultant.

12.0 Contact

All inquiries and requests for clarification must be submitted via email. Requests for clarification should be directed to joe.brennan@cbdc.ca.

The Atlantic Association of CBDCs will administer the contract for this project. Contact for this RFP is:

Name: Joe Brennan
Organization: Atlantic Association of CBDCs
Address: 54 Loggie Street, Mulgrave, NS B0E 2G0
Email: joe.brennan@cbdc.ca
Telephone: (902) 747-2232 Ext 202 or (902) 631-2397 (Cell)

13.0 General Conditions

Verbal information or representations shall not be binding on the Atlantic Association of CBDCs. Only changes, alterations, modifications or clarifications approved in writing will be binding. In order to be valid

all such changes, alterations, modifications or clarifications shall be issued in the form of addenda and all such addenda shall become a part of this RFP.

The proposal of the successful Consultant will form part of any resultant contract agreement by attachment and incorporation by reference. Claims made in the proposal will constitute contractual commitments. Any provision in the proposal may be included in the resultant contract as a direct provision thereof. The successful Consultant, as a condition of submitting its proposal, accepts a customized contract that will be negotiated.

Any resultant contract from this RFP will be governed by the by-laws of the Atlantic Association of CBDs and shall be issued in the name of the successful Consultant exactly as that successful Consultant's personal or corporate name is stated in the RFP response document. Funds payable for materials delivered pursuant to any resultant contract shall be paid only to the Consultant who is so listed as a party to any resultant contract. Only legal registered names of Proponents are acceptable.

The proposal will contain the signature, name and title of the person authorized to sign on behalf of the Consultant on the proposal submitted in response to this RFP.

The responsibility rests with the Consultant to submit a complete proposal, with proper and adequate detail to substantiate all aspects of its proposal. Incomplete proposals shall be deemed to be non-compliant. A complete proposal should include but not be limited to:

- Legal name and status: The proposal shall state the correct legal name and legal status of the proposing entity and the correct mailing address.
- Consultant contact: The name, title, telephone and fax numbers, E-mail address and civic address of a representative who may be contacted for clarification or other matters relating to the proposal shall be provided.
- Content: The proposal will be clear, concise, and must include sufficient detail for effective evaluation and for substantiating the validity of stated claims. The proposal shall not simply rephrase or restate the requirements, but rather shall provide a convincing rationale to demonstrate how the Consultant intends to meet these requirements.

The successful Consultant must be licensed to conduct business in its own jurisdiction and may be required to produce a certificate of good standing for that jurisdiction.

All terms and conditions will apply to all subcontractors and the Consultant will be responsible for subcontractors' compliance. The Consultant will be responsible for all work done by the subcontractors. The Consultant will be responsible for all damages and will complete any work unfinished by the subcontractors.

The following constitutes the release of payment by the project proponent to the prospective promotional consultant:

1. 10% released upon signing of the contract;
2. 40% released upon presentation and signoff of completed promotional strategy drafts; and,
3. 50% released upon successful completion of the deliverables outlined as part of this project.

14.0 Intellectual Property and Disclosure

All proposals and any intellectual property that is developed as a result of this project, including all data,

specifications, concept plans, designs, rationales, presentation materials, economic and technical reports and related information produced by the Consultant in completing this work submitted shall become the property of the Atlantic Association of CBDCs. By submitting a proposal, the Consultant hereby grants the Atlantic Association of CBDCs a license to distribute, copy, print or translate the proposal for the purposes of the invitation and completion of the project, including to the members and representatives of ATIGS.

All documents submitted by partner agencies shall remain property of the issuing organization. All information is proprietary and as such shall be treated as confidential. Information obtained by the Consultant as a result of participation in this project is confidential and must not be disclosed without written authorization.