

REQUEST FOR PROPOSALS (RFP)

Business Assist Program

Program Design, Administration & Specialist Business Support

OPPORTUNITY OVERVIEW	DETAIL
Opportunity Number	2026RFP008
Issue Date	Monday, October 27, 2026
Question Deadline	Monday, November 9, 2026 at 4:00 p.m. Alberta Time (ABT)
Addendum Deadline	Thursday, November 12, 2026 at 4:00 p.m. ABT
Submission Deadline	Monday, November 23, 2026 at 4:00 p.m. ABT
Submission Method	Email one searchable PDF to Proposals@fmwb.ca ; advertised on Alberta Purchasing Connection
Anticipated Evaluation	November 24–26, 2026 (anticipated)
Clarification Interviews	November 27, 2026, if needed (clarification only; not scored)
Authorized Inquiries	proposals@fmwb.ca
Preferred Proponent Notification	Preferred proponent notification: Monday, November 30, 2026 (anticipated)
Proposed Term	Anticipated December 2026 contract commencement and program mobilization; participant services January–September 2027; program close-out in October 2027, with final impact report, financial reconciliation, six-month follow-up tools and secure participant records handover due by October 31, 2027.
Anticipated Contract Execution / Kickoff	December 2026, subject to required approvals; no work before contract execution
Proponent Submissions	A person authorized to sign on behalf of the Proponent must complete and sign the Proponent Response Cover Sheet and include the completed and signed form with the electronic proposal submission. Electronic signatures are acceptable.
Trade Agreements	This procurement will be conducted in accordance with applicable procurement laws and trade agreement obligations, including, where applicable, the Canadian Free Trade Agreement (CFTA) and the New West Partnership Trade Agreement (NWPTA). The procurement process and the rights and obligations of FMWBEDT and Proponents are governed by this RFP and its duly issued addenda, subject to applicable mandatory legal requirements. Nothing in this RFP limits or overrides obligations imposed by applicable law or trade agreements.
Proponent Response Cover Sheet	The mandatory Proponent Response Cover Sheet follows the Opportunity Overview. Complete, sign and return it as the first page of the proposal response in accordance with Section 4 (M2).

PROPONENT RESPONSE COVER SHEET

Mandatory submission • Complete, sign and include as the first page of the Proponent's proposal.

A. SOLICITATION INFORMATION	
Opportunity Number	2026RFP008
RFP Title	Business Assist Program
Description	Program Design, Administration & Specialist Business Support
Issued By	Wood Buffalo Economic Development Corporation, operating as Fort McMurray Wood Buffalo Economic Development & Tourism (FMWBEDT)
B. PROPONENT INFORMATION	
Legal Business Name	
Operating / DBA Name (if applicable)	
Business Address	
Authorized Representative – Printed Name	
Title / Position	
Email Address	
Telephone Number	
C. MANDATORY DECLARATIONS	
Acknowledgement of Addenda	☐ No addenda issued ☐ Addenda acknowledged: _____
Conflict of Interest	☐ No Conflicts ☐ Conflict(s) disclosed in proposal, section/page: _____
Exceptions / Qualifications	☐ None ☐ Exceptions identified in proposal, section/page: _____
D. PROPONENT DECLARATION	
By signing, the undersigned confirms authority to submit the proposal on behalf of the Proponent; review of the RFP, Appendix A and addenda; complete disclosure of conflicts and exceptions (or express declarations of none); and accuracy of submitted information to the best of their knowledge. Disclosure of exceptions does not constitute FMWBEDT acceptance. Submission does not create a contract or guarantee award.	
E. AUTHORIZED SIGNATURE	
Signature of Authorized Representative	
Date of Signature	

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1. Procurement Summary & Objectives

Fort McMurray Wood Buffalo Economic Development & Tourism (FMWBEDT) invites qualified organizations or consortiums to design, administer and deliver the Business Assist Program, a hands-on business support and capacity-building initiative for small and medium-sized businesses in Fort McMurray Wood Buffalo.

The program provides time-limited, individualized access to qualified specialists who will work alongside business owners or employees through practical training, guidance, knowledge transfer and implementation support. The objective is to help participating businesses address specific challenges while developing the knowledge, skills and confidence to independently manage and sustain improvements. Assistance is intended to result in both a tangible business improvement or completed resource and increased participant capability.

The maximum proposed contract budget is CAD \$100,000 before applicable GST, inclusive of program setup, administration, expert fees, outreach, technology, reporting, six-month follow-up tool development and handover, and all other costs. GST, if applicable, must be shown separately. The successful Proponent will coordinate the full program and subject-matter experts. This is not a referral-only service, a series of standalone workshops or a guarantee of participant demand.

1.1 Objectives

- Strengthen business owners' and employees' knowledge, practical skills and confidence to independently manage and sustain business improvements.
- Support hands-on learning, collaborative development of business resources and practical implementation of solutions to identified business challenges.
- Improve business management capabilities, financial literacy, digital adoption, marketing effectiveness, operational efficiency and long-term competitiveness.
- Demonstrate measurable results through both tangible business improvements and increased participant capacity, supported by consistent reporting and follow-up evaluations.

2. Scope, Specifications & Deliverables

The successful Proponent shall propose a complete delivery model covering the services outlined below. Proposals may be submitted by individual organizations or through consortium or subcontracting arrangements.

In all cases, one designated lead contractor must be identified and assume overall contractual and financial responsibility for program administration, service delivery, expert compensation, reporting and subcontractor performance. Proponents must identify any service areas they cannot directly deliver and demonstrate how qualified subject-matter experts will be engaged and managed.

SERVICE AREA	ILLUSTRATIVE SUPPORT
A. Financial management	Bookkeeping systems; cash-flow forecasts; budgeting and forecasting; pricing and profitability; financial reporting.
B. Marketing and brand development	Marketing plans; social media and content; website improvements; search visibility; branding and graphic design.
C. Human resources	Job descriptions; onboarding; performance management; employment policies; recruitment and retention.
D. Operations and growth	Business planning; process improvement; operational efficiency; scaling and growth readiness.
E. Digital adoption and AI	Appropriate AI-enabled tools; administrative automation; CRM systems; digital workflows and implementation support.
F. Sales and customer service	Sales processes; customer service standards; quote/proposal templates; customer retention strategies.
G. Procurement, contracts & government readiness	Capability statements; vendor registrations; government procurement preparation; bid/proposal development; contract administration, with legal advice only by qualified practitioners.

2.1 Program Design & Administration

Develop a program delivery framework and implementation workplan for FMWBEDT approval, including participant eligibility and prioritization criteria; intake and business capacity assessments; referral and expert matching; allocation of support hours; participant agreements and consent; individual project approvals; case management; quality assurance; project close-out; and outcome verification.

The Business Assist Program is intended to support small and medium-sized businesses operating within Fort McMurray Wood Buffalo. Proponents shall propose an inclusive and objective eligibility framework that considers different business structures, including incorporated businesses, partnerships, sole proprietorships and home-based businesses. The framework shall address verification of regional business operations, assessment and prioritization of eligible applicants, and fair allocation of available program capacity. The eligibility and prioritization framework shall encourage equitable participation from businesses across the region, including rural and Indigenous communities, and consider geographic accessibility and potential barriers to program participation.

Proponents shall demonstrate how 40–60 businesses can be supported within the available budget, including anticipated expert hours per business, proposed allocation tiers and safeguards against oversubscription.

2.2 Expert Roster & Participant Delivery

The successful Proponent shall recruit, verify and manage qualified subject-matter experts capable of providing support across all seven service areas identified in Section 2. Services may be delivered directly or through approved consortium members and subcontractors.

Proposals shall identify the program manager, backup coverage, known experts and proposed expert roles. Where individual experts have not yet been confirmed, proponents shall describe the required qualifications, recruitment strategy, anticipated availability and confirmation timeline. All experts and subcontractors must be appropriately qualified, verified and approved by FMWBEDT before delivering program services.

Program delivery shall prioritize hands-on training, knowledge transfer and practical implementation support that strengthens the long-term capabilities of participating businesses. Rather than focusing solely on consultant-led project completion, services should actively involve business owners or designated employees in developing solutions, applying new skills and implementing improvements.

Each participant engagement should seek to achieve two complementary outcomes:

- Practical Business Improvement: A completed resource, implemented solution or other tangible improvement addressing an identified business need.
- Knowledge Transfer & Capacity Building: Increased participant knowledge, skills and confidence to independently use, manage and sustain the improvement following completion of the assistance.

Proponents shall describe how their proposed delivery approach will support these outcomes. FMWBEDT encourages flexible delivery strategies, training methods and service modalities appropriate to individual business needs and service areas, without prescribing a single methodology or delivery structure.

For each approved participant, the contractor shall maintain a documented project plan identifying the business need, assigned expert, approved scope and support hours, intended work product or improvement, anticipated learning outcomes and completion date. Capacity-building outcomes shall be assessed through the program's established performance measurement and reporting requirements.

General workshops may supplement individualized assistance but shall not replace it.

2.3 Outreach, Accessibility & Service Standards

Develop and implement a targeted participant outreach and recruitment plan, including promotional materials, distribution channels, referral partnerships and recruitment activities. All public-facing materials and messaging are subject to FMWBEDT approval. Outreach and recruitment activities shall extend across Fort McMurray Wood Buffalo, including rural and Indigenous communities, to promote program awareness and encourage participation from businesses throughout the region.

Program delivery shall be inclusive and accessible to businesses in rural and Indigenous communities across the region. Proponents shall explore flexible delivery options, including in-person, Virtual, telephone or other appropriate methods, based on individual business needs, location and accessibility considerations.

At minimum, the contractor shall:

- Acknowledge participant inquiries within two (2) business days.
- Offer an initial consultation within ten (10) business days following a complete eligible intake, subject to participant availability.
- Establish reasonable timelines for individual projects and monitor progress against approved milestones.
- Maintain a process for addressing participant concerns, service quality issues and requests for reassignment of experts.
- Promptly escalate material delays, expert shortages, participant disengagement and other issues that may affect program delivery or established targets.

Material changes to approved program-wide service standards require FMWBEDT authorization.

2.4 Deliverables & Performance Management

The successful Proponent shall provide, at minimum:

- Program Framework: Approved implementation workplan, eligibility and prioritization criteria, intake and assessment tools, participant matching methodology, support-hour allocation procedures and service standards.
- Expert Roster: Confirmed experts and subcontractors, including roles, qualifications, availability, rates or fee arrangements, conflict-disclosure procedures and backup coverage.
- Outreach and Recruitment: Approved marketing and outreach plan, promotional materials and participant recruitment activities.
- Participant Documentation: Intake assessments, approved individual project plans, authorized support-hour records, work products, completion records and participant evaluations.
- Monthly Progress Reports: Reports due within ten (10) business days after month-end during active program delivery, documenting businesses served, sectors represented, expert hours, service areas, project status, outreach activities, performance results, budget utilization, forecasts and identified risks.
- Program Impact Report: A final report by October 31, 2027, summarizing participation, program outputs, tangible business improvements, knowledge and capacity-building outcomes, financial reconciliation, participant satisfaction, consent-based case studies, lessons learned and recommendations for future programming.
- Six-Month Follow-Up Toolkit & Handover: By October 31, 2027, provide FMWBEDT with the tools and information needed to administer subsequent six-month participant follow-ups internally. This shall include recommended survey questions, measurement methodology, participant follow-up schedules, baseline and completion data, and appropriately authorized participant contact information. The contractor shall provide the necessary instructions and securely transfer the records to FMWBEDT in accordance with applicable privacy requirements.

All deliverables are subject to FMWBEDT review and acceptance in accordance with the executed agreement.

2.5 Program Targets and Follow-Up

The Business Assist Program is expected to support 40–60 distinct businesses, with 40 representing the minimum planning baseline, subject to sufficient eligible demand and approved funding.

The successful Proponent shall establish a consistent performance measurement approach that assesses both practical business improvements and participant capacity building. This shall include baseline assessments, project completion records, participant learning and satisfaction surveys, and the development of tools to support future six-month follow-up evaluations by FMWBEDT.

Table 1 – Program Performance Targets

Performance Indicator	Program Target
Businesses served	40–60 distinct businesses
Participant satisfaction	Minimum 85% of survey respondents
Approved project completion	Minimum 80%
Increased knowledge or confidence	Minimum 70% of responding participants

Six-month follow-up Preparation	Complete follow-up methodology, survey tools and participant handover information by October 31, 2027. Subsequent surveys will be administered by FMWBEDT.
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Table 2 – Expected Program Outcomes

Expected Outcome	Performance Measures
Stronger Business Management Skills	Percentage of participants reporting increased business knowledge and confidence following program participation.
Improved Business Systems and Processes	Number of businesses developing and implementing bookkeeping systems, HR tools, marketing plans, operational procedures or digital solutions, with demonstrated understanding of their use.
Greater Financial Understanding	Number of businesses developing or adopting budgets, cash-flow forecasts, pricing tools or improved financial reporting practices, supported by increased financial knowledge.
Increased Operational Efficiency	Documented or participant-reported time savings, reduced administrative workloads, improved workflows or fewer operational errors.
Improved Marketing and Customer Reach	Number of businesses developing and implementing marketing strategies, improving their digital presence or establishing new sales and customer engagement processes.
Better Access to Professional Expertise	Number of businesses receiving specialist support, total expert hours delivered and number accessing professional expertise for the first time.
Progress on Business Priorities	Percentage of participants completing approved projects or resources, implementing improvements and reporting increased ability to independently manage resulting tools or processes.
Stronger Business Resilience and Growth Readiness	Evidence that participating businesses have developed the knowledge, skills and resources to sustain improvements and pursue growth opportunities. Continued use and longer-term benefits may be assessed through FMWBEDT's subsequent follow-up activities.

Performance Measurement, Reporting & Follow-Up

Proponents shall describe how they intend to measure and report program results, including practical business improvements, participant knowledge and confidence, and achievement of established program targets. The final measurement and reporting approach shall be subject to FMWBEDT approval before program launch.

The Contractor shall develop and provide appropriate tools and participant records to support six-month follow-up evaluations, including recommended survey questions and follow-up timelines. FMWBEDT will be responsible for conducting the follow-up surveys.

The Contractor shall provide the final program impact report, financial reconciliation and follow-up materials by October 31, 2027, including the secure transfer of relevant participant information in accordance with applicable privacy requirements.

2.6 Program Schedule

Period	Required Activities
December 2026	Program setup, approval of operating framework, expert recruitment and verification, intake development and launch preparation
January–September 30, 2027	Program launch, outreach, participant intake and assessment, expert matching, hands-on training, knowledge transfer, implementation support and monthly reporting.
October 1–15, 2027	Final participant assessments, program close-out, outcome evaluation and preparation of six-month follow-up tools and participant records for FMWBEDT.
October 31, 2027	Submission of final program impact report, financial reconciliation, six-month follow-up tools and final participant records handover.

3. Schedule, Questions & Submission

MILESTONE	DATE / TIME
Issue Date	October 27, 2026
Questions Due	November 9, 2026 – 4:00 p.m. ABT
Final Addenda	November 12, 2026 – 4:00 p.m. ABT
Submissions Due	November 23, 2026 – 4:00 p.m. ABT
Evaluation	November 24-26, 2026 (anticipated)
Clarification Interviews, if needed	November 27, 2026, if required (clarification only; not scored)
Preferred Proponent Notification	November 30, 2026 (anticipated)
Service Commencement	December 2026, following required approvals and execution

Send all questions to Proposals@fmwb.ca with subject "2026RFP008 Business Assist Program: QUESTION." Only formally issued addenda or authorized written clarifications bind FMWBEDT. All November and December deadlines use Alberta Time (ABT, UTC–6).

Submit one searchable English-language PDF to Proposals@fmwb.ca by the deadline with subject "2026RFP008 Business Assist Program: SUBMISSION." The FMWBEDT receiving-email timestamp governs. The proposal response shall not exceed fifteen (15) pages, inclusive of appendices and team biographies. The completed and signed Proponent Response Cover Sheet and the completed pricing schedule required under Section 6 are excluded from this page limit but must be included in the same searchable PDF submission. Any supplementary pricing narratives or attachments shall count toward the fifteen (15)-page limit.

Late or noncompliant submissions will be handled under the published requirements and applicable law.

4. Mandatory Submission Requirements

ID	PASS / FAIL REQUIREMENT
M1	On-time searchable English-language PDF received at the stated address; narrative and biographies within the published 15-page limit (excluding signed cover sheet and pricing schedule).

ID	PASS / FAIL REQUIREMENT
M2	Completed signed response cover sheet acknowledging addenda, conflicts and all proposed exceptions.
M3	Identify the Proponent's legal name, designated lead contractor, proposed program manager and key delivery personnel. Identify any known consortium members or subcontractors and their respective responsibilities. Where specialized experts or subcontractors have not yet been selected, describe the proposed roles, required qualifications, recruitment approach and anticipated confirmation timeline. The lead contractor shall retain overall contractual and financial responsibility for program delivery, expert compensation and subcontractor performance. All experts and subcontractors must be appropriately qualified, verified and approved by FMWBEDT before providing program services.
M4	Provide a written program delivery approach addressing participant intake, assessment, expert matching, individualized training and capacity building, practical implementation support, monitoring and reporting.
M5	Provide a plan identifying how all seven service areas will be covered, including known experts or proposed expert roles, required qualifications and the process for recruiting and verifying any unconfirmed experts.
M6	Provide a completed pricing schedule identifying fixed program costs and variable expert support costs, with a total proposed contract value not exceeding CAD \$100,000 excluding GST. Pricing shall include all required services, reporting, six-month follow-up tool development and final handover obligations through October 31, 2027. GST shall be identified separately.
M7	Commitment to participant confidentiality, conflicts management, appropriate data security, deliverable ownership/licensing and professional scope limitations; disclose exceptions.
M8	Provide two examples of relevant engagements or client references, which may include experience of proposed key personnel or consortium members. Confidential examples may be anonymized. Include a proposed mobilization schedule for December 2026.

Mandatory compliance is reviewed before rated evaluation. Proposals may disclose and explain actual, potential or perceived conflicts; disclosure alone does not automatically disqualify a proponent. Clarifications may not permit material post-closing bid repair. FMWBEDT may verify representations and references.

5. Evaluation / Selection Method

Mandatory-compliant responses will be scored independently, then reconciled through recorded consensus. Each published subcriterion receives a rating from 0–5; weighted points = (rating ÷ 5) × the published points.

Interviews, if conducted, are for clarification only and not scored.

PUBLISHED CRITERION	WEIGHT	SCORING EVIDENCE
1. PROGRAM DESIGN & DELIVERY	30%	
Intake, assessment and matching	12%	Clear participant eligibility, diagnostic assessment, triage, expert matching, allocated hours and approval controls.
Hands-On Training, Implementation & Knowledge Transfer	12%	Quality of proposed individualized training, participant engagement, knowledge transfer and practical implementation that supports tangible business improvements and lasting participant capabilities.
Outreach and recruitment	6%	Specific recruitment strategy and accessible delivery model designed to reach program targets.

PUBLISHED CRITERION	WEIGHT	SCORING EVIDENCE
2. TEAM & EXPERT CAPABILITY	25%	
Expert breadth and qualifications	12%	Qualified experts across service areas, credentials where required and demonstrated delivery examples.
Program management and continuity	8%	Named lead and supporting personnel, expert onboarding, oversight, backups and capacity.
Regional context and accessibility	5%	Demonstrated understanding of participating businesses and credible remote/in-person coverage, without geographic preference.
3. MEASUREMENT, QUALITY & RISK	20%	
Outcome measurement and reporting	10%	Practical approach to measuring business improvements, participant knowledge, skills and confidence, program outcomes, reporting and preparation of six-month follow-up tools.
Conflicts, privacy and intellectual property	6%	Participant data handling, experts' conflict disclosures, appropriate IP/licensing and regulated practice safeguards.
Service quality and contingencies	4%	Response standards, participant disengagement controls, expert availability and continuity.
4. FINANCIAL PROPOSAL	20%	
Cost allocation and overall value	12%	Transparent allocation to participant support versus administration; credible services within the \$100,000 envelope.
Rates and cost transparency	5%	Expert rates, included hours/capacity, technology, marketing, expenses and GST clearly detailed.
Budget and change controls	3%	Approvals, utilization reporting, safeguards against overages and ability to reallocate support responsibly.
5. IMPLEMENTATION READINESS	5%	
Launch schedule	3%	Credible mobilization plan for December 2026 and program launch in January 2027.
Transition, improvements and value added	2%	Reusable resources, sustainable business improvements, practical recommendations and effective program handover to FMWBEDT.
TOTAL	100%	

Rating Guide: 0 — Not addressed; 1 — Poor; 2 — Fair; 3 — Good (meets requirements); 4 — Very Good; 5 — Excellent. Evaluators record supporting reasons and complete documented consensus scoring. All five categories are qualitative, including Financial Proposal (20%); no undisclosed lowest-price formula applies. Clarification interviews are not separately scored and do not permit material bid repair.

Following completion of the evaluation process, FMWBEDT may invite the highest-ranked compliant Proponent to enter contract negotiations, subject to satisfactory due diligence and required organizational approvals. Negotiations may address implementation details, pricing and contractual terms, provided they do not materially alter the advertised scope or undermine procurement fairness. If an agreement cannot be reached, FMWBEDT may discontinue negotiations and proceed to the next-ranked eligible Proponent or cancel the procurement, subject to applicable law and the terms of this RFP. Preferred Proponent notification does not constitute a contract award or authorization to commence services. A binding agreement requires execution by duly authorized representatives.

6. Pricing Schedule

The maximum available contract value is CAD \$100,000, excluding applicable GST. Proponents shall submit an itemized financial proposal identifying fixed program delivery and administration costs separately from variable subject-matter expert services. All proposed costs must be included within the maximum contract value.

Fixed-cost components shall be payable against agreed milestones or accepted deliverables. Expert services shall be paid based on approved hours actually delivered and documented, using the rates established in the executed agreement. The contractor shall be responsible for compensating all experts and subcontractors.

Pricing Requirements

Pricing Item	Proponent Response
Program Design & Start-Up	Fixed fee for program development, planning, tools and launch preparation
Program Administration & Coordination	Fixed fee for intake, assessments, participant matching, case management and ongoing administration
Expert Support Services	Proposed hourly rates by service area, estimated available hours and total budget allocated to expert assistance
Recruitment, Outreach & Marketing	Fixed fee for participant recruitment, promotional materials and outreach activities
Technology, Travel & Other Expenses	Itemized costs, including any required platforms, licensing, travel or other program expenses
Monitoring, Reporting & Evaluation	Fixed fee for monthly reporting, participant completion surveys, final impact reporting, six-month follow-up tool development and final records handover by October 31, 2027.
Other Proposed Costs	Identify and explain any additional costs not included above
Total Fixed Costs	CAD \$
Total Expert Support Allocation	CAD \$
Total Proposed Contract Value	CAD \$ — Not to exceed \$100,000 excluding GST
GST	Separately identified

Expert Support Capacity and Allocation

Proponents shall identify their proposed allocation for direct expert support, anticipated service hours and approach to distributing assistance among 40–60 participating businesses. Proposed allocations shall reflect individual business needs and remain subject to FMWBEDT approval. Expert services shall be compensated based on authorized hours actually delivered and documented.

Financial Controls

The following conditions shall apply:

- All pricing shall be in Canadian dollars, with GST separately identified, and shall include all required services, expenses, reporting and follow-up tool handover through October 31, 2027.
- Costs shall be clearly allocated between fixed program expenses and variable expert services, without duplication.

- Undelivered expert services shall not be payable. Unused allocations may be reassigned with FMWBEDT approval.
- Approved program services shall be provided at no charge to participants. Any additional participant charges require prior written approval. The contract ceiling is not a guaranteed payment, and additional expenditures require proper authorization.

7. Contractual Particulars

7.1 Program Authority & Service Controls

FMWBEDT retains final approval authority over program eligibility, participant allocations, spending limits, material changes and acceptance of deliverables. The Contractor shall maintain appropriate program and financial records and ensure services are delivered within approved participant plans and allocations. Work or expenditures exceeding authorized limits require prior FMWBEDT approval.

7.2 Participants, Experts & Regulated Services

The Contractor shall engage, manage and compensate all subject-matter experts and subcontractors and remain responsible for their qualifications, performance, conflicts, insurance and compliance with applicable professional requirements. FMWBEDT will not pay individual experts directly unless otherwise agreed in writing.

Services requiring professional licensing or authorization shall be provided only by appropriately qualified practitioners. Experts shall not independently solicit participating businesses or use participant information for purposes outside the approved program without appropriate authorization.

7.3 Confidentiality, Privacy and Deliverable Rights

The Contractor shall comply with applicable privacy legislation, including Alberta's Protection of Privacy Act (POPA), where applicable, and support FMWBEDT's obligations under the Access to Information Act (ATIA). The Contractor shall protect confidential business and personal information through appropriate confidentiality agreements, access controls, secure storage and transmission, incident response, and records retention and disposal practices.

Appropriate privacy notices and consent shall be obtained where required for participant information, surveys, testimonials and case studies. The Contractor shall promptly notify FMWBEDT of any actual or suspected privacy or information security incident and ensure the secure transfer of required program and participant records to FMWBEDT.

Confidential participant information shall not be entered into publicly accessible AI tools or used for AI training without prior written authorization and appropriate safeguards.

Participant Work Products: Materials developed specifically for participating businesses through the program shall belong to the respective businesses, subject to applicable third-party and pre-existing intellectual property rights. The Contractor shall ensure participants receive the ownership or ongoing usage rights necessary to independently use and maintain their completed resources.

FMWBEDT Program Materials: Program-specific materials newly developed and paid for under the agreement, including program frameworks, intake and assessment tools, reporting templates, outreach materials and final reports, shall belong to FMWBEDT. The Contractor and its experts shall retain ownership of their pre-existing tools and materials but shall grant FMWBEDT a perpetual, royalty-free licence to use, reproduce, adapt and share any such materials incorporated into program deliverables for program-related purposes, including use by future service providers. The Contractor shall secure the necessary rights from its experts and subcontractors.

Use of FMWBEDT branding outside authorized program activities requires prior written approval.

7.4 Insurance, Invoices, Reporting and Exit

The Contractor shall maintain Commercial General Liability insurance of at least CAD \$2,000,000 per occurrence and ensure all professional advisory services are covered by Professional Liability (Errors & Omissions) insurance of at least CAD \$1,000,000 per claim, either through the Contractor's coverage or appropriately insured subject-matter experts. The Contractor remains responsible for subcontracted services and shall provide evidence of insurance and applicable Workers' Compensation Board (WCB) coverage, clearance or exemption before services commence.

Payment shall follow the approved pricing structure, with fixed program costs payable against agreed milestones or accepted deliverables and expert services invoiced for authorized hours actually delivered and documented. Invoices must include sufficient supporting records, and total payments shall remain within the approved contract ceiling.

The Contractor shall maintain accurate program and financial records and cooperate with reasonable FMWBEDT verification and audit requirements. All final deliverables, including the program impact report, financial reconciliation, six-month follow-up tools and secure records handover, shall be completed by October 31, 2027. Final payment is subject to FMWBEDT's acceptance of these deliverables. The resulting agreement shall address performance remedies, early termination and orderly transition, consistent with applicable privacy and confidentiality requirements.

8. Standard Administrative & Legal Conditions

Appendix A – Standard RFP Conditions forms part of this solicitation and governs procurement administration, submissions, evaluation, negotiations and related conditions, including sixty (60) calendar days of proposal validity. This procurement will be conducted in accordance with applicable laws, trade-agreement obligations and FMWBEDT's approved procurement requirements.

Appendix A – Standard RFP Conditions follows on the next page and forms part of this solicitation.

APPENDIX A – STANDARD RFP CONDITIONS

Issued by Wood Buffalo Economic Development Corporation, operating as Fort McMurray Wood Buffalo Economic Development & Tourism (FMWBEDT).

1. Application and Order of Precedence

This Appendix forms part of the Request for Proposals (RFP). Read it together with the opportunity-specific RFP, schedules, response forms and formally issued addenda. If there is an inconsistency, a later valid addendum prevails over earlier solicitation documents; otherwise, an expressly different, more specific provision in the RFP prevails over this standard Appendix. Applicable mandatory law and trade-agreement obligations govern in all cases. The executed services agreement will have its own order of precedence.

2. Definitions

Closing Deadline: The date, time and time zone specified in the RFP or an authorized addendum.

Contract: The written agreement or other authorized procurement instrument executed or issued in accordance with FMWBEDT's applicable signing authority and the requirements of the opportunity-specific RFP.

Contractor: The Proponent or designated lead contracting entity that enters into a Contract with FMWBEDT and assumes responsibility for delivering the contracted services.

FMWBEDT: Wood Buffalo Economic Development Corporation, operating as Fort McMurray Wood Buffalo Economic Development & Tourism.

Preferred Proponent: A Proponent identified for due diligence or contract negotiations. Preferred status does not constitute contract award or authorization to begin services.

Proponent: A supplier, joint venture or consortium submitting, or intending to submit, a proposal.

RFP: The opportunity-specific solicitation, this Appendix, applicable schedules, response forms and formally issued addenda.

Successful Proponent: A Proponent that has entered into an authorized Contract with FMWBEDT.

Mandatory Requirement: A requirement expressly identified for mandatory or pass/fail screening in the RFP.

3. Participation and Proposal Declarations

By submitting a proposal, a Proponent confirms review of the solicitation and addenda and disclosure of requested conflicts, exceptions and assumptions. Disclosed exceptions are not automatically accepted. Where the RFP requires a signed response cover sheet or other form, the Proponent must provide it as prescribed. The RFP identifies which omissions constitute failure of a Mandatory Requirement.

4. Official Communications, Questions and Addenda

All RFP questions and communications must use the contact and method specified in the opportunity-specific RFP. Oral statements and informal advice do not amend the RFP. Clarifications or changes affecting proposal preparation will be issued in writing through the authorized solicitation channel, and, where the opportunity is publicly posted on Alberta Purchasing Connection (APC), posted on APC as required. Material information will be made available fairly to all suppliers. FMWBEDT may extend deadlines where appropriate to permit proponents to account for an amendment.

5. Submission, Receipt and Closing

Proposals must be submitted by the Closing Deadline, using the delivery channel, document format, language, forms and limits stated in the RFP. For email delivery, the receiving FMWBEDT system time establishes receipt; for APC or another authorized electronic portal, the applicable portal receipt record governs. Proponents are responsible for allowing sufficient time for transmission and upload, subject to circumstances in which an applicable legal requirement requires a different treatment. Late, unreadable or incorrectly delivered proposals will be handled under the published requirements and applicable law. FMWBEDT will document and address an identified receiving-system failure consistently and fairly.

6. Changes, Withdrawals and Proposal Validity

Before closing, a Proponent may replace or withdraw its submission through the authorized channel, provided the replacement or notice is received by the Closing Deadline. After closing, substantive changes are permitted only within the published clarification or negotiation process and applicable law. Unless the RFP specifies otherwise, a proposal remains valid for 60 calendar days after closing. Proposal validity does not itself authorize performance of services or constitute an executed services Contract.

7. Eligibility and Conflicts of Interest

Proponents must disclose actual, potential and reasonably perceived conflicts involving the Proponent, owners, proposed personnel or material subcontractors, including material involvement in drafting the solicitation or gaining non-public information. FMWBEDT may request relevant details, assess whether the conflict or advantage can be mitigated fairly, impose proportionate safeguards or exclude a proposal where a material conflict cannot be managed. Disclosure is not automatically disqualifying. Eligibility and participation conditions must be necessary, disclosed and applied without impermissible local preference or discrimination.

8. Joint Proposals, Subcontractors and Key Personnel

Proponents shall identify known joint venture or consortium members, material subcontractors and key personnel, including their proposed roles and the designated lead contractor. Where the RFP permits experts or subcontractors to be confirmed after award, Proponents shall identify the proposed roles, required qualifications and their recruitment and verification approach. The Contractor shall remain responsible for approved subcontracted services. Requirements for approving or replacing key personnel and subcontractors during delivery shall be governed by the RFP and resulting Contract.

9. Pricing, Currency and Taxes

Prices must be stated in Canadian dollars, with GST identified separately. Unless the RFP specifies otherwise, the proposed base price must include all labour, administration, approved service components, subcontractor costs, travel, materials, licensing and other charges required for the stated base deliverables. Proponents must identify assumptions, exclusions, optional pricing and any unit rates requested by the pricing schedule. No unapproved additional charge is created by submitting a proposal.

10. Evaluation and Clarifications

FMWBEDT will first assess the published Mandatory Requirements and will evaluate eligible proposals only against the published rated criteria, weights and methodology. The evaluation process will be confidential, documented and consistently applied. Any interview, reference check, demonstration, negotiation stage or minimum score must be disclosed in the RFP. FMWBEDT may seek clarification or verification of an ambiguity without allowing an unfair material post-closing revision or introducing new criteria. Any opportunity to correct an immaterial error will be administered consistently. FMWBEDT may verify stated qualifications, references and representations without introducing an undisclosed evaluation stage.

11. Selection, Negotiation and Decision Not to Award

FMWBEDT intends to select the most advantageous compliant proposal using the stated evaluation method, subject to applicable law and required organizational approvals. A notice of preferred status is not an award or authorization to start work. If the RFP discloses a negotiation process, FMWBEDT may negotiate within its stated parameters and in a manner consistent with procurement fairness. If negotiations are unsuccessful, FMWBEDT may take the next step expressly permitted by the RFP and applicable law. FMWBEDT may cancel or decline to award where lawfully justified, including where proceeding is not in the public interest; any such decision will be documented.

12. Contract Formation and Signing Authority

No services may commence and FMWBEDT makes no commitment to purchase services until all necessary approvals are obtained and an authorized Contract is executed or issued, together with any required notice to proceed. Only officials with authority under FMWBEDT's operative delegation framework may bind FMWBEDT. These provisions address formation of the services Contract and do not purport to exclude procurement-process duties or remedies imposed by law.

13. Pre-Contract Requirements

Before execution or commencement, the selected Proponent may be required to provide insurance certificates, WCB clearance or equivalent evidence where applicable, licences, registrations, qualification verification, confidentiality undertakings and other items expressly described in the RFP or proposed Contract. Performance standards, data-processing obligations, indemnities and deliverable intellectual-property terms apply as set out in the opportunity-specific RFP and final Contract.

14. Integrity, Fair Conduct and Proponent Costs

Proponents must not engage in collusion, bid rigging, misrepresentation, improper inducements or attempts to obtain confidential evaluation information. Contact intended to improperly influence the procurement outside the official communication process is prohibited. This does not restrict lawful communications unrelated to the competition. Any action must be supported by the facts and applicable rules. Proponents bear all costs of preparing, submitting, clarifying, presenting and negotiating proposals unless the RFP or an authorized agreement provides otherwise.

15. Information, Privacy, Records and Intellectual Property

Submitted proposals and evaluation materials will be maintained as FMWBEDT procurement records in accordance with applicable law and approved records retention requirements. FMWBEDT will apply reasonable safeguards to commercially sensitive and personal information but cannot guarantee absolute confidentiality or restrict disclosures required by law. Proponents must have appropriate authority to disclose any third-party or personal information included in their submissions. Non-public information provided by FMWBEDT may be used only for preparing a proposal and disclosed only to those with a legitimate need and appropriate confidentiality obligations. Submission of a proposal does not transfer ownership of the Proponent's pre-existing intellectual property. FMWBEDT may retain and reproduce submitted materials for procurement evaluation, approvals, administration and recordkeeping. Ownership, licensing and permitted use of deliverables developed under a resulting Contract shall be governed by the opportunity-specific RFP and reflected in the executed Contract. Pre-existing intellectual property rights shall remain with their respective owners unless otherwise expressly agreed.

16. Notifications, Debriefing and Award Publication

FMWBEDT will notify proponents of procurement outcomes in accordance with applicable requirements. On request, FMWBEDT will provide an explanation of why a proposal was not selected and the relative advantages of the successful proposal to the extent required by applicable procurement obligations, without disclosing another supplier's protected information. For covered procurements, FMWBEDT will post the required contract award information on the designated electronic tendering system within the applicable period.

17. Supplier Concerns and Review Rights

Suppliers may direct timely procurement-process concerns to the official RFP contact, identifying the procurement, relevant facts and requested response. FMWBEDT will review concerns appropriately and preserve a record. This internal process does not restrict applicable statutory, contractual or trade-agreement complaint and bid-protest rights or change any external limitation period.

18. Governing Law and Interpretation

The RFP and any resulting procurement obligations are governed by the applicable laws of Alberta and Canada, including trade-agreement obligations that apply based on the procuring entity, procurement value, subject matter and relevant exclusions. Where required by law, an inconsistent solicitation provision yields to the mandatory legal requirement. Invalidity of one provision does not affect the remainder to the extent permitted by law. Headings are for convenience only and do not affect interpretation.