



Public Health
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SUDBURY & DISTRICTS

PUBLIC HEALTH SUDBURY & DISTRICTS

Request for Proposal

INDIGENOUS DATA SOVEREIGNTY STRATEGY ENGAGEMENT & DEVELOPMENT PROJECT

Date Issued: September 19, 2025

Proposal Submission Deadline: October 20, 2025 at 12:00pm

Table of Contents

Part 1 – Introduction	3
1.1 Invitation to Proponents.....	3
1.2 RFP Not Tender	3
1.3 Definitions.....	3
1.4 Public Health Sudbury & Districts Contact.....	4
Part 2 – The Deliverables	5
2.1 Overview	5
2.2 Description of Deliverables.....	5
2.3 Background	5
Part 3 – Proposal Submission Requirements	8
3.1 Proposal Contents	8
Part 4 – Evaluation of Proposals and Selection.....	9
4.1 Stage I – Compliance with Submission Criteria.....	9
4.2 Stage II – General Criteria	10
4.3 Stage III – Short List and Further Evaluation	11
4.4 Stage IV – Selection of Preferred Proponent.....	11
4.5 Stage V – Negotiation of Agreement(s) and Award	11
Part 5 – Terms and Conditions of the RFP Process	12
5.1 General Information and Instructions.....	12
5.2 Communication after Issuance of RFP	13
5.3 Submission of Proposals	14
5.4 Notification of Outcome	15
5.5 General Guidelines.....	15

Appendices

Appendix A – Registration Form.....	i
Appendix B – Reference Form	iii

Part 1 – Introduction

1.1 Invitation to Proponents

This Request for Proposals ("RFP") is an invitation to prospective Proponents to submit Proposals for the provision of a subject matter expert to design and lead community consultations with members of the urban Indigenous population, Indigenous-led organizations, and First Nation communities within the Public Health Sudbury & Districts service area. These consultations will inform the direction and development of an Indigenous Data Sovereignty Strategy by capturing community insights and priorities. This RFP is issued by Public Health Sudbury & Districts.

1.2 RFP Not Tender

This RFP is not a tender call. This RFP does not commit Public Health Sudbury & Districts in any way to select a Preferred Proponent to proceed to negotiations for an Agreement, or to award any Agreement. Public Health Sudbury & Districts 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 Public Health Sudbury & Districts 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 Public Health Sudbury & Districts 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 Public Health Sudbury & Districts 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 Public Health Sudbury & Districts 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.

"Public Health Sudbury & Districts Contact" means Public Health Sudbury & Districts representative identified in Section 1.4.

"Personal Information" means recorded information about an identifiable individual(s) or that may identify an individual or group of individuals.

"Preferred Proponent" means the Proponent selected by Public Health Sudbury & Districts 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 Public Health Sudbury & Districts Contact

Sarah Rice, Manager, Indigenous Public Health
rices@phsd.ca
705.522.9200, ext. 207

Part 2 – The Deliverables

2.1 Overview

This RFP is an invitation to prospective Proponents to submit Proposals for the provision of the development of an Indigenous Data Sovereignty for Public Health Sudbury & Districts to guide the agency in the respectful collection, use (e.g., public reporting, planning, research, etc.), and governance of Indigenous data. Further details about the Strategy are outlined below. This RFP is issued by Public Health Sudbury & Districts.

2.2 Description of Deliverables

The Work provided by the successful proponent shall include, but is not limited to:

1. Initiating & Implementing the Engagement Process to inform the Strategy

- Engagement Plan, co-developed with PHSD and Indigenous partners.
- Implementation of engagement approaches as outlined in the Plan, including virtual and in-person engagement.
- Provision of summary notes or transcripts from each engagement activity (with appropriate permissions and cultural protocols observed).

2. Reporting on Engagement Outcomes

- Thematic Analysis Summary of consultation input.
- Final Community Engagement Report, including:
 - Overview of engagement process.
 - Key themes and recommendations.
 - Ethical considerations and cultural protocols observed.
- Direct community quotes (as permitted) and teachings that guide the direction

3. Delivering a Draft Indigenous Data Governance Strategy

- Draft Indigenous Data Governance Strategy, including:
- Guiding principles (e.g., OCAP®, community control, self-determination).
- Roles and responsibilities.
- Data stewardship and access protocols.
- Recommendations for implementation and next steps.

2.3 Background

2.3.1 Public Health Sudbury & Districts

Public Health Sudbury & Districts is a progressive, accredited public health agency committed to improving health and reducing social inequities in health through evidence-informed practice. Public Health Sudbury & Districts operates on six (6) sites with our main office in Sudbury, and satellite offices in Chapleau, Espanola, Manitoulin Island, and St. Charles. Public Health Sudbury & Districts spans 46,475 square kilometers on the northern shore of Georgian Bay. The area includes the City of Greater Sudbury, and the Sudbury and Manitoulin districts.

Public Health Sudbury & Districts has a staff of over 250 who deliver provincially legislated public health programs and services. Public Health Sudbury & Districts is governed by an autonomous Board of Health and has strong community and inter-agency partnerships including Northern Ontario School of Medicine University and Laurentian University. Public Health Sudbury & Districts has an enriched public health practice environment that fosters research, ongoing education, and the development of innovative programs and services.

Public Health Sudbury & Districts is part of a provincial network of 29 non-profit public health agencies, funded jointly by local and provincial governments. These health units, together with the Ministry of Health, public health laboratories, and primary health care providers comprise the formal public health system of the province.

Public Health Sudbury & Districts works with individuals, families, within these communities, partnering with agencies to promote and to protect health and to prevent disease. 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 community spaces.

Project Context

In line with its [Indigenous Engagement Strategy](#) and [2024-2028 Strategic Plan](#), Public Health Sudbury & Districts is seeking to develop an Indigenous Data Sovereignty Strategy to guide the agency in the respectful collection, use (e.g., public reporting, planning, research, etc.), and governance of Indigenous data.

Public Health is committed to working towards healthy and vibrant Indigenous communities in their pursuit of self-determined health and well-being. Along with a large urban Indigenous population, Public Health operates within the territories of 13 First Nations from the Anishinabek and Cree Nations.

The Strategy must be informed by community priorities, values, and guidance from Indigenous knowledge keepers and leaders, etc., and include a review of Indigenous-created frameworks, such as work from the First Nations Information Governance Centre (FNIGC). The Strategy should also include approaches appropriate for the diverse makeup of the urban Indigenous population in the service area. Alignment with the First Nations Principles of OCAP® (Ownership, Control, Access, and Possession) and other expressions of Indigenous data sovereignty is paramount. Public Health recognizes that Indigenous Peoples are the rightful stewards of their own data and aim to ensure that practices align with community values, needs, and teachings.

Public Health recognizes that historically, Indigenous Peoples have been treated and studied in ways that perpetuated harm and eroded trust. In response, Public

Health has taken a cautious approach, refraining from the collection and use of Indigenous identity data. While intended to prevent further harm, this approach risks contributing to the invisibility of Indigenous health needs and disparities.

To address this, Public Health is embarking on the development of an Indigenous Data Sovereignty Strategy that will enable ethical, community-led data collection and use practices and report-back requirements while respecting Indigenous self-determination.

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) (lived experience, community connections, etc).

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.

“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.

Public Health Sudbury & Districts will not pay or reimburse consultants for personal 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 the submission criteria of this RFP. Proposals that do not comply with all the submission criteria, may, subject to the express and implied rights of Public Health Sudbury & Districts, be disqualified and not evaluated further. Public Health Sudbury & Districts will notify such proponents within 10 business days by email.

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 Public Health Sudbury & Districts, the Proponent is found to be in a Conflict of Interest, Public Health Sudbury & Districts may disqualify the Proposal submitted by the Proponent. Public Health Sudbury & Districts will notify such proponents within 10 business days by email.

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 Public Health Sudbury & Districts discovers a Proponent's failure to disclose all actual or potential Conflicts of Interest, Public Health Sudbury & Districts 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.

Public Health Sudbury & Districts, 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.	25
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.	25

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

Public Health Sudbury & Districts will not be limited to the criteria referred to above, and Public Health Sudbury & Districts may consider other criteria that Public Health Sudbury & Districts identifies as relevant during the evaluation process. Public Health Sudbury & Districts 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.

Public Health Sudbury & Districts reserves the right and discretion to divide up the Deliverables, either by scope, geographic area, or other basis as Public Health Sudbury & Districts may decide, and to select one or more Preferred Proponents to enter into discussion with Public Health Sudbury & Districts for one or more Agreements to perform a portion or portions of the Deliverables. If Public Health Sudbury & Districts exercises its discretion to divide up the Deliverables, Public Health Sudbury & Districts 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 Public Health Sudbury & Districts that might result or be achieved from Public Health Sudbury & Districts 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

Public Health Sudbury & Districts 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 Public Health Sudbury & Districts 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, Public Health Sudbury & Districts and the Preferred Proponent(s) will finalize the Agreement(s); or
- c) if at any time Public Health Sudbury & Districts 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 Public Health Sudbury & Districts 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, RFQ or RFT	September 19, 2025
Proponents – Deadline for Questions	October 3, 2025
Posting of Responses to Questions	October 10, 2025
Proposal Submission Deadline	October 20, 2025 at 12:00pm

The RFP timetable is tentative only and may be changed by Public Health Sudbury & Districts 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 Public Health Sudbury & Districts that are not entirely in the English language may be disqualified.

5.1.4 Public Health Sudbury & Districts' Information in RFP Only an Estimate

Public Health Sudbury & Districts 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 Sarah Rice (rices@phsd.ca) on or before the Proponents' Deadline for Questions to Public Health Sudbury & Districts Contact. All questions submitted by Proponents by email to Public Health Sudbury & Districts Contact shall be deemed to be received once the email has entered into Public Health Sudbury & Districts Contact's email inbox. No such communications should be directed to anyone other than Public Health Sudbury & Districts Contact.

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

To ensure consistency and quality of information provided to Proponents, Public Health Sudbury & Districts 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 Public Health Sudbury & Districts 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.

Public Health Sudbury & Districts is under no obligation to provide additional information but may do so at its sole discretion.

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 Public Health Sudbury & Districts, 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 Public Health Sudbury & Districts 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 Public Health Sudbury & Districts.

5.2.3 Post-Deadline Addenda and Extension of Proposal Submission Deadline

If any addendum is issued after the Deadline for Issuing Addenda, Public Health Sudbury & Districts 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

All Proposal submissions must be sent electronically in compliance with the following criteria:

- File clearly identified as: Indigenous Data Sovereignty Strategy in PDF format
- Password protected file to be submitted to the attention of:
 - Finance Clerk
 - Email: purchasing@phsd.ca
- Password to access the encrypted proposal file must be sent to the attention of:
 - Sarah Rice – Manager, Indigenous Public Health
 - Email: rices@phas.ca

5.3.2 Proposals Should Be Submitted on Time via Email

Proposals should be submitted in the method set out above on or before the Proposal Submission Deadline. For the purpose of calculating time, Public Health Sudbury & Districts will use time stamps from the submission email.

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 email address prior to the Proposal Submission Deadline and should be signed by an authorized representative.

Public Health Sudbury & Districts 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 Public Health Sudbury & Districts May Contact Proponent for Clarification

Public Health Sudbury & Districts 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 Public Health Sudbury & Districts

Public Health Sudbury & Districts 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 Public Health Sudbury & Districts execute the Agreement, the other Proponents will be notified by Public Health Sudbury & Districts 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 Public Health Sudbury & Districts representative other than Public Health Sudbury & Districts 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 Public Health Sudbury & Districts 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 Public Health Sudbury & Districts 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 Public Health Sudbury & Districts. The confidentiality of such information will be maintained by Public Health Sudbury & Districts, 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 Public Health Sudbury & Districts' 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

Public Health Sudbury & Districts may make public the names of any or all Proponents.

5.5.5 Acceptance of Non-Compliant Proposals

Public Health Sudbury & Districts 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 Public Health Sudbury & Districts' Accounting Manager to seek a resolution of any complaint prior to initiating a formal bid protest. Upon initial contact with Public Health Sudbury & Districts' 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, Public Health Sudbury & Districts' Accounting Manager will consider the issue resolved. Upon receiving a written complaint, Public Health Sudbury & Districts' 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 Public Health Sudbury & Districts contact within sixty (60) days of notification of award, and Public Health Sudbury & Districts will respond in accordance with its bid protest procedures.