



Sudbury & District

Health Unit

Service de
santé publique

SUDBURY & DISTRICT HEALTH UNIT

Request for Proposal

Social Media Strategy Development

Date Issued: July 31, 2017

Proposal Submission Deadline: August 23, 2017, at 4:30 p.m.

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Part 1 – Introduction

1.1 Invitation to Proponents

This Request for Proposals ("RFP") is an invitation to prospective Proponents to submit Proposals for the development of a Social Media Strategy as further described in Part 2 - The Deliverables (the "Deliverables"). This RFP is issued by the Sudbury & District Health Unit (the "SDHU").

1.2 RFP Not Tender

This RFP is not a tender call. This RFP does not commit the SDHU in any way to select a Preferred Proponent to proceed to negotiations for an Agreement, or to award any Agreement. The SDHU reserves the complete right to, at any time, reject all Proposals and to terminate this RFP process. This RFP is not intended to create, and should not be construed as creating, contractual relations between the SDHU and any Proponent.

1.3 Definitions

Unless otherwise specified in this RFP, capitalized words and phrases have the following meaning in this RFP.

"Agreement" means a formal written contract between the SDHU and a Preferred Proponent for the delivery of the Deliverables.

"Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the Proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having or having access to information in the preparation of its Proposal that is confidential to the SDHU and not available to other Proponents; (ii) communicating with any person with a view to influencing preferred treatment in the RFP process; or (iii) engaging in conduct that compromises or could be seen to compromise the integrity of the open and competitive RFP process and render that process non-competitive and unfair; or
- (b) in relation to the performance of its contractual obligations in an SDHU contract, the Proponent's other commitments, relationships or financial interests (i) could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgment; or (ii) could or could be seen to compromise, impair or be incompatible with the effective performance of its contractual obligations.

"Deadline for Issuing Addenda" means the date specified as such in Section 5.1.1.

"Deliverables" has the meaning specified in Section 1.1.

"Delivery Address" means the address specified in Section 5.1.1.

"SDHU" has the meaning specified in Section 1.1.

"SDHU Contact" means the SDHU representative identified in Section 1.4.

"Personal Information" means recorded information about an identifiable individual or that may identify an individual.

"Preferred Proponent" means the Proponent selected by the SDHU to enter into negotiations for an Agreement.

"Proponent" means an entity that submits a Proposal.

"Proponent's Deadline for Questions" means the date specified as such in Section 5.1.1.

"Proposal" means a proposal submitted in response to this RFP.

"Proposal Submission Deadline" means the date specified as such in Section 5.1.1.

"Reference Form" means the Reference Form attached as Appendix B.

"Registration Form" means the Registration Form attached as Appendix A.

"RFP" has the meaning specified in Section 1.1. "Service Provider" means the Preferred Proponent that ultimately executes an Agreement.

1.4 SDHU Contact

All Proposal submissions must be sent in confidence to:

RFP – Social Media Strategy, Sudbury & District Health Unit
1300 Paris Street, Sudbury, ON P3E 3A3
Attention: Purchasing Department – Finance Clerk

Questions about submitting a Proposal may be sent to:

Lisa Lemieux – Finance Clerk
Email: purchasing@sdhu.com
Telephone: 705.522.9200, ext. 485
Toll-free: 1.866.522.9200

Questions relating to the Scope of Work and the Deliverables may be sent in writing to:

Christopher Pollesel – Communications Officer
Email: polleselc@sdhu.com

Part 2 – The Deliverables

2.1 Overview

This RFP is an invitation to prospective Proponents to submit Proposals for the development of an agency-wide, robust and comprehensive social media strategy. Currently, the Health Unit uses Facebook and Twitter as its main social media platforms. The Health Unit also maintains a YouTube channel. Since joining the social media world in 2013, the Health Unit has been using social media and has relied mostly on a centralized model through the Communications team to maintain the platforms. The Health Unit would like to formalize and further incorporate social media into the daily practice of the agency at multiple programming areas. Social media serves as a powerful tool to promote programs and services, share health promotion messaging and disseminate important information to the public rapidly. Moreover, the Health Unit sees great value and potential in using social media to engage with audiences and as a means of advertising.

SDHU social media channels:

- SDHU
 - Facebook: facebook.com/SDHealthUnit
 - Twitter: [@SD_PublicHealth](https://twitter.com/SD_PublicHealth)
 - YouTube: youtube.com/thehealthunit
- SDHU: Alcohol, Let's Get real
 - Facebook: facebook.com/AlcoholLetsGetReal
 - Twitter: [@AlcoholGetReal](https://twitter.com/AlcoholGetReal)

2.2 Goals and Objectives

The goal of creating a social media strategy is to increase engagement and growth of the Health Unit's social media channels. A social media strategy will formalize, shape and provide direction on how the Health Unit uses social media and a successful strategy will be specific to the Health Unit and its public health mandate.

The Health Unit uses social media to reach community members across our service area and provide public health messaging, details about programs and services, and important information during public health emergencies.

Our main goals and objectives include:

- To increase engagement with the community.
- To increase the reach of SDHU's public health messages.
- To increase the overall digital footprint and web presence of the SDHU.
- To increase awareness of Health Unit programs and services.
- To build a credible and reliable resource for the public.
- To influence within the public health sector.
- To help SDHU meet public health mandates and standards.
- To improve business intelligence for better informed, evidence-based decision making.

- To communicate in a more efficient and effective manner with SDHU target audiences and stakeholders.
- To create internal buy-in on the importance and value of social media.
- To incorporate social media use throughout the Health Unit across multiple teams.
- To improve customer service delivery.

The strategy should identify what it would take for the SDHU to effectively increase its social media presence and engagement. The strategy should take into consideration: current level of social use, knowledge, awareness, skills and training needs across the agency. Moreover, consideration should be given to varying levels of internal interest, capacity and willingness, and motivation throughout the different program areas.

2.3 Description of Deliverables

The Service Provider will develop a strategic, comprehensive and robust social media strategy that aligns with the goals and objectives listed in Section 2.2.

The social media strategy should include:

1. Audit of the SDHU's social media presence.
2. An environmental scan of external social media presences including other public health units, health organizations and trends within social media.
3. A comprehensive social media strategy that is unique to the SDHU.

Topics to be considered when developing the social media strategy include:

- Social media guidelines
 - tone and voice of messaging
 - how to generate content
 - best practices of social media use
 - best practices of incorporating social media use amongst several SDHU programs
 - dealing with negative criticism
 - creating non-paid social media campaigns
 - creating paid social media advertising campaigns
 - opportunities for multimedia
 - documentation
- Social media management
 - account monitoring
 - scheduled posts
 - frequency and types of posts
 - emergency response protocols
- Risk management
 - risk mitigation plan
 - how to respond to inquiries, contentious topics and negative criticism

- when to delete posts, report posts
- address privacy-related concerns
- Engagement and responsiveness
 - responding to posts
 - how much to engage
 - engaging beyond our social media channels (ex. joining other conversations)
- Setting goals, objectives and measurable targets
 - determining goals and objectives
 - determining how to collect data for evaluation purposes
- Opportunities for training
 - identify resources to help support implementation of strategy
 - identify skills training as needed

Upon completion of the social media strategy, the Successful Proponent will present the strategy, including detailed findings in the social media audit and environmental scan, to SDHU key stakeholders through a presentation.

All components of the social media strategy must be completed and delivered to the SDHU no later than December 15, 2017.

2.4 Background

2.4.1 The Sudbury & District Health Unit (SDHU)

The Sudbury & District Health Unit (SDHU) is a progressive, accredited public health agency committed to improving health and reducing social inequities in health through evidence-informed practice. With a head office in Greater Sudbury and four district offices throughout the districts of Sudbury and Manitoulin, the SDHU has a staff of over 250 who deliver provincially legislated public health programs and services. The SDHU is governed by an autonomous Board of Health and has strong community and inter-agency partnerships including the Northern Ontario School of Medicine and Laurentian University. The SDHU has an enriched public health practice environment that fosters research, ongoing education, and the development of innovative programs and services.

The SDHU is part of a provincial network of 36 non-profit public health agencies, funded jointly by local and provincial governments. These health units, together with the Public Health Branch of the Ministry of Health and Long-Term Care, public health laboratories, and primary health care providers comprise the formal public health system of the province.

The SDHU operates on five (5) sites with our main office in Sudbury, and district offices in Chapleau, Espanola, Manitoulin Island, and St. Charles. The SDHU spans 46,475 square kilometers on the northern shore of Georgian Bay. The area includes Greater Sudbury, and the Sudbury and Manitoulin districts.

The SDHU works through multiple channels and on multiple issues in order to have an impact on the health of the population. The work is diverse, including individual clinical service delivery, education, inspection, surveillance, and policy development among other activities. Public health programs and services are geared toward people of all ages and are delivered in a variety of settings including workplaces, day care and educational settings, homes, health care settings and the community. Public health does this in partnership with many other entities including governmental, non-governmental and community organizations.

Part 3 – Proposal Submission Requirements

3.1 Proposal Contents

Proponents are encouraged to submit Proposals that conform to the following section headings and requirements. Failure to conform may impair the Proposal review process, possibly to the detriment of the Proponent.

- 3.1.1 An "Introduction" giving a brief description of the Proponent's relevant experience, comments on the proposed scope of work, overall approach to the work and identification of any sub-consultants.
- 3.1.2 A "Project Management" section showing how the required Deliverables will be provided.
- 3.1.3 A "Fees and Costs" section showing a breakdown of applicable taxes. The fee for services should be displayed net of taxes.

A section showing a cost breakdown by phase and criteria.

This section is to allow for a detailed cost analysis, if applicable. If costing for the project is expected to be "fee for service only, then no need to elaborate with breakdown other than applicable taxes. The evaluation of the costing element of a project is always done from the amount before taxes.

The SDHU will not pay or reimburse consultants for hospitality, food and incidental expenses, and such items should not be included in submissions.

- 3.1.4 A "Subcontractor Section", if the Proponent is proposing to employ a sub-contractor, describing the Proponent's arrangements with the subcontractor (and including a copy of the subcontractor's Proposal to perform that portion of the work).
- 3.1.5 An "Experience Section" describing the Proponent's relevant experience, supported by illustrative material relating to past projects.
- 3.1.6 An "Appendix" showing the curricula vitae of professional staff of the Proponent and any subcontractor.

- 3.1.7 A Registration Form (Appendix A), separate from the Proposal, signed by an authorized officer.
- 3.1.8 A Reference Form (Appendix B), separate from the Proposal, listing three persons for whom the Proponent has provided goods and/or services similar to the Deliverables within the past five years.

Part 4 – Evaluation of Proposals and Selection

4.1 Stage I – Compliance with Submission Criteria

Stage I of the evaluation process will consist of a review to determine which Proposals comply with all of the submission criteria of this RFP. Proposals that do not comply with all of the submission criteria, may, subject to the express and implied rights of the SDHU, be disqualified and not evaluated further.

Submission requirements, which Proponents are requested to provide in their Proposals, are listed below.

4.1.1 Registration Form (Appendix A) – Mandatory

Each Proposal should include a Registration Form completed and signed by the Proponent.

In addition to the other information and representations made by each Proponent in the Registration Form, each Proponent must declare whether it has an actual or potential Conflict of Interest.

If, at the sole and absolute discretion of the SDHU, the Proponent is found to be in a Conflict of Interest, the SDHU may disqualify the Proposal submitted by the Proponent.

The Proponent, by submitting the Proposal, warrants that to its best knowledge and belief no actual or potential Conflict of Interest exists with respect to the submission of the Proposal or performance of the contemplated Agreement other than those disclosed in the Registration Form. Where the SDHU discovers a Proponent's failure to disclose all actual or potential Conflicts of Interest, the SDHU may disqualify the Proponent or terminate any contract awarded to that Proponent pursuant to this procurement process.

4.1.2 Reference Form (Appendix B) – Mandatory

Each Proposal should include a Reference Form completed by the Proponent according to the instructions contained in that form. The name and telephone number of a contact person for each reference and a brief outline of the nature of the goods and/or services provided should be included.

The SDHU, in its sole discretion, may confirm the Proponent's experience and/or ability to provide the Deliverables by checking the Proponent's references.

4.2 Stage II – General Criteria

Stage II of the evaluation process will consist of evaluating Proposals based on the following general criteria:

	Category	Weight
4.2.1	Experience, Skills, and Qualifications: Experience, satisfactory performance on similar completed projects. Number, qualifications and relevant experience of personnel to be assigned to the proposed team.	30
4.2.2	Proposal: The depth and detail of the Proposal, which indicates an understanding of the scope, size, and complexity of the Deliverables.	30
4.2.3	Project Management: The proposed schedule for delivery of the Deliverables, management of the work, delegation of responsibility, work plans, cost control, reporting and quality control, and subcontracting arrangements.	20
4.2.4	Fees and Costs: The Proponent’s proposed fees and costs. All prices quoted shall be in Canadian Dollars. Prices shall also be quoted net of the Harmonized Sales Tax (HST) and any other federal or provincial taxes, if any, which may apply.	20

The scoring criteria and weighting may be changed based on RFP needs.

The SDHU will not be limited to the criteria referred to above, and the SDHU may consider other criteria that the SDHU identifies as relevant during the evaluation process. The SDHU may apply the evaluation criteria on a comparative basis, evaluating the Proposals by comparing one Proponent’s Proposal to another Proponent’s Proposal. All criteria considered will be applied evenly and fairly to all Proposals. In the event of a tie score, the selected Proponent will be determined on the basis of the Proponent with the highest rated score for pricing.

The SDHU reserves the right and discretion to divide up the Deliverables, either by scope, geographic area, or other basis as the SDHU may decide, and to select one or more Preferred Proponents to enter into discussion with the SDHU for one or more Agreements to perform a portion or portions of the Deliverables. If the SDHU exercises its discretion to divide up the Deliverables, the SDHU will do so reasonably having regard for the RFP and the basis of Proposals.

In addition to any other provision of this RFP, Proposals may be evaluated on the basis of advantages and disadvantages to the SDHU that might result or be achieved from the SDHU dividing up the Deliverables and entering into one or more Agreements with one or more Proponents.

4.3 Stage III – Short List and Further Evaluation

The SDHU may, in its sole and absolute discretion, short list one or more Proponents for further evaluation, including by way of interview, presentation and/or demonstration.

4.4 Stage IV – Selection of Preferred Proponent

At the conclusion of Stage III, a Preferred Proponent or Preferred Proponents may be selected.

4.5 Stage V – Negotiation of Agreement(s) and Award

If the SDHU selects a Preferred Proponent or Preferred Proponents, then it may:

- a) enter into an Agreement with the Preferred Proponent(s); or
- b) enter into discussions with the Preferred Proponent(s) to clarify any outstanding issues and attempt to finalize the terms of the Agreement(s), including financial terms. If discussions are successful, the SDHU and the Preferred Proponent(s) will finalize the Agreement(s); or
- c) if at any time the SDHU reasonably forms the opinion that a mutually acceptable Agreement is not likely to be reached within a reasonable time, give the Preferred Proponent(s) written notice to terminate discussions, in which event the SDHU may then either open discussions with another Proponent or terminate the RFP and retain or obtain the Deliverables in some other manner.

Part 5 – Terms and Conditions of the RFP Process

5.1 General Information and Instructions

5.1.1 Timetable

The following is the schedule for this RFP:

Issue date of RFP	July 31, 2017
Proponents: Deadline for questions	August 14, 2017 at 12 p.m.
SDHU: Posting of responses to questions	August 17, 2017 at 4:30 p.m.
Proponents: Proposal submission deadline	August 23, 2017 at 4:30 p.m.
Public Opening of Proposals	August 24, 2017 at 9 a.m.
SDHU: Completion of proposal evaluations and notification of short listed Proponents and unsuccessful Proponents to date	August 30, 2017
SDHU: Verification of references for the Preferred Proponent(s)	August 30, 2017, to September 6, 2017
SDHU: Notification to unsuccessful proponents and successful proponent	September 7, 2017
Deadline for Deliverable Material	December 15, 2017

The RFP timetable is tentative only and may be changed by the SDHU in its sole discretion.

5.1.2 Proponents to Follow Instructions

Proponents should structure their Proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a Proposal should reference the applicable section numbers of this RFP where that request was made.

5.1.3 Proposals in English

All Proposals should be in English only. Any Proposals received by the SDHU that are not entirely in the English language may be disqualified.

5.1.4 SDHU's Information in RFP Only an Estimate

The SDHU and its advisors make no representation, warranty or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to Proponents the general size of the work.

It is the Proponent's responsibility to avail itself of all the necessary information to prepare a Proposal in response to this RFP.

5.1.5 Proponents Shall Bear Their Own Costs

The Proponent shall bear all costs associated with or incurred in the preparation and presentation of its Proposal including, if applicable, costs incurred for interviews, presentations, or demonstrations.

5.2 Communication after Issuance of RFP

5.2.1 Proponents to Review RFP

Proponents are advised to examine all of the documents comprising this RFP and:

- a) are requested to report any errors, omissions, or ambiguities; and
- b) may direct questions or seek additional information, in writing by email, to Christopher Pollesel (polleselc@sdhu.com) on or before the Proponents' Deadline for Questions to the SDHU Contact. All questions submitted by Proponents by email to the SDHU Contact shall be deemed to be received once the email has entered into the SDHU Contact's email inbox. No such communications should be directed to anyone other than the SDHU Contact.

It is the responsibility of the Proponent to seek clarification from the SDHU Contact on any matter it considers to be unclear. The SDHU shall not be responsible for any misunderstanding on the part of the Proponent concerning this RFP or its process.

The SDHU is under no obligation to provide additional information, but may do so at its sole discretion.

To ensure consistency and quality of information provided to Proponents, the SDHU will collect all inquiries and respond to all inquiries by way of a written response that will be communicated to all Proponents, either by (a) posting on the SDHU website and on any other site on which this RFP was posted, or (b) sending an email or facsimile if the RFP was not posted, on the date specified in Section 5.1.1, without revealing the sources of the inquiries.

5.2.2 All New Information to Proponents by Way of Addenda

This RFP will only be amended by an addendum in accordance with this section. If the SDHU, for any reason, determines that it is necessary to provide additional information (including responses to questions) relating to this RFP, such information will be communicated to all Proponents by addenda either (a) posted on the SDHU website and on any other site on which this RFP was posted, or (b) emailed or transmitted by facsimile if the RFP was not posted, by the date specified in Section 5.1.1.

Each addendum shall form an integral part of this RFP.

Such addenda may contain important information including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by the SDHU.

5.2.3 Post-Deadline Addenda and Extension of Proposal Submission Deadline

If any addendum is issued after the Deadline for Issuing Addenda, the SDHU may at its discretion extend the Proposal Submission Deadline for a reasonable amount of time.

5.3 Submission of Proposals

5.3.1 Proposals Submitted Only in Prescribed Manner

Proposals should be duly submitted by the following methods:

A Proponent should submit one original of the Proposal, with the Registration Form signed by an authorized representative of the Proponent, (prominently marked "Original") in a sealed package to:

RFP – Social Media Strategy Development
Sudbury & District Health Unit
1300 Paris Street, Sudbury, ON P3E 3A3
Attention: Purchasing Department – Finance Clerk

A Proponent should also email, to the SDHU Finance Clerk at purchasing@sdhu.com, a password protected electronic file of the Proposal including all mandatory appendices, with the Registration Form signed by an authorized representative of the Proponent. The Proponent must then send the **password only** to unlock the Proposal and appendices to Christopher Pollesel at polleselc@sdhu.com.

In the event of a conflict or inconsistency between the hard copy and the electronic copy of the Proposal, the hard copy of the Proposal shall prevail.

5.3.2 Proposals Should Be Submitted on Time at Prescribed Location

Proposals should be submitted at the location set out above on or before the Proposal Submission Deadline. Proposals submitted to another location or after the Proposal Submission Deadline will be deemed late and may be disqualified. For the purpose of calculating time, the SDHU clock at the prescribed location for submission will be used.

5.3.3 Amending or Withdrawing Proposals Prior to Proposal Submission Deadline

At any time prior to the Proposal Submission Deadline, a Proponent may amend or withdraw a submitted Proposal. The right of Proponents to amend or withdraw includes amendments or withdrawals wholly initiated by Proponents and

amendments or withdrawals in response to subsequent information provided by addenda.

Any amendment should clearly indicate what part of the Proposal the amendment is intended to replace.

A notice of amendment or withdrawal should be sent to the Delivery Address prior to the Proposal Submission Deadline and should be signed by an authorized representative.

The SDHU is under no obligation to return amended or withdrawn Proposals.

5.3.4 Proposal Not to Be Amended After Proposal Submission Deadline

Proposals may not be amended following the Proposal Submission Deadline.

5.3.5 No Incorporation by Reference by Proponent

The entire content of the Proponent's Proposal should be submitted in a fixed form and the content of web sites or other external documents referred to in the Proponent's Proposal will not be considered to form part of its Proposal.

5.3.6 SDHU May Contact Proponent for Clarification

The SDHU may contact the Proponent to request clarification (or the submission of supplementary written information in relation thereto) with respect to the Proposal and incorporate a Proponent's response to the request for clarification into the Proponent's Proposal.

5.3.7 Proposal to Be Retained by the SDHU

The SDHU will not return the Proposal or any accompanying documentation submitted by a Proponent.

5.4 Notification of Outcome

5.4.1 Notification to Proponents of Outcome of Procurement Process

Once the Preferred Proponent(s) and the SDHU execute the Agreement, the other Proponents will be notified by the SDHU in writing of the outcome of the procurement process, including the name of the Preferred Proponent(s).

5.5 General Guidelines

5.5.1 Prohibited Proponent Communications

The Proponents shall not engage in any communication that would constitute or create a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Registration Form.

Communication by a Proponent with any SDHU representative other than the SDHU Contact may result in disqualification of the Proponent's Proposal.

5.5.2 Proponent Not to Communicate With Media

A Proponent should not at any time directly or indirectly communicate with the media in relation to this RFP or any contract awarded pursuant to this RFP without first obtaining the written permission of the SDHU Contact.

5.5.3 Freedom of Information and Protection of Privacy Act

The Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.31, as amended, applies to information provided to the SDHU by a Proponent. Subject to Section 5.6.1(a), a Proponent should identify any information in its Proposal or any accompanying documentation that is supplied in confidence and for which confidentiality is to be maintained by the SDHU. The confidentiality of such information will be maintained by the SDHU, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their Proposals will, as necessary, be disclosed on a confidential basis to the SDHU's advisers retained for the purpose of evaluating or participating in the evaluation of their Proposals.

By submitting any Personal Information requested in this RFP, Proponents are agreeing to the use of such information as part of the evaluation process, for any audit of this procurement process and for contract management purposes.

5.5.4 Make Public Proponent Names

The SDHU may make public the names of any or all Proponents.

5.5.5 Acceptance of Non-Compliant Proposals

The SDHU may accept Proposals that do not comply with the requirements of this RFP.

5.5.6 No Contract

By submitting a Proposal and participating in the process as outlined in this RFP, Proponents expressly agree that no contract or agreement of any kind is formed under, or arises from, this RFP, prior to the signing of a formal written Agreement.

5.5.7 Governing Law of RFP Process

This RFP process shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

5.5.8 Bid Protest Procedure

Proponents are encouraged to contact the SDHU's Accounting Manager to seek a resolution of any complaint prior to initiating a formal bid protest. Upon initial contact with the SDHU's Accounting Manager the proponent will have ten (10) business days in which to lodge a formal complaint in writing. If not received by that time, the SDHU's Accounting Manager will consider the issue resolved. Upon receiving a written complaint, the SDHU's Accounting Manager will discuss the matter and issue a timely response to the proponent. Any protest in writing that is not received in a timely manner will not be considered and the proponent will be notified in writing.

A protest in writing shall include the following:

- a) a specific identification of the provision and/or procurement procedure that is alleged to have been breached;
- b) a specific description of each act alleged to have breached the procurement process;
- c) a precise statement of the relevant facts;
- d) an identification of the issues to be resolved;
- e) the proponent's arguments and supporting documentation; and
- f) the proponent's requested remedy.

5.5.9 Bid Protest Procedure

If a proponent wishes to challenge the outcome of the RFP process, it should provide written notice to the SDHU contact within sixty (60) days of notification of award, and the SDHU will respond in accordance with its bid protest procedures.