

PUBLIC HEALTH

SUDBURY & DISTRICTS

Request for Proposal

Succession Planning Consulting Services

**Date Issued:** October 22, 2018

**Proposal Submission Deadline:** November 9, 2018

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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 provision of succession planning consulting services required as further described in Part 2 - The Deliverables (the "Deliverables"). 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:

1. 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
2. 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 or that may identify an individual.

"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

All Proposal submission must be sent in confidence to:

RFP – Succession Planning Consulting Services

Public Health Sudbury & Districts

1300 Paris Street

Sudbury, ON P3E 3A3

Attention: Purchasing Department

Questions about submitting a Proposal or submission status may be sent to:

Lisa Lemieux – Finance Clerk

Email: purchasing@phsd.ca

Telephone: 705.522.9200, ext. 485

Toff-free: 1.866.522.9200

Questions relating to the Scope of Work and the Deliverables must be sent in writing via email to:

France Quirion, Director, Corporate Services

Email: quirionf@phsd.ca

# Part 2 – The Deliverables

## 2.1 Overview

This RFP is an invitation to prospective Proponents to submit Proposals for the provision of succession planning consulting services.

Public Health Sudbury & Districts has developed a Workforce Development Framework which includes human resource management processes and activities aimed to enhance organizational performance, make improvements to the local public health system as well as develop rewarding career paths for employees. As part of the processes and activities, Public Health Sudbury & Districts is seeking to develop a career and succession planning program for senior management.

Public Health Sudbury & Districts is requesting the assistance of a consulting firm to assist in the development of a succession planning program for senior management leadership positions, including the Medical Officer of Health and Director levels. The expectation is that the succession program will consist of six stages:

**Stage one**: Training for senior management on succession planning

**Stage two**: Assessment of the organization’s existing policies and tools related to succession planning for senior management positions

**Stage three**: Development of a succession planning model for senior managers

**Stage four**: Recommendations and revision of current policies, procedures, and development of tools and resources to support the succession planning model

**Stage five**: Development of an implementation plan for the succession planning model

**Stage six**: Adapt the model for application at the middle management level

Public Health Sudbury & Districts’ Succession Planning and Management Policy (Appendix C) outlines the following components as being part of the Succession program.

* + - Ongoing identification of key positions to be included in the program
		- Identification and utilization of core competencies required for key positions
		- Assessment of candidates for inclusion in the program
		- Development of succession candidates
		- Evaluation and administration of the program

## 2.2 Description of Deliverables

**Scope of Services**

The project will consist of six stages, with each stage including, but not limited to, the following services:

**Stage one**: Training for senior management on succession planning

* Training senior management team and others as appropriate on the concepts and best practices of succession planning

**Stage two**: Assessment of the organization’s existing policies and tools related to succession planning for senior management positions

* Review the organization’s current policy, process and materials relevant to succession planning against best practices
* Identify gaps and make recommendations

**Stage three**: Development of succession planning model for senior managers

* Work in collaboration with the organization’s senior management executive committee to develop a succession planning model
* Provide recommendations on assessing the current workforce to identify high-potential succession candidate
* Provide recommendations on conducting and documenting a gap analysis between the high-potential succession candidate competency profiles and the key position competency profiles
* Provide recommendations for assessing the training needs (individual development plans) to develop core competencies and professional development for high-potential succession candidates

**Stage four**: The recommendation and revision of current policies, procedures, and development of tools and resources to support the succession planning model

* Explore and develop knowledge transfer strategies and information-sharing procedures to support succession planning
* Evaluate automated succession planning software tools and other technology that model changes, forecast needs, provide early warning notices of shortcomings in the succession plan, and track progress
* Recommend tools based on evaluation results
* Develop a mechanism and procedure to continually monitor, evaluate, update/validate the succession plan against changes in the workforce, work environment, budgets, organizational changes, and evolving public health needs

**Stage five**: Development of an implementation plan for the succession planning model

* Develop a succession planning guide for use by the Medical Officer of Health and Division Directors

**Stage six**: Model Adaptation

* Provide recommendations on how the model can be utilized at the middle management level

## 2.3 Background

### 2.3.1 Public Health Sudbury & Districts

Public Health Sudbury & Districts is a progressive, public health agency committed to improving health and reducing social inequities in health through evidence-informed practice. With the main office in the City of Greater Sudbury and four offices throughout the districts of Sudbury and Manitoulin, 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 the Northern Ontario School of Medicine 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 35 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.

Public Health Sudbury & Districts operates on five (5) sites with our main office in Sudbury, and offices in Chapleau, Espanola, Manitoulin, 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 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.

The labour market is continually changing and it is of the utmost importance that Public Health Sudbury & Districts maintain the workforce capacity required for future public health demands. A competent workforce enables the organization’s to effectively conform to the organizational standard requirements related to risk management, human resources strategy and staff development.

In accordance with the organization’s policy, the succession management program shall support the program and service’s continuity, align the organization’s mission and human resources strategy, minimize the impact of a key position’s vacancy, demonstrate the organization’s commitment to developing career paths for employees and serve as a lens to guide staff development resource allocation for key positions.

# 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 comply 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.

 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 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 Public Health Sudbury & Districts, 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 must 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.

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 must 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:

1. enter into an Agreement with the Preferred Proponent(s); or
2. 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
3. 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** | **October 22, 2018** |
| --- | --- |
| Proponents – Deadline for Questions | October 31, 2018 |
| Posting of Responses to Questions | November 2, 2018 |
| Proposal Submission Deadline | November 9, 2018 on at 4 p.m.  |
| Public Opening of RFP Submission | November 13 at 10:00 a.m.1300 Paris Street, Sudbury, ON |

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:

1. are requested to report any errors, omissions, or ambiguities; and
2. may direct questions or seek additional information,

in writing by email to France Quirion 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.

Public Health Sudbury & Districts 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, 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.

### 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

Proposals should be submitted by the following method:

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

RFP – Succession Planning Consulting Services,
Public Health Sudbury & Districts

1300 Paris Street, Sudbury, ON P3E 3A3

Attention: Purchasing Department – Finance Clerk

A Proponent must also email, to Public Health Sudbury & Districts Finance Clerk at purchasing@phsd.ca, 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 France Quirion at quirionf@phsd.ca.

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, Public Health Sudbury & Districts 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.

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).

Insert 5.5 re: bid protest procedure then renumber from here on.

## 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:

1. a specific identification of the provision and/or procurement procedure that is alleged to have been breached;
2. a specific description of each act alleged to have breached the procurement process;
3. a precise statement of the relevant facts;
4. an identification of the issues to be resolved;
5. the proponent’s arguments and supporting documentation; and
6. 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.