



May 25, 2016

## Request for Proposals

### Marketing Communications Creative Services

CUSC-CCREU is seeking a highly qualified and experienced marketing agency to provide marketing communications creative services that will compellingly advance our existing strategic marketing and brand platform. The company shall be the principal advisor and provider to CUSC-CCREU for marketing communications during the term of the contract.

**Would your agency benefit from national exposure by branding a Canadian not-for-profit organization and national leader in post-secondary education?**

In the Canadian post-secondary education sector, CUSC-CCREU is *the* national leader in student insight and intelligence. We are 100% Canadian. Innovation-driven. Relied on by universities across the country. And, ready to work with an agency as driven as we are, to make an indelible mark in post-secondary education in Canada.

CUSC-CCREU is Canada's longest-standing provider of undergraduate student satisfaction and experience surveys (established in 1994). We support the annual collection, management, analysis and dissemination of survey responses. Depending on the year and number of participating universities, CUSC-CCREU surveys receive feedback from about 15,000 to 25,000 undergraduate students across Canada. Results from the surveys influence senior administrators to change their university's policies and practices to improve students' experiences.

This Request for Proposals package includes Scope of Work, Proposal Requirements, Conditions, and Selection Process. Proposals submitted shall remain in effect for a period of ninety (90) days from the Proposal due date.

**Due Date:** Please submit your Expression of Interest via email to [cusc.ccreu@gmail.com](mailto:cusc.ccreu@gmail.com) no later than Friday, June 10, 2016 at 11:59 pm Central Daylight Time. Proposals are due Tuesday, July 5, 2016 at 11:59 pm Central Daylight Time.

The Board of Directors of CUSC-CCREU reserves the right to reject any or all proposals or to accept any proposal, should it deem such an action to be in its interests.

If you have questions concerning the RFP process, instructions, or terms and conditions, send an email to [cusc.ccreu@gmail.com](mailto:cusc.ccreu@gmail.com) before Monday June 13, 2016 at 11:59 pm Central Daylight Time. Responses will be shared on Tuesday, June 21, 2016 with all proponents that submitted an Expression of Interest.

Sincerely,

Linda Kupp  
President, CUSC-CCREU

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## **1.0 Background**

The Canadian University Survey Consortium – Consortium canadien de recherche sur les étudiants universitaires (CUSC-CCREU, or the “Corporation”) is Canada’s longest-standing and pre-eminent provider of undergraduate student satisfaction and experience surveys and results. Depending on the year and number of participating universities, CUSC-CCREU surveys seek input from approximately 40,000 to 75,000 undergraduate students across Canada.

CUSC-CCREU is a national not-for-profit corporation with members from Canadian post-secondary institutions. CUSC-CCREU surveys students at member institutions to collect, manage, analyze and disseminate reliable and comparative data on the experience and satisfaction of students. The surveys run once a year in the Winter term and operate on a three year cycle, alternating between first year students, middle years students, and graduating students. Results provide measures of student characteristics, activities, and perceptions of the quality of their educational experience at university as well as a broad base of comparative information for the benefit of participating institutions. The results offer significant value for institutional strategic planning and decision-making.

CUSC-CCREU is committed to keeping pace with the evolving realities and needs of post-secondary education (PSE) in Canada. In response to member feedback, CUSC-CCREU recently shortened and streamlined its survey instruments with common questions, questions specific to the target student groups, and changed its previous “all years” survey to a unique middle years survey. This enhanced the practical relevance of CUSC-CCREU results to critical PSE issues related to student recruitment, student experience, student retention and student affinity.

For additional information, visit the CUSC-CCREU website at [www.cusc-ccreu.ca](http://www.cusc-ccreu.ca)

### **1.1 CUSC-CCREU Vision**

CUSC-CCREU will be the leading provider of reliable and valid Canadian post-secondary student experience and satisfaction data that informs institutions’ decision making.

### **1.2 CUSC-CCREU Mission**

The mission of the Canadian University Survey Consortium (CUSC-CCREU) is to assess the Canadian university experience by surveying representative student populations enrolled in participating universities. The Consortium is a membership non-profit corporation. It supports the annual collection, management, analysis and dissemination of survey data. Results provide measures of student characteristics, activities, and perceptions of the quality of their educational experience at their universities as well as a broad base of comparative information for the benefit of participating institutions.

### **1.3 CUSC-CCREU Members, Board**

CUSC-CCREU members are universities from across Canada. The Corporation is governed by a volunteer Board of Directors comprised of employees from member universities.

### **1.4 CUSC-CCREU Current Operating Environment**

CUSC-CCREU does not currently have a physical “head office” or any employees. The user base corresponds to the overall Canadian PSE landscape, where small and medium-sized institutions outnumber large institutions.

A marketing communications plan, brand strategic platform, and creative brief have been drafted and will be provided to the successful Proponent to inform the work they produce.

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## **2.0 Marketing**

CUSC-CCREU needs the expertise and services of a marketing communications creative services company.

### **2.1 CUSC-CCREU Marketing Objectives**

Through the use of marketing communications, CUSC-CCREU wishes to:

- Enhance its profile as a reputable provider of unique, relevant and comprehensive data and reports on the Canadian university student experience,
- Enhance the reputation, credibility and legitimacy of the CUSC-CCREU portfolio of products,
- Establish a clear, consistent, singular and brand-aligned identity for the CUSC-CCREU product portfolio,
- Clarify the quality and practical value of its products for current and prospective users,
- Expand and diversify its membership, and
- Foster more consistent and frequent usage of its full portfolio of products by all members, year over year.

### **2.2 CUSC-CCREU Target Audiences**

Primary: Decision-makers at Canadian post-secondary institutions including Presidents, administrative and academic Vice-Presidents and heads of institutional research offices, student services divisions, and marketing and communications units.

Secondary: Decision-makers at provincial government advanced education ministries, post-secondary student associations and post-secondary professional and advocacy associations.

### **2.3 CUSC-CCREU Desired Positioning**

The marketing communications creative concept, copy, and imagery the Proponent develops must align and compellingly advance an existing marketing plan, brand strategic platform, key messages, and creative brief.

### **2.4 CUSC-CCREU Marketing Communications Budget**

The estimated expenditure for marketing services in 2016-17 is \$20,000 Canadian and is inclusive of taxes. This budget includes items listed in sections 3.1 and 3.2. Should additional funds become available, the budget may increase after the contract is awarded.

CUSC-CCREU may consider additional value added services, improvements, and other solutions offered by the Proponent.

## **3.0 Scope of Work**

The contract resulting from this RFP will be an important milestone in CUSC-CCREU history. The relationship established with the successful Proponent will be a strategic partnership that contributes to CUSC-CCREU success. We need a creative counterpart with energy, flexibility, and dedication to open and collaborative relationships.

### **3.1 Phase 1: Development of Brand-aligned Marketing Communications**

The scope of the project for Phase 1 is to refine the draft marketing communications plan and develop creative for elements in the final plan in alignment with CUSC-CCREU's existing brand platform.

Applications of the new CUSC-CCREU brand creative may include but are not limited to:

- Revamped logo and precise guidelines for logo usage and presentation
- Tagline
- Design and visual parameters including colour scheme, typographic font(s), imagery style and iconography

- A “voice” or tone for all CUSC-CCREU communications
- Re-naming the surveys and reports

In reviewing and potentially refining the marketing communications plan, the Proponent must keep in mind the following standards: the plan should be integrated, comprehensive, tactical, and easy to execute. It should include a measurement program which sets out performance metrics, targets, and benchmarks to assess the success of marketing and communications.

### 3.2 Phase 2: Rollout

Aligned with the marketing communications plan and new brand, activities may include but are not limited to:

- Advice on revamping the website including navigation, content and design
- Advice on revamping the procedures manual
- Creative samples and templates for awareness advertising
- Member recruitment and retention collateral: introductory brochure, PowerPoint template and slide content, e-mail banners and content (sample templates)

### 3.3 Phase 3: Ongoing Marketing Communications

This is potential future work as deemed necessary by the Board of Directors, and may be awarded to the successful Proponent of this RFP.

### 3.4 Deliverables

Under the direction of, and in collaboration with, the CUSC-CCREU Board of Directors, the successful Proponent will deliver the items listed in section 3.1 and section 3.2, along with providing advice to CUSC-CCREU.

Proponent performance will be assessed based on their ability to meet service deliverables on time, on budget, and done to a level of quality that is satisfactory to the CUSC-CCREU Board.

## 4.0 Timeline

The following table outlines the anticipated schedule for the RFP process and contract. Timing and sequence of events may vary. CUSC-CCREU reserves the right to change dates as needed.

<b>Event</b>	<b>Anticipated Date</b>
Request For Proposals issued	Monday, May 30, 2016
Expression of Interest	Friday, June 10, 2016 at 11:59 pm CDT
Last day for Proponent questions	Monday, June 13, 2016 at 11:59 pm CDT
Question responses shared with all proponents	Tuesday, June 21, 2016
Confirmation that proposal was received	Within 4 business days
RFP submission deadline	Tuesday, July 5, 2016 at 11:59 pm CDT
Evaluation and notification of shortlisted proposals	Tuesday, July 19, 2016
Interviews with shortlisted Proponents	First week of August 2016
Selection of Proponent, recommendation to Board	Thursday, August 18, 2016
Contract awarded	Tuesday, August 23, 2016
Notification to Proponents who were not selected	Monday, August 29, 2016
First meeting with selected Proponent	August/September 2016
Phase 1: Branding	Summer and Fall 2016
Phase 2: Rollout	Fall 2016 and Winter 2017
Phase 3: Ongoing Marketing (potential)	Winter 2017 and beyond

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## **5.0 Proposal Requirements**

Proposals submitted in response to this RFP should be detailed sufficiently and demonstrate attention to the scope of work as outlined in section 3.0 of this RFP. They should be written in simple, clear, concise language that allows for ease of understanding by the Evaluation Committee. Proponents should structure their responses in the order outlined below.

Submissions that are unsigned, improperly signed, conditional, illegible, obscure, contain errors, erasures, alterations or irregularities of any kind may be declared non-compliant at the discretion of the Evaluation Committee.

### **5.1 Proponent Cover Letter and Table of Contents**

Provide a cover letter, dated and signed by an official authorized to negotiate and make commitments on behalf of the Proponent. This should be followed by a table of contents that includes page numbers and identifies all materials included in the proposal submission.

### **5.2 Proponent Summary**

In a maximum of 1 page, provide a summary of the key features of your proposal. Outline your understanding of the scope, objectives, strategic, and creative considerations necessary to be the successful Proponent. Also indicate why your proposal offers the best solutions for CUSC-CCREU marketing communications.

### **5.3 Proponent Profile**

Give a brief introduction to your company, outlining relevant information pertaining to its history, philosophy, and growth trends, including:

- Legal full name, current operating business name (if different), contact information, website
- Name, title, phone, and email address of the primary contact person and an alternative if the primary contact is not available
- Date established, years in business
- Company mission, vision and values, creative philosophy, operating philosophy
- Core competencies
- Bilingualism (English and French) capacity
- Summary information on the company's track record and accomplishments

Responses to this RFP may be submitted by an individual contractor, sole proprietorship, company, strategic partnerships, joint ventures or consortiums. However, a single Proponent must be identified as the primary contact to execute a contract with CUSC-CCREU. If the response to this RFP is made by a partnership or joint venture, the Proponent shall describe the precise nature of the partnership or joint venture, its legal status, contact information, who is to receive payment, etc.

### **5.4 Proponent Operations**

The Proponent must have a sound financial and business profile and must have the resources to successfully undertake and complete this project. Your proposal shall contain:

- Details of your company's structure (owners, officers, executives, directors, shareholders), type of ownership, jurisdiction where the business is registered, geographic office location(s), and number of full-time employees.
- An estimate of your company's billings for this year and the previous year.
- What percent of your company's existing business that CUSC-CCREU's opportunity would represent, and the impact that the size and volume of work generated by this project will have on your other clients.
- Additional information that may materially affect your ability to perform the services outlined in this RFP.

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### 5.5 Proponent Expertise

Expectations for key individuals assigned to this project are demonstrated thought leadership, business savvy, and a talent for creative communications.

- List the team members that would be involved in this project, their designated roles and responsibilities, their employment term with your company, their qualifications and relevant experience; and your ability to back-up and support your team members.
- Describe the strengths and capabilities of your account management – project management, administration, budgeting, and reporting.

### 5.6 Proponent Related Experience

The CUSC-CCREU Board values excellence and results. To win this contract, your company will need to give us a taste of the creative juices that fuel your approach. Show us where you have produced excellent results, and tell us how you create clear messages that cut through the noise in the marketplace.

- Include 2 or 3 brief examples of recent past work that you think are relevant to the services requested in this RFP. Outline the campaign objectives, approach taken for the development, creative plan, media plan, budget, and analysis of campaign effectiveness. The work should show the breadth of capabilities for your company.
- Explain your company's experience with marketing in the post-secondary education sector, with not-for-profit corporations, national organizations, bilingual organizations, and working independently and remotely.

### 5.7 Proponent Proposed Workplan and Budget

CUSC-CCREU supports a performance-based model that ensures target outcomes and accountability. Outline a proposed workplan based on the stated scope of work in this RFP that includes:

- How your company supports this model and how it will address guarantees for schedules and deliverables and penalties for non-performance.
- A work plan with a timeline for deliverables and activities which you suggest that CUSC-CCREU implements in order to reach our objectives by the end of this project. This should include a project management plan, billing cycle and rate structure, budget tracking and expenditure reporting, preparation of status reports, and scheduling of regular meetings to discuss the project progress.
- Who the account supervisor will be that handles all day-to-day contact with CUSC-CCREU.
- If sub-contractors will be used, indicate the specific roles and responsibilities that will be assigned to each person and your company's ability to manage sub-contracts without additional involvement or effort by CUSC-CCREU.
- If some of the components are not possible within the budget (see section 2.4), please state this.
- Any alternate and/or value added solutions that would benefit CUSC-CCREU in terms of service, quality control, sustainable initiatives, etc. Please ensure that any of the value added items which you may propose are identified separately.

Prices submitted shall be firm for the project duration. Any other fee and pricing schedules may be provided by the Proponent as value added.

### 5.8 Proponent Conflict of Interest

Tell us about existing business relationships, ownership interests, or personal conflicts of interest – direct or indirect – that could affect doing business with CUSC-CCREU. Failure to disclose this information may result in disqualification from the process or termination of the contract.

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## 5.9 Proponent References

Provide a minimum of three (3) references from past clients with projects similar in scope and complexity that could be contacted about their working relationship with your company. In addition to names, we need current contact information, job title, a brief overview of the services provided, project value, and duration of the project. Describe how the services provided to these references is similar to the services proposed for CUSC-CCREU.

## **6.0 Proposal Conditions**

Proponents should clearly understand, and by submitting a Proposal, agree that their Proposal submission is subject to the following conditions, in addition to any other terms and conditions set out in this RFP.

### 6.1 Expression of Interest

Submit your Expression of Interest via email to [cusc.ccreu@gmail.com](mailto:cusc.ccreu@gmail.com) no later than Friday, June 10, 2016 at 11:59 pm Central Daylight Time.

### 6.2 Submitting Proposal

Submit your proposal via email to [cusc.ccreu@gmail.com](mailto:cusc.ccreu@gmail.com) no later than Tuesday, July 5, 2016 at 11:59 pm Central Daylight Time. Any proposals received after this time will not be accepted.

### 6.3 Questions

- 1) Questions about this RFP shall be directed in writing by email to [cusc.ccreu@gmail.com](mailto:cusc.ccreu@gmail.com) before Monday, June 13, 2016 at 11:59 pm Central Daylight Time. Questions received after this time will not be answered.
- 2) Questions and their answers will be provided by CUSC-CCREU and issued as addenda without revealing the source of the enquiries. The addenda will be emailed to each proponent that expressed interest in this RFP.
- 3) If it becomes necessary to revise any part of this RFP, the revisions will be emailed to each proponent that expressed interest in this RFP.
- 4) CUSC-CCREU is not responsible for information obtained outside of this protocol.

### 6.4 Terms

- 1) CUSC-CCREU will not be responsible or liable for any cost associated with the preparation or submission of proposals, or preparation or presentation during the interview process.
- 2) Notwithstanding any of the other content in this RFP, CUSC-CCREU does not assume legal obligation, duty or constraint associated with its delivery.
- 3) All materials submitted become the property of CUSC-CCREU and will not be returned.
- 4) CUSC-CCREU reserves the right to request more information or clarification from Proponents and revise the RFP with addenda.
- 5) CUSC-CCREU in its sole discretion may reject proposals, cancel, alter, or withdraw this RFP at any time and for any reason. CUSC-CCREU may waive any nonconformance with requirements specified in this RFP.
- 6) CUSC-CCREU and its Board of Directors and members shall not be liable or accountable for errors or omissions in any part of the RFP or response to Proponents' questions.
- 7) This RFP does not constitute an offer of any kind whatsoever by CUSC-CCREU to any Proponent.
- 8) CUSC-CCREU reserves the right to reject all proposals, in whole or in part, and/or to enter into negotiations with any party to provide such products and services to CUSC-CCREU.
- 9) Proponents participating in this RFP acknowledge and understand that CUSC-CCREU is subject to the Freedom of Information and/or Privacy Act in each Canadian province and territory, and it may, as a result of specific requests made under such Acts, be required to release documents it has received

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related to this RFP. The contract entered into by the successful Proponent may be available for inspection by members of the public.

#### 6.5 Disqualification

- 1) Proposals received after the submission deadline date and time will not be accepted.
- 2) No proposal will be considered from a Proponent where the Corporation, in their discretion, determines that a potential conflict of interest exists.
- 3) No proposal will be considered that is in any way conditional or that may impose conditions on the Corporation that are inconsistent with the requirements of this RFP and the terms and conditions stipulated herein.

#### 6.6 Right of Rejection

The Corporation, in their discretion, may reject or accept all or any part of a Proposal or any of the Proposals submitted in response to this RFP. The Corporation is under no obligation whatsoever to accept the Proposal with the lowest cost or any Proposal.

#### 6.7 Right to Re-issue RFP

The Corporation reserves the right to re-issue the RFP where, in the Corporation's opinion, none of the Proposals submitted in response to the RFP warrant acceptance, or where it would be in the best interests of the Corporation to do so.

#### 6.8 Period of Validity

Proposals shall be irrevocable after the submission deadline and open for acceptance for ninety (90) days after the submission deadline.

#### 6.9 Amendment or Withdrawal

- 1) Proponents may amend proposals submitted in response to this RFP prior to the submission deadline by submitting an amendment clearly identifying the change or by submitting a new proposal that clearly indicates that it is to replace the proposal previously submitted by the Proponent before the RFP submission deadline.
- 2) In the event that a Proponent wishes to withdraw its proposal, the Proponent shall notify CUSC-CCREU via email before the RFP submission deadline.
- 3) After the submission deadline, amendments to proposals or withdrawals will not be accepted.

### **7.0 Selection Process**

#### 7.1 Evaluation Committee

An Evaluation Committee comprised of select Directors and/or members of CUSC-CCREU will review and evaluate proposals submitted in response to this RFP. It is the sole discretion of CUSC-CCREU to select its Evaluation Committee and to retain additional members and advisors as deemed necessary.

#### 7.2 Evaluation Process

Proposals must include the requirements listed in section 5.0 Proposal Requirements.

The RFP evaluation process is a selection procedure. It will be finalized through completion of the following steps:

- 1) Proponents will submit proposals to the Corporation in response to this RFP.

- 2) Following the submission deadline, the Evaluation Committee will review proposals that meet the requirements. Proposals not meeting the requirements will be disqualified and receive no further consideration.
- 3) Proposals meeting the requirements will be scored based on the criteria listed in section 7.3 items A through D, and the Evaluation Committee will compile a shortlist.
- 4) Proponents that are shortlisted will be invited to participate in an interview conducted by electronic means.
- 5) The Evaluation Committee will make a recommendation to the Board of Directors based on the evaluation criteria and outcomes of interviews.

### 7.3 Evaluation Criteria

The proposals submitted will be assessed by the Evaluation Committee using the selection criteria and weighting outlined below.

<b>Evaluation Criteria</b>	<b>Maximum Points</b>
A. Company Background, Profile and Operations Company history, philosophy, profile Services provided, track record of success Experience with similar organizations	10
B. Company Resources, Expertise, and Experience Previous experience and success in projects of similar scope, nature, and timelines Quality of work samples and creative concepts developed and implemented	10
C. Company Proposed Workplan and Budget Proposal innovation, understanding of objectives, key requirements, deliverables Quality, capability, and capacity of proposed team Account and project management, budget control, tracking, and reporting 'Fit' with CUSC-CCREU	30
D. Company Remuneration Fees, fee structure and value for service	15
E. Interview and References	35
<b>total</b>	<b>100</b>

### 7.4 Evaluation Interview

The Evaluation Committee will hold an interview with short listed agencies via electronic means. This maximum one hour session is an opportunity for the Evaluation Committee to gain further insight into the written proposal submission and to pose questions. The interview is not an opportunity to present additional information not already outlined and included in the proposal submission.

### 7.5 Evaluation Committee Decisions

All decisions on the degree to which a Proposal meets the stated criteria or the score assigned to a proposal will be determined solely by the Evaluation Committee. The Evaluation Committee's determinations in this regard are final and may not be appealed.

## **8.0 Acceptance of Proposal**

If the Corporation decides to accept a proposal, it will accept the one that, in the opinion of the Corporation, is the best overall proposal when evaluated in accordance with the criteria identified in section 7.3 above. Should the Corporation decide not to accept any proposal, all Proponents will be given written notice of such decision.

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Should the Corporation decide to accept a proposal or part of a proposal, the Corporation will signify its acceptance by negotiating with the Proponent, then preparing and forwarding to the Proponent two copies of the Contractor Agreement. The Contractor must sign and return both copies to the Corporation within one week after receiving them, failing which the Corporation may, in its discretion, cancel its acceptance and accept the Proposal or part Proposal of any other Proponent. Subject to the foregoing condition having been met, the Corporation will, in due course, sign both copies of the Agreements and return one fully signed copy for the Contractor's records.

## **9.0 Contract**

The successful Proponent will enter into a formal Contractor Agreement similar to the items outlined below.

### **9.1 Contract Period**

The initial contract will consist of a maximum one (1) year contract commencing in Summer 2016 and terminating within one (1) year. If for any reason the successful contractor cannot fulfil the requirements of the contract, CUSC-CCREU reserves the right to enter into negotiations with the next qualified Proponent, or reissue an RFP, or cancel the RFP process.

### **9.2 Contract Extension**

Upon successful completion of the first year of the contract, and a positive performance evaluation, CUSC-CCREU has the option to extend the period of the contract, for the same or similar services, in accordance with the terms and conditions contained herein. The contract may be extended by a period of up to four (4) years.

If CUSC-CCREU intends to extend the contract, it will provide the Contractor with written notice of its intention at least sixty (60) days prior to the start of the optional contract period. The Contractor must acknowledge, in writing, receipt of the notice and its acceptance or rejection of the contract extension no later than fifteen (15) working days after the date of the notice.

### **9.3 Performance**

All work to be done under the contract shall be done to the satisfaction of CUSC-CCREU. The goods, materials, and services shall at all times be subject to their examination and inspection and rejection at any stage of the preparation or manufacture.

The Account Supervisor shall manage all work with CUSC-CCREU to ensure coordination and timely execution of services.

### **9.4 Confidentiality, Non-Disclosure**

The Contractor must agree to maintain security standards consistent with the security policies of CUSC-CCREU. These may include strict control of data and other information gained while carrying out their duties. Information pertaining to CUSC-CCREU obtained by the Contractor is confidential and must not be disclosed without written consent from CUSC-CCREU.

### **9.5 Copyright**

All materials and concepts produced for this contract will be owned by CUSC-CCREU and provided at the completion of each phase of work. CUSC-CCREU maintains the right to use any materials and concepts generated by the Contractor in any other manner and may do so without Contractor consent and approval. The Contractor shall have no rights of sale or production other than the use for personal promotion of the author.

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Any Materials produced or developed by the Contractor and any of the Contractor's officers, employees, or agents in the provision of the Services, and all copyright and other intellectual property rights shall be exclusively assigned to the Corporation by the Contractor and shall be delivered without cost to the Corporation at the times set out in the contract or upon request.

#### 9.6 Legislative Requirements

As part of the contract, the Contractor shall be responsible for compliance with all current Canadian Federal, Provincial and Municipal Acts, Orders, and Regulations which exist or come into existence during the term of the contract.

#### 9.7 Indemnity

The Proponent shall at all times well and truly save, defend, keep harmless and fully indemnify CUSC-CCREU, the Board of Directors of CUSC-CCREU, and their employees, contractors, members, and officers from and against all actions, suits, claims, demands, losses, costs, charges, damages, and expenses, brought or made against or incurred by their employees, contractors, members, and officers in any way relating directly or indirectly to goods or materials supplied or to be supplied pursuant to this Proposal or any other claimed, action, suit, demand, loss, cost, charged, damage or expense relating to copyright, trademark or patent with regard directly or indirectly with any such goods, materials, or services or the supply or performance thereof.

#### 9.8 Insurance

The Contractor shall, at its own expense, obtain and maintain until the termination of the contract, and provide CUSC-CCREU with evidence of:

- Professional Liability Insurance covering the work and services described in the contract, and
- Comprehensive General Liability Insurance on an occurrence basis.

All insurance policies shall be endorsed to provide a minimum advance written notice of not less than thirty (30) days in the event of cancellation, termination or reduction in coverage or limits. Such notice shall be forwarded to CUSC-CCREU.

#### 9.9 Payment

Payment for services will commence after the company's signing of the Contractor Agreement according to the negotiated terms.