Atlantic Canada FDI
In- Market Mission

Request for Proposals

May 2026

Ref 05-21-26-EUR

***Ref 05-21-26 -EUR**

REQUEST FOR PROPOSAL-
Notice to Prospective Consultants

May 21, 2026

You are invited to review and respond to this Request for Proposal (RFP), providing consulting services related to hosting an ***Atlantic Canada In-Market Mission: DSEI Germany 2027 & Extended European Engagement*** 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.

CBDC

Table of Contents

1.0 Introduction

The Atlantic Association of Community Business Development Corporations (AACBDCs) invites qualified firms or consultants to submit proposals in response to this Request for Proposal (RFP) for consulting services to support the planning and execution of an Atlantic Canada In-Market Mission in Germany, scheduled for March 2027.

As part of this assignment, the selected consultant will be responsible for leveraging the DSEI Germany 2027, taking place in Hannover, Germany from March 9–12, 2027, by coordinating targeted one-on-one business meetings for each Atlantic province. The consultant will organize a minimum of 20 meetings per province, taking advantage of the presence of relevant companies and stakeholders attending the event.

DSEI Germany 2027 will serve as the anchor event for the in-market mission.

In addition to conference-based engagement, the Consultant will be required to undertake targeted lead generation and meeting coordination activities beyond DSEI. This may occur within Hannover, in another German city, or in a nearby country, to be determined in collaboration with the project team.

The Consultant must demonstrate the ability to generate and secure qualified meetings from both DSEI participants and non-DSEI companies, ensuring a strong and diversified pipeline of investment leads across all in-market activities.

2.0 Contracting Agency

For this contract, the AACBDC will be the contracting agency.

The 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.

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 AACBDC administers, on behalf of its 41 member CBDCs, several programs and initiatives. AACBDC is governed by a volunteer Board of Directors that is 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 Provinces of New Brunswick, Newfoundland and Labrador, Nova Scotia, and Prince Edward Island (Atlantic provinces) recognize that trade and investment are key economic drivers in the Atlantic region.

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

3.2 Atlantic Trade and Investment Growth Strategy (ATIGS)

One pillar of the AGS is the Atlantic Trade and Investment Growth Strategy (ATIGS) which was first launched in 2017 and was renewed in 2022. The new strategy builds on successes and lessons learned and aims to strengthen the implementation of firm-focused, growth-oriented trade and investment activities in a coordinated manner.

Under the new ATIGS, the core federal and provincial partners will work with partners to achieve the following three main objectives:

- Increase the number of Atlantic firms engaging in international business activity.
- Increase the capacity of Atlantic firms to strategically enter new, sustain, or increase their activity, in international markets.
- Strengthen the region's capacity to attract FDI.

In support of the updated ATIGS, the federal and provincial partners have renewed their commitment to trade and investment in Atlantic Canada by signing a joint Atlantic Trade and Investment Growth Agreement (ATIGA). Under the ATIGA the partners will invest close to $20 million over 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 that will focus on increasing FDI in Atlantic Canada. FDI 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.
- Attract investments from existing companies already established in Canada that are considering expansion.
- Ensure regional investment stakeholders have the information and training required to respond to incoming foreign interests.
- Encourage the coordination and leveraging of federal and provincial resources to close more foreign investment deals in Atlantic Canada.

3.3 Project Background

In the fall of 2023, the four Atlantic Canadian provinces, in collaboration with the Atlantic Canada Opportunities Agency (ACOA) through the Atlantic Trade and Investment Growth Strategy (ATIGS), successfully delivered an in-market foreign direct investment (FDI) mission along the

West Coast of the United States. Over a three-day period, the delegation engaged with 85 companies.

Building on this success, the FDI team undertook a second mission in 2024 to the United Kingdom, with engagements in London, England, and Glasgow, Scotland. The delegation held meetings with 76 companies across both locations.

Most recently, in March 2026, the Atlantic provinces, through ATIGS, led a third in-market FDI mission to Europe, with targeted engagements in Munich and Hamburg, Germany, and Brussels, Belgium. This mission further strengthened Atlantic Canada's outreach in key European markets and supported ongoing lead development aligned with provincial investment priorities. Across the three locations, 47 companies participated in open forum sessions, complemented by 62 one-on-one meetings.

The primary focus of each mission was to provide provincial government representatives with opportunities to engage directly with potential investors through targeted one-on-one meetings and structured networking events, coordinated with support from retained consultants and the Trade Commissioner Service in each market.

The consultants were responsible for identifying C-suite executives from companies with annual revenues between $30 million and $100 million that demonstrated interest in expanding into the North American market—particularly Atlantic Canada, within an 18-month to three-year timeframe. Prospects were categorized as follows:

- Tier 1: Expansion anticipated within 18 months
- Tier 2: Expansion anticipated within 18 months to 3 years

In addition to coordinating individual meetings, the consultants facilitated sessions that allowed companies to present their expansion strategies while enabling provincial representatives to showcase their competitive advantages, investment incentives, and site opportunities.

To further refine outreach efforts by the consultant, each province completed a lead-generation investor profile defining its ideal investment prospect. These profiles were shared with the lead-generation consultant to ensure alignment between provincial priorities and identified opportunities. The selected consultant demonstrated strong knowledge of Atlantic Canada's investment value proposition, supported by extensive experience in international markets and investment attraction strategies.

Please note: *Companies and sectors not targeted under this initiative include, but are not limited to, financially distressed companies; companies seeking a sales-only location; retail and wholesale operations; call centres; data centres; gambling and online casinos; pornography; and firearms manufacturers.*

3.4 Engagement Oversight

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

Additional oversight may be provided by the project team, which is comprised of:

- Two representatives from the Atlantic Canada Opportunities Agency (ACOA).
- One representative from Invest In Canada
- One representative from Global Affairs Canada
- One representative from each of the four Atlantic provinces.
- One representative from the AACBDC.

3.5 Consultant Exclusivity and Non-Compete Agreement

The selected consultant agrees to dedicate their services to the Atlantic Association of CBDCs for the duration of the contract outlined in this Request for Proposal (RFP). Furthermore, the consultant warrants that they are not engaged in any consulting or contractual agreements with any competing jurisdiction or Canadian entity that could pose a conflict of interest with the objectives of this project.

Note to Bidders: Bidders are requested to confirm in their proposals that they do not have existing contractual obligations with competing jurisdictions or Canadian entities that would prevent them from fully committing to this project. Failure to disclose such conflicts of interest may result in disqualification from consideration.

4.0 Description of Initiative

4.1 Attendees

As part of this engagement, the consultant will be required to identify C-suite executives from companies with annual revenues of $10 million or more and demonstrated plans to expand within an 18-month to three-year timeframe. Lead identification will primarily concentrate on companies participating in DSEI Germany 2027, with additional outreach directed toward relevant organizations based in the Hannover area, across other German cities, and in nearby countries.

Identified prospects will be categorized as follows:

- **Tier 1:** Expansion anticipated within 18 months
- **Tier 2:** Expansion anticipated within 18 months to 3 years

Confirmation of these criteria will qualify a company as a lead.

To support this initiative, the project team will engage an in-market lead generation consultant to proactively research, qualify, and prioritize investment prospects primarily from DSEI Germany

2027 attendees, while also drawing from the broader Hannover regional ecosystem. The consultant must outline a clear and effective methodology for sourcing, vetting, and prioritizing leads, incorporating feedback from the project team to refine and validate the target list. The overarching objective is to identify, qualify, and advance high-value foreign direct investment (FDI) opportunities aligned with the mission's designated priority sectors as identified by each Atlantic province.

DSEI Germany 2027 will act as the central anchor for the in-market mission. In addition to conference-based engagement, the Consultant will also be expected to carry out targeted lead generation and coordinate meetings beyond the DSEI event. This additional mission component may take place in Hannover, another German city, or a nearby country, as determined in collaboration with the project team.

As part of this engagement, the consultant will be responsible for the following:

- Prepare and submit a preliminary list of prospective leads for review and approval by each participating province prior to initiating outreach or issuing meeting invitations.
- Identify a suitable region or city for an additional stop while in-market, either within Germany or in a neighbouring country, to maximize the overall impact of the mission.
- Provide recommendations on venues and accommodations for the additional mission stop.
- Conduct outreach to approved leads, communicate information about the Atlantic Canada region, and arrange targeted one-to-one business meetings.
- Provide the project team with a detailed company profile for each scheduled one-to-one meeting, no later than two weeks prior to the event. Profiles will include, at a minimum, the company name, sector focus, potential engagement or investment opportunity, and how the relevant Economic Development Organization (EDO) can add value.
- Attend the event and work collaboratively with the project team and Trade Commissioners to support and maximize mission outcomes.
- Provide bi-weekly updates to the project manager regarding the recruitment.
- Bring printed name tags and name tag holders for all attendees to the venue on each morning of the event and distribute them to attendees.
- Produce a final report summarizing mission activities, results, and key outcomes.

4.2 Event Format

The mission's primary objective is to conduct targeted one-on-one meetings with potential investors alongside DSEI Germany 2027. The consultant will collaborate with the project manager to identify suitable private meeting space at the conference venue that provides a professional and confidential environment for in-depth discussions.

During each meeting, company representatives will outline their future growth and expansion plans, while ATIGS representatives will present how Atlantic Canada can support those plans by highlighting relevant investment opportunities, strategic assets, and available incentives. The objective of each one-on-one meeting is to provide participating companies with meaningful insight into the Atlantic region and clearly articulate the value proposition of Atlantic Canada as a potential investment destination.

The meetings will be structured as informal, open discussions, with all information shared treated as confidential.

For the additional mission stop, the consultant will be responsible for developing a morning agenda that provides provinces with an opportunity to present their value propositions, incentives, and a general overview of their jurisdictions. This session will engage industry associations and company representatives, allowing for questions and deeper insight into the Atlantic Canadian region.

In the afternoon, consistent with previous missions, the consultant will coordinate pre-scheduled one-on-one meetings between company representatives and ATIGS participants. These 30-minute sessions will take place in dedicated meeting rooms, providing a private setting for discussions between company representatives and the respective provincial representatives.

The consultant will assist the project manager in identifying a suitable venue in the additional region to host the morning presentation and afternoon one-on-one meetings. They will also ensure an equitable distribution of one-on-one meetings among all ATIGS representatives.

4.3 One-to One Meetings:

As part of this engagement, the consultant will be responsible for arranging a minimum of 20 one-on-one meetings between qualified leads and each participating province. These leads, sourced from a range of relevant industry sectors, must demonstrate both the interest and the capacity to pursue greenfield investments, facility expansions in Canada, or other investment opportunities aligned with the Economic Development Organization's value proposition. The consultant will be responsible for ensuring a high-quality, well-matched meeting experience for all participants.

Note: RFP response evaluations will place significant weight on the consultant's ability to secure a higher number of qualified prospective investors and to facilitate meaningful meetings with companies demonstrating genuine intent to explore foreign direct investment (FDI) opportunities in Canada.

The scope of work will include researching, identifying, and developing a Microsoft Excel spreadsheet (or equivalent) of potential target companies, as well as inviting senior company representatives to participate in one-to-one meetings. The consultant will pre-screen all prospective participants and implement a proactive outreach campaign, utilizing email, direct messaging, and telephone engagement to assess investment plans, location requirements, and strategic fit, with the objective of securing the maximum number of high-value meetings.

4.4 Virtual Meeting Option

As part of this engagement, the consultant will also be responsible for facilitating virtual one-on-one meetings for any province(s) unable to travel in person for the mission. These meetings may be scheduled either during the week of the mission or within the two weeks following its completion.

4.5 One-to-One Meeting Exclusions

The following outlines one-to-one meeting exclusions that should be avoided and will not be considered valid meetings for the purposes of this mission:

- Companies primarily focused on market development, sales activities, or seeking clients in Canada should be excluded.
- Early-stage startups that are not investment-ready should be avoided.
- Consultants, legal and accounting firms, and other intermediaries representing potential investors are not considered suitable targets for one-to-one meetings.
- Investment opportunities limited to the establishment of a basic sales office are excluded.

4.6 Venue

As part of this engagement, the consultant will be required to plan and support the delivery of one-on-one meetings held in a dedicated private meeting room secured within the DSEI Germany 2027 venue. The private room will be available for the full duration of the three-day conference and will provide an appropriate setting for both informal networking and structured one-to-one meetings.

The space will be configured to include a reception or waiting area, as well as separate meeting space to accommodate individual one-on-one provincial meetings. This approach is intended to ensure a professional, confidential, and efficient environment aligned with industry best practices while leveraging DSEI Germany 2027 as the central convening platform for investor engagement.

For the additional mission stop, the consultant will also be required to provide a list of recommended venues in the region to host the event. The project team has been advised to hold the events in unconventional venues, as those tend to be stronger draws than hotel conference rooms or corporate offices. Examples include art galleries, law firm offices, and golf clubs. A large room for the reception area and individual rooms for the one-to-one meetings will be required.

5.0 Tasks and Deliverables

Engagement with the Consultant (Deliverable 1)

- The project manager will organize an onboarding session with the consultant and the participating Atlantic Canadian provinces to review the project scope, objective and timeline to ensure alignment.

Initial Outreach (Deliverable 2)

- Review briefing materials on the participating Atlantic Canadian provinces, that will be provided by the project manager.
- Conduct introductory one-on-one calls with representatives from each participating Atlantic Canadian province, as well as with the project manager to obtain a first-hand understanding of their objectives, priorities, and investment value propositions.
- Following the introductory calls, develop and present strategic recommendations identifying the most effective engagement approaches and priority targets one-to-one recruitment, with a specific focus on opportunities associated with DSEI Germany 2027 and companies based in the greater Hannover, Germany region.
- Conduct regular bi-weekly follow-up calls with the project manager to exchange updates, refine objectives, and optimize matchmaking outcomes.
- Undertake outreach to targeted German companies to recruit qualified participants for engagement activities.

Target List (Deliverable 3)

- Provide a list of recommended venues in the region to host the event for the additional mission stop.
- Pre-screen region-based companies to assess their suitability for participation in the one-to-one meetings with Atlantic Canadian provinces.
- Develop a list of high-potential target companies for review, validation, and ranking by the Atlantic Canadian provinces. The list must include blind or anonymized company profiles (excluding company names) and provide concise company background and investment project details of no more than fifty (50) words per profile. All reporting shall be provided in English.
- Each province will provide the consultant with a prioritized list of target companies they wish to engage with while in-market, along with a list of companies they are already actively working with to ensure duplication of outreach is avoided.
- Each province will complete an investor profile form to support the consultant in identifying and matching the most suitable prospective leads for province-specific one-to-one meetings during the mission.

One-to-One Meeting Coordination (Deliverable 4)

- Organize a proactive email, direct message and phone campaign to recruit participants, assess their investment plans, their location requirements, send invitation and book as many meetings as possible.
- Secure and confirm qualified and targeted companies to participate in the one-to-one meetings with Atlantic Canadian delegation members.
- Coordinate and schedule a minimum of 20 meetings for each of the Atlantic Canadian provinces in attendance, with each meeting lasting 25-30 minutes.
- Arrange virtual one-on-one meetings for any province(s) unable to attend the mission in person. In such cases, the consultant will coordinate with the province and project manager to determine the most effective approach, either scheduling meetings during the mission week or within two weeks following its conclusion.
- Provide a draft one-to-one meeting schedule for each Atlantic Canadian delegation member, including profiles of confirmed companies, no later than two weeks prior to the event. Company profiles will identify the participating representatives and the type of investment interests or projects being explored.
- Reconfirm and finalize all meetings and plenary invitations with participating companies one week before the event. In the event of cancellations, the consultant will make best efforts to secure suitable replacement meetings with pre-validated local contacts prior to the arrival of the Canadian delegation in Germany.

Country Briefings and Event Coordination (Deliverable 5)

- Participate in a pre-event market briefing (videoconference) organized by the project manager in coordination with the Embassy at least two weeks prior to the event. The briefing will cover the DSEI Germany 2027 program, registered one-to-one meeting companies, anticipated investor questions, and key insights on the German market and business culture.
- Provide a minimum of two (2) staff on-site in Hannover, Germany from March 8-12 to support the coordination of scheduled one-to-one meetings and to make best efforts to secure suitable replacement meetings in the event of cancellations or no-shows.
- Bring printed name tags and name tag holders for all one-to-one attendees to the venue on the day of the matchmaking sessions and distribute them to attendees during registration.

Post Event Reporting (Deliverable 6)

- Submit a post-event report evaluating the one-to-one recruitment efforts, including meeting metrics, attendance, participant feedback, outcomes, follow-up opportunities, and recommendations for future events.

- The report will also include a list of companies that expressed interest but were unable to attend, with full contact details including name, title, company profile, and email address.

6.0 Deliverables and Milestones

This mission is planned in alignment with the DSEI Germany 2027 in Hannover, Germany scheduled for March 8-12, 2027. The sections below provide a comprehensive breakdown of the preparatory activities to be undertaken by the consultant leading up to the mission.

Deliverable	Task	Timeline
Deliverable 1	Project onboarding session.	June 2026
Deliverable 2	Review briefing materials on participating Atlantic Canadian provinces provided by the project manager.	June 2026
	Conduct introductory calls with Atlantic Canadian provinces and the Project Manager to understand objectives, priorities, and value propositions.	July 2026
	Develop one-to-one recruitment strategies and priority targets focused on DSEI and the greater Hannover, Germany region.	July 2026
	Hold bi-weekly calls with the project manager to refine objectives and optimize matchmaking.	June - March 2027
	Conduct outreach to targeted German companies to recruit qualified participants.	July - March 2027
Deliverable 3	Provide a list of recommended venues in the region to host the event for the additional mission stop.	July - September 2026
	Pre-screen region-based companies for suitability to participate in seminars and province-specific one-to-one meetings.	July - September 2026
	Develop an anonymized list of high-potential target companies for provincial review, including brief investment project summaries (English reporting only).	July - September 2026
	Receive prioritized target and exclusion lists from each province to guide and avoid duplicative outreach.	July - September 2026
	Use completed provincial investor profile forms to match qualified leads to province-specific one-to-one meetings.	July - September 2026
Deliverable 4	Participate in a pre-event virtual market briefing covering the DSEI program, scheduled companies, investor expectations, and German market and business culture.	February 2027
	Facilitate virtual one-on-one meetings for any province(s) unable to travel in person for the mission.	March 2027
	Bring and distribute printed name tags and holders for all one-to-one meeting participants during on-site registration.	March 2027
Deliverable 5	Participate in a pre-event virtual country briefing covering the DSEI program, scheduled companies, investor expectations, and German market and business culture.	March 2027

	Provide a minimum of two (2) staff on-site in Hannover from March 8-12 to coordinate one-to-one meetings and manage replacements for cancellations or no-shows.	March 2027
	Bring and distribute printed name tags and holders for all one-to-one meeting participants during on-site registration.	March 2027
Deliverable 6	Submit a post-event report assessing one-to-one recruitment results, including meeting metrics, attendance, participant feedback, outcomes, follow-up actions, and recommendations.	March 2027
	Include in the report a list of interested companies unable to attend, with full contact details (name, title, company profile, and email).	March 2027

7.0 Proposal Structure

Table 1: Response Structure	
Introduction	This section should briefly describe the firm, its capabilities, and its experience in handling an assignment of this nature.
Understanding 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	This section must include: • A detailed work plan and methodology, demonstrating a clear understanding of the objectives and tasks outlined in Section 5.0. • An overview of the firm's connections and network within the target geographic markets where the mission will take place. • A requirement for the consultant to submit a target list of prospective leads for review, ensuring no duplication with those already being engaged by the participating provinces.
Summary of qualifications and experience	This section must include: • A brief résumé of the qualifications and experience of the consulting firm as they relate to this RFP. It should clearly outline corporate knowledge of the sector and regional knowledge. • A list of key project personnel to be used in the project outlining their roles and responsibilities.

	• (If applicable) a list of any subcontractors (individual or organization) that the Consultant intends to use when providing services under this RFP. • 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.
Pricing	**Pricing is to be detailed in a table and should include:** • All professional fees • Travel costs (if applicable) for face-to-face meetings • Other costs

8.0 Project Schedule

The project schedule should assume an approximate starting date of June 29th, 2026. The term of the contract is anticipated to be up to and including March 31st, 2027.

9.0 Submission of Proposal and Vendor Information

Proposals must be received by the AACBDC contact no later than 4:00 pm on June 19th, 2026.

- Proposals should not exceed twenty (20) pages, excluding appendices. Appendices are acceptable as outlined previously.
- 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 Adobe Portable Document Format (PDF) to the following email address: joe.brennan@cbdc.ca.

10.0 Proposal Evaluation

The AACBDC will evaluate the proposals. The lowest-priced proposal may not necessarily be accepted. The AACBDC reserves the right to recommend rejection of all proposals and either cancel 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 criteria used to evaluate proposals fall into the following categories as referenced in Section 7:

Table 2: Selection Criteria		
	Factor	**Scoring**
1.	Consultant (s) experience demonstrates the ability to provide requested services	15
2.	Consultant (s) demonstrates an understanding of the project and its objectives	25
3.	Completeness and suitability of approach (proposed methodology)	20
4.	Capacity (relevant skills and experience by the individual(s))	15
5.	Pricing	25
	Total	**100**

Please note: we may choose to interview a shortlist of consultants as part of the evaluation process.

11.0 Awarding of Contract

The resulting contract will contain such reasonable terms as the AACBDC may require.

The award of the contract will be made by the AACBDC, based upon the results of the evaluation of submitted proposals. The AACBDC will notify the successful Consultant in writing via electronic means. Those who are not successful will receive a 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 AACBDC will administer the contract for this project. Contact for this RFP is:

Name: Joe Brennan
Organization: Atlantic Association of CBDCs
Address: 459 Murray 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 AACBDC. Only changes, alterations, modifications, or clarifications approved in writing will be binding. 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 AACBDC 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 under any resultant contract shall be paid only to the Consultant who is so listed as a party to any resultant contract. Only legally 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, and 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 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 AACBDC for this engagement:

1. 10% released upon signing of the contract.
2. 50% released upon completion of leads invited to the event.
3. 40% released upon successful event execution and presentation of the final report.

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 AACBDC. By submitting a proposal, the Consultant hereby grants the AACBDC a license to distribute, copy, print, or translate the proposal for the invitation and completion of the project, including to the members and representatives of ATIGS.

All documents submitted by partner agencies shall remain the 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.