REQUEST FOR EXPRESSION OF INTEREST

FOR

Managed IT Hosting, Application Development, Maintenance and Support Services

CANADA MORTGAGE AND HOUSING CORPORATION

Date issued: May 26, 2015	Solicitation Closes: June 9, 2015 at 4:00pm EDST
Solicitation File Number: REOI #2015-01	Inquiries: Monika Morrison Senior Advisor, Procurement Services Tel: (613) 740-5421 Fax: (613) 748-2079 Email: mmorriso@cmhc-schl.gc.ca

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SECTION 1 - GENERAL INFORMATION

1.1   Purpose

Canada Mortgage and Housing Corporation ("**CMHC**") is inviting interested parties ("**Proponent(s)**") to respond to this Request for Expressions of Interest ("**REOI**") in order for CMHC to create a shortlist of potential service provider(s) to participate (a) in a subsequent Interactive Solutioning phase and (b) in a possible future Request for Proposals ("**RFP**") process, for the provision of a fully managed IT hosting, application development, maintenance and support services (collectively, "**Services**").

Proponents must respond to this REOI in order to qualify to apply for a future RFP, if any.   CMHC has no obligation to conduct a further RFP process, nor to procure the Services or any other service, and nor to compensate any Proponent for work done or costs incurred in preparing response(s) to this REOI.

CMHC shall not be obligated, in any manner, to any Proponent whatsoever or howsoever until a written agreement has been duly executed following the completion of a RFP process, if any, should CMHC elect, at its sole option and discretion, to conduct such RFP process or to award an agreement.

The information contained in this REOI is solely for the purpose of assisting Proponents in their submission of response(s) to this REOI.   This document is a guideline and does not constitute an offer, nor promise to offer to enter into any business agreement or relationship, nor should any intent to enter into a contract, agreement or relationship be construed.

1.2   Summary

The REOI is the first stage of a possible three-stage procurement process, as follows:
(a)   Stage 1: Proponents will be evaluated against mandatory criteria.   Those Proponents meeting the criteria and obtaining the highest rated scores will be identified and shortlisted ("**Selected Proponent(s)**").
(b)   Stage 2: Selected Proponents will participate in this Interactive Solutioning phase by attending individual workshops with CMHC's team to share industry standards and requirements and to discuss solutions and ideas in a collaborative environment.   Learnings and ideas from the interactive sessions may be used to prepare a RFP document, if any.
(c)   Stage 3: If CMHC, at its sole option and discretion, elects to conduct a RFP process, the RFP document will be distributed to the Selected Proponents.   Responses to the RFP will be evaluated by CMHC in order to determine the qualified Selected Proponent(s) ("**Successful Proponent(s)**").

1.3   CMHC Background

CMHC is the Canada's National Housing Agency, with a mandate to help Canadians meet their housing needs. It is a federal Crown corporation and reports to Parliament through the Minister responsible for the Canada Mortgage and Housing Corporation.   CMHC is regulated by the Office of the Superintendent of Financial Institutions.

CMHC has approximately 2,000 employees located at its National Office in Ottawa and at various Business Centers in five regions across Canada: Atlantic; Quebec; Ontario; Prairies, Nunavut and the Northwest Territories; and British Columbia and Yukon.

1.4   CMHC Objectives

CMHC's long-term vision, following the successful completion of the current Services, is eventually to extend the scope of Services and to transition additional infrastructure and applications into an outsourced model to be delivered by the Successful Proponent(s).

Through this initiative, CMHC has the following objectives:

    i. Increase CMHC's team focus on strategy, planning and optimizing the delivery of services;
    ii. Implement leading industry practices and efficiencies in IT hosting services and application development, maintenance and support services;
    iii. Access flexible resources and specialized skills that will complement CMHC's resources and allow CMHC to scale according to its business needs;
    iv. Manage risk through fully managed IT services (i.e., asset ownership, data redundancy, managed security, etc);
    v. Deliver service levels based on industry leading practices that will meet CMHC's business requirements; and
    vi. Allow CMHC's resources to focus on core and custom business applications.

1.5 Description of REOI Process

Proponents' responses to this REOI are referred to as Expressions of Interest ("**EOIs**").

A General Conference Call will be held for all Proponents during the REOI period. This call will address key Proponent questions received to that date and will, if necessary, provide additional process details and timelines to the overall process.

EOIs received in response to this REOI will be evaluated in accordance with the Mandatory and Rated Requirements in Appendix A. Selected Proponents will be invited to participate in the Interactive Solutioning phase and subsequently in a RFP process, if CMHC decides to conduct such a process at its sole discretion.

The Interactive Solutioning phase is intended for Selected Proponents to have the opportunity to hold individual workshops with the CMHC team to achieve the following objectives:
- Understand needs and business objectives in order to refine RFP requirements
- Exchange ideas through open dialogue and propose solutions in a collaborative environment
- Increase Proponents' understanding of the visions and goals of CMHC in relation to this procurement process

Unless indicated otherwise, questions asked to and/or answered by CMHC during the course of the Interactive Solutioning phase will not be distributed to all Selected Proponents. This is to encourage open bilateral discussions between CMHC and the individual Selected Proponent in order to stimulate deeper collaboration and more effective interactive solutioning.

All Selected Proponents will be required to sign a Non-Disclosure Agreement ("**NDA**") in order to proceed to the Interactive Solutioning phase.

1.6 Schedule of Events

The following schedule summarizes significant target events for the REOI process. The dates may be changed by CMHC at its sole discretion and shall not become conditions of any subsequent solicitation process which may be entered into by CMHC and the selected Proponent(s).

Date	Activities
May 26, 2015	REOI issued by CMHC
May 29, 2015 @ 4:00pmEDST	Proponents notify CMHC of interest to participate in General Conference Call
June 1, 2015 @ 3.30pmEDST	General Conference Call for all Proponents (dial-in call details to be provided to interested Proponents)
June 4, 2015 @ 4:00pmEDST	Last date for questions to CMHC on REOI
June 9, 2015 @ 4:00pmEDST	EOI submission deadline

June 15, 2015	Announcement by CMHC of Selected Proponents
June 22-29, 2015	Interactive Solutioning Round 1 and Round 2 (exact scheduled dates will be determined following the announcement of the Selected Proponents)
June 30, 2015	RFP issued, at CMHC's sole option and discretion
July 20, 2015	RFP Submission deadline (if RFP is issued)
Target: August – September 2015	Contract Award/Start Date (if RFP is issued)

1.7   General Conference Call for All Proponents

All Proponents are invited to attend a non-mandatory general conference call.   This call is intended to:
- Answer key questions submitted by the Proponents;
- Provide additional information and timeline around this selection process; and
- Provide any additional information and clarifications, if any, to help the Proponents prepare for the REOI submission.

Please see details provided in Section 1.6 for conference call date and time.

SECTION 2 – EXPRESSIONS OF INTEREST (EOIs)

2.1   Delivery Instructions and Deadline

Timely and correct delivery of EOIs to the exact specified delivery address is the sole responsibility of the Proponent.   All risks and consequences of incorrect delivery of EOIs are the responsibility of the Proponent. CMHC will not assume or have transferred to it those responsibilities.   EOIs may be submitted in English or in French.

Format of Responses
  (a) Numbering system: Proponents are required to prepare their response using a numbering system corresponding to the one in the REOI.
  (b) Number of copies: Proponents are required to submit one (1) signed original, six (6) hard copies and one (1) soft copy on a DVD or USB, of their EOIs.

Method of Sending
EOIs sent by fax or e-mail will not be accepted.

Mailing Address:
EOI's, including all supporting documentation, must be sealed.   The <u>outermost</u> packaging of the EOI (including any courier or delivery packaging) must indicate all of the following information and be addressed exactly as follows:

> **C1 Guard Station**
> **Canada Mortgage and Housing Corporation**
> **1st Floor, "C" Building**
> **700 Montreal Road**
> **Ottawa, Ontario K1A 0P7**
>
> **REOI CALL: #*2015-01***

Submission Deadline

EOIs must be received at the exact location as specified above, on or before the submission deadline of:

June 9, 2015 at 4:00p.m.EDST

Late EOIs will be automatically rejected and returned, unopened, to the Proponents.

2.2   Inquiries

All questions regarding this REOI must be sent by e-mail to the following:
> *Monika Morrison*
> Senior Advisor, Procurement Services
> Email: mmorriso@cmhc-schl.gc.ca

Verbal requests for clarification from Proponents will not be considered.   Information given verbally by any person within CMHC shall not be binding upon CMHC.   Proponents may only rely on written confirmation from CMHC for any changes, alterations, etc., concerning this REOI.   CMHC cannot guarantee a reply to inquiries received after 2:00p.m.EDST on the date included in Section 1.6 (Schedule of Events).

All written inquiries submitted that, in the sole opinion of CMHC, may affect all Proponents, will be answered by CMHC in writing and distributed to all Proponents by e-mail.   All identification related to the inquiries will be removed in the response.   Questions of a proprietary nature must be clearly marked.   CMHC will determine, at its sole discretion, whether it will respond to questions or inquiries.

In the event that it becomes necessary to revise any part of the REOI as a result of any inquiry or for any other reason, an addendum to this REOI will be provided to the Proponents.

2.3   Prime Proponent

A joint EOI by a consortium of two or more Proponents, whether by way of partnership, joint venture or otherwise, may be submitted, but only one person or entity must be shown as the prime Proponent and must be prepared to represent the consortium and to take overall responsibility for the performance of obligations under this REOI and a possible subsequent RFP.

2.4   Communication

During EOI evaluations, CMHC reserves the right to contact or meet with any individual Proponent in order to obtain clarification of its submission or to gain insight into the quality and scope of relevant services.   A Proponent will not be allowed to add, change or delete any information during this process.   CMHC is in no way obliged to meet with any or all Proponents for this purpose.

2.5   Proponent Contact

The Proponent shall name a person in their EOI to act as a primary contact for CMHC during the evaluation period. A secondary contact may also be provided for backup purposes.

2.6   Changes to Expression of Interest

Changes to the submitted EOI can be made, if required, provided they are received as an addendum to, or clarification of, previously submitted EOI, or as a complete new EOI to cancel and supersede the earlier EOI. The addendum, clarification or new EOI must be submitted as specified in Section 2.1, plus clearly marked **"REVISION"** and received no later than the submission deadline.   In addition, the REVISION must contain a letter stating the degree to which the contents are in substitution for the earlier EOI.

2.7 No Liability

While CMHC has made considerable efforts to ensure an accurate representation of information in this REOI, the information contained in this REOI is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by CMHC, nor is it necessarily comprehensive or exhaustive. Nothing in this REOI is intended to relieve Proponents from forming their own opinions and conclusions in respect of the matters addressed in this REOI.

By submitting an EOI, Proponents waive any and all claims or causes of action that they may have against CMHC or its representatives as a result of the conduct of this REOI process or any resulting RFP process or contract award. Proponents agree that they will not bring a court action or institute any other proceedings against CMHC for damages arising from the conduct of this REOI or any resulting RFP or contract award. This section is intended to be a complete waiver of the Proponent's right to claim damages or costs.

2.8 Verification of Proponent's EOI

The Proponent authorizes CMHC to conduct such investigation as it deems appropriate to verify the contents of the Proponent's EOI.

2.9 Ownership of Responses

All EOIs and related materials become the property of CMHC and will not be returned. CMHC will not reimburse the Proponent for any work related to, or materials supplied in, the preparation of the EOI.

All information regarding the terms and conditions, financial and/or technical aspects of the Proponents' EOIs, which, in their opinion, are of a proprietary or confidential nature, must be clearly marked **"PROPRIETARY"** or **"CONFIDENTIAL"** at **each item** or at the **top of each page**. Proponents' documents and information so marked will be treated accordingly by CMHC. Notwithstanding the foregoing, Proponents are advised that, as a Crown corporation, CMHC is subject to the *Access to Information Act*. Information submitted to CMHC by third parties may be required to be disclosed in specific circumstances pursuant to federal legislation.

2.10 Proprietary Information

Information contained in this REOI is, and shall be considered, as "Proprietary Information" to CMHC. The Proponent shall not disclose this information to any party other than to the Proponent's employees or agents participating in the response to this REOI.

2.11 Declaration regarding Gratuities

In submitting its EOI, the Proponent certifies that no representative for the Proponent has offered or given a gratuity (e.g., an entertainment or gift) to any CMHC employee, Board member or Governor-in-Council appointee, and intended, by the gratuity, to obtain a contract or favourable treatment under a contract.

2.12 Conflict of Interest

The Proponent, whether a corporation, partnership, joint venture or otherwise, and its principals, directors, officers and employees, shall immediately declare any potential, actual or perceived conflict of interest that arises or may arise in connection with this REOI involving the Proponent, its principals, employees, agents or subcontractors. Upon such declaration, the Proponent must work with CMHC to implement measures to address the conflict. In the event that the conflict of interest cannot be eliminated or addressed in an appropriate or satisfactory manner at CMHC's sole discretion, the Proponent and its EOI will be removed from consideration under this REOI or the subsequent RFP. Upon such removal, CMHC shall have no obligation of any nature or kind to the Proponent.

Any former public office holder must be in compliance with the post-employment provisions of the *Conflict of Interest Act* in order to derive a direct benefit from any contract that may arise from the RFP process.

2.13   Rights of CMHC

In addition to any rights set forth in this REOI document, either explicitly or by implication, and to any other rights that CMHC may have at law or in equity, CMHC reserves the right to:

(a) make public the names of any or all Proponent(s);

(b) request written clarification or the submission of supplementary written information in relation to the clarification request from any Proponent and incorporate a Proponent's response to that request for clarification into the Proponent's EOI;

(c) verify with any Proponent or with a third party any information set out in an EOI;

(d) check references other than those provided by any Proponent;

(e) waive formalities and accept EOIs that substantially comply with the requirements of this REOI;

(f) disqualify any Proponent whose EOI contains misrepresentations, inaccuracies or misleading information;

(g) disqualify any Proponent or the EOI of any Proponent who has engaged in conduct prohibited by this REOI, has engaged in illegal conduct or unlawful activities, or has a conflict of interest that cannot be addressed to the sole satisfaction of CMHC;

(h) make changes, including substantial changes, to this REOI document, the procurement process or its phases, and the Services, provided that those changes are issued by way of addenda or in another manner consistent with the REOI;

(i) waive or alter any requirements or deadlines set out in this REOI (including the Eligibility Requirements);

(j) cancel this REOI process at any stage; for any or all parts of the project or initiative, at CMHC's sole discretion.   In such case, CMHC may proceed with the project or part of the project in such manner as CMHC, in its sole opinion, considers appropriate to obtain the best overall value for CMHC;

(k) if a single EOI is received that meets the minimum standards set out in this REOI, reject the EOI of the sole Proponent(s) and cancel this REOI process or enter into direct negotiations with the sole Proponent(s); or,

(l) cancel this REOI process at any stage and issue a new REOI for the same or similar services; and

(m) accept any EOI in whole or in part.

2.14   Costs of Preparation
All costs associated with the preparation and submission of the Proponent's EOI or other responses to this REOI shall be borne solely by the Proponent.   For greater clarity, all time and expenses incurred by Proponent in this event is the responsibility of Proponent and will not be reimbursed by CMHC.

2.15   Not a Binding Agreement or Tender

Notwithstanding any other provision of this REOI document, this REOI is not a tender and is not an offer to enter into either a bidding agreement (often referred to as "Agreement A") or an agreement to carry out the Services (often referred to as "Agreement B").   Neither this REOI, nor the submission of an EOI by a Proponent, shall create any legal obligations to enter into contract with the Proponent.

2.16   Governing Law

These legal terms shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws applicable therein.   The Proponent and CMHC hereby irrevocably attorn to the exclusive jurisdiction of the courts of the Province of Ontario and the Canadian federal courts located therein.

2.17   Confidential Information

By participating in this REOI the Proponent may gain access to information considered confidential by CMHC. This information ("**Confidential Information**") includes this REOI, and all information and material relating to the business of CMHC, and its affiliates, including but not limited to information concerning their technology, customers, and suppliers.   Confidential Information does not include information that is in the public domain or that is rightfully obtained by you from a source other than CMHC.

The Proponent must:

(a) hold the Confidential Information in trust and in strict confidence;

(b) not disclose or otherwise make available the Confidential Information to anyone other than the Proponents employees, or agents who have a need to know and are bound by appropriate obligations of confidentiality;

(c) use the Confidential Information only for the preparation of a response to this REOI; and

(d) not reproduce the Confidential Information other than to make copies of this REOI for distribution to those of its employees, or agents, that have a need to know about it for the purpose of preparing the Proponents EOI, or otherwise in connection with any subsequent related discussions.

If chosen as the successful service provider for CMHC, the Proponents must expressly agree to ensure that all CMHC business is conducted in a confidential manner.   The Successful Proponent must ensure confidentially concerning CMHC information and other business details provided.

CMHC may, at any time, require the Proponent to immediately return any Confidential Information in its possession or control.

The Proponent, its principals, directors, officers, employees and agents are required to abide by the terms of any previously executed NDA or confidentiality agreements.

SECTION 3 – SERVICES DESCRIPTION AND SCOPE

3.1   Detailed Requirements

This REOI is comprised of two (2) streams of Services:
- Stream #1 - Managed IT Infrastructure Hosting Services
- Stream #2 – IT Application Development, Maintenance and Support Services

The Proponent may respond to ONE or BOTH streams of the Services above, and MUST clearly indicate to which stream(s) the EOI applies.

Key platforms in-scope for the above Services are:
- Microsoft Exchange
- Microsoft Dynamics
- Microsoft SharePoint

These platforms will be used for the following purposes:
- Microsoft Exchange – replacement of Lotus Notes email
- Microsoft Dynamics – underwriting of Multi-Unit Residential Properties, Claims Processing and Assisted Housing
- Microsoft SharePoint – provide collaboration tools that will facilitate the decommissioning of some Lotus Notes applications

The Services procured through this process are strategically important to CMHC. These Services, provided by the Proponent, will provide access to a pool of skilled resources and capabilities related to:
- Managed IT hosting for infrastructure, platforms, and applications;
- IT Application development; and
- Maintenance and support.

These capabilities are designed to enable strategic, high quality management of CMHC's in-scope platforms and application portfolio. Through proactive management, the successful Proponent(s) is/are expected to deliver efficient and high quality service and savings to CMHC and to appropriately manage the risks associated with the platforms and application portfolio.

If CMHC, at its sole option and discretion, the RFP process is completed, the Successful Proponent(s) is expected to provide a harmonized, integrated and consistent delivery model that would ensure that the in-scope applications are hosted and maintained, and services are delivered, as per industry leading practices. The current expected duration of this contract is 5 years plus renewal options (to be confirmed as part of the RFP and subject to change).

3.2   Two Streams

As indicated above, and in order to facilitate the procurement process, CMHC has organized the scope of Services into the following two streams described below:
- Stream #1 – Managed IT Infrastructure Hosting Services;
- Stream #2 – IT Application Development, Maintenance and Support services

Proponents are to indicate each of the Streams on Form #1 (Submission Form) for which streams they are responding. CMHC reserves the right to proceed with one or two of the Streams at the Request for Proposal phase.

The following is a brief description of the two Streams:

Stream #1 – Managed IT Infrastructure Hosting Services

1. Data Centre Hosting Services
The selected Service Provider is expected to provide hosting services for the in-scope platforms and applications in a data center facility that conforms to requirements indicated in the Mandatory Requirements. In general, the hosting service will include provision of physical facility (i.e. power, HVAC, physical security…), necessary hardware and components, network infrastructure and connectivity to operationalize the in-scope services required by CMHC.

2. Managed Services
The selected Service Provider is expected to fully manage and maintain the operation of the data center facility and necessary infrastructure for the in-scope platforms and applications. Further, the selected Service Provider is expected to manage and maintain the applications and platforms. The Service Provider will provision and take ownership of all necessary hardware and components for the operation of the in-scope services required by CMHC. The Service Provider is expected to manage licensing and provide an option for CMHC to provision licenses via the Service Provider contract and take advantage of Government of Canada preferred licensing rates and agreements.

3. Preliminary Requirements
Preliminary requirements for each of the service areas can be found in the appendices listed below. The intention of these requirements is to provide the Proponent with details around the general expectations of CMHC around each of the service areas.

Appendix C-1 – Infrastructure Requirements

Appendix C-2 – Data and Security Requirements
Appendix C-4 – Non-Functional / SLA Requirements

Stream #2 – IT Application Development, Maintenance and Support Services

1. Application Development, Maintenance and Support Services

The selected Service Provider is expected to service and work with CMHC around the software development lifecycle, and provide maintenance and support services. General scope includes, but not limited to custom application development, migration, build/release management, testing, configuration management etc.

2. Application List and Preliminary Requirements

Preliminary requirements for each of the service areas can be found in the appendices listed below. The intention of these requirements is to provide the Proponent with details around the general expectations of CMHC around each of the service areas.

Appendix C-3 – Application Development & Maintenance Services
Appendix C-4 – Non-Functional / SLA Requirements
Appendix C-5 – List of In-Scope Applications

Common Requirements to both Stream #1 and Stream #2

1. CMHC Standard Terms and Conditions

The award of any agreement will be at the absolute discretion of CMHC.   The selection of any Proponent will not oblige CMHC to negotiate or execute an agreement.   Any award of an agreement resulting from this REOI will be in accordance with the policies and procedures of CMHC.   Any agreement will be in a form satisfactory to CMHC and will include CMHC's standard terms and conditions.   CMHC may decide to modify the terms and conditions as required during the selection process and into contracting.   CMHC shall have the right to negotiate on such matter(s) as it chooses with the Successful Proponent(s) without obligation to communicate, negotiate or review similar modifications with other Proponents.   CMHC shall incur no liability to any other Proponents as a result of such negotiation.   No obligation arises until a mutually acceptable agreement, based on the requirements of CMHC, is negotiated and executed.   The relevant terms/text/content of this REOI and the Successful Proponent(s)' EOI(s) will be incorporated into that written agreement.

2. Insurance

The Successful Proponent(s) agree to provide and maintain, at their own expense, the minimum insurance coverage required by CMHC, to be specified in the subsequent RFP document, if any, during and at all times in the performance of a resulting agreement.   It is the sole responsibility of the Successful Proponent(s) to obtain additional insurance coverage for their own protection or fulfillment of their obligations in any resulting agreement beyond the minimum insurance coverage required by CMHC.

3.3   Not Exhaustive

The information provided above is indicative and is not to be considered to be the final list of Services.   The combination and specific services included in the RFP and agreement may be modified at CMHC's discretion.

3.4   Service Delivery Model Considerations

CMHC sees a range of potential scenarios of how it will select its partners.   CMHC is looking to have one of the partners bring the overall Service Management Capability – ITSM workflow and ticketing solution, acting as the primary point of contact for Incident and Problem management, and ensuring that all partners are actively engaged in resolving any situations.   There are three possible engagement models, including:

1. Having a single partner who can provide the full spectrum of services required by CMHC and delivers those in a fully integrated delivery model.

2. Having an Infrastructure partner who also provides overall Service Management, and an Applications partner(s) that integrates into the Service Management capability.

3. Having an Application partner(s) who also provides the overall Service Management, and an Infrastructure partner that integrates into the Service Management capability.

CMHC may also elect to use a targeted specialty provider for a specific set of services. That provider would then be expected to work with the partner who provides the Service Management capability and integrate their service into the Service Management solution.

CMHC reserves the right to adjust the Services at the RFP phase and to include or exclude Services after the selection of a Proponent based on their capabilities. If CMHC excludes a Service or Services, CMHC reserves the right to retain the Service in-house or select another provider to fulfil the requirement. The RFP, if any, will be organized in a modular manner, in order to allow for the opportunity to achieve the best combination of skills, models, experience and "value for money".

It is essential that the Successful Proponent(s) have the capability and can demonstrate that they can deliver the Services according to CMHC's requirements.

SECTION 4 - REOI STRUCTURE REQUIREMENTS

4.1   Overview of Section 4

EOI's are to be organized and submitted in accordance with the instructions in this section. EOI's should be organized into the following Response Item sections and submitted in an indexed binder.

Section	Response Item
4.2	Covering Letter
4.3	Table of Contents
4.4	Compliance Matrix
4.5	Executive Summary
Appendix A	Mandatory and Rated Requirements Response
4.6	Mandatory EOI Requirements & EOI Eligibility Requirements

Elaborate or unnecessarily voluminous EOI's are not desired. Proponents are encouraged to take care in completely answering questions and REOI requirements and to avoid submitting extraneous materials that do not show how the Proponent meets the requirements.

Requirements for each EOI Item are detailed below.

4.2   Covering Letter

A covering letter on the Proponent's letterhead shall be submitted and include the following:

(a)   A description of the company.
(b)   The names of the principals.
(c)   The primary contact person with respect to this REOI: the individual's name, address, contact numbers by phone and fax, and contact e-mail address.
(d)   The locations of primary and all other offices that would be servicing the contract.

4.3   Table of Contents

The Proponent shall include a table of contents using the response item headings and numbering system identified in this section of the REOI. The EOI should be paginated for easy cross-referencing by the evaluation committee.

4.4   Executive Summary

The Proponent's EOI should include an executive summary including a brief statement of the Proponent's qualifications to meet the need of CMHC.

4.5   Compliance Matrix

CMHC requires that Proponents include a compliance matrix that indicates the page number in the response where answers to each of the mandatory and rated requirements are addressed.   The compliance matrix should follow the Title Page and include the following information for each mandatory and rated requirement:

(a) REOI Mandatory or Rated Requirement reference number;
(b) Requirement description;
(c) Scoring methodology; and
(d) Page number.

4.6   Mandatory EOI Requirements & EOI Eligibility Requirements

The following completed forms and materials must be completed and submitted as part of the Proponent's EOI (the "**Eligibility Requirements**"):

- Form #1 - Submission Form, as set out in Appendix B;
- Form #2 - Declaration of Key Subcontractors and Subcontractor Acknowledgement, as set out in Appendix B; and
- Form #3 - Conflict of Interest Declaration, as set out in Appendix B;

Form #1 – Submission Form

The Proponent must sign the Submission Form indicating that the information contained in its EOI is accurate and complete.

Form #2 - Declaration of Key Subcontractors and Subcontractor Acknowledgement

In order to rely on a subcontractors' experience or team ("Key Subcontractor") to provide part of the Services, the Proponent is required to list the Key Subcontractor, and the type of work to be performed by such Key Subcontractors, on the Declaration of Key Subcontractors Form.   Proponents should include the name of a contact person for the Key Subcontractor and the Key Subcontractor's relevant qualifications and experience. The form of the Declaration of Key Subcontractors is set out in Appendix B.

The EOI must also include a separate Acknowledgement Form from an authorized official of each of the Key Subcontractors listed in the Declaration of Key Subcontractors.

Notwithstanding that the Proponent has identified specific Key Subcontractors in its Declaration of Key Subcontractors, CMHC reserves the right to approve or reject all such subcontractors as part of any resulting or subsequent agreement.   CMHC reserves the absolute right to refuse to allow any portion of the Services to be provided by a subcontractor who is not on the Proponent's Key Subcontractor list.

> **Important Note:** The Proponent must ensure that each Key Subcontractor listed on the Declaration of Key Subcontractors receives a copy of this REOI document and any addenda, along with a copy of

the relevant portions of the Proponent's EOI.   However, before providing such materials to the Key Subcontractor, the Proponent must first obtain the written approval of REOI Project Administrator and ensure that the Key Subcontractor has duly executed a non-disclosure agreement that is consistent to the non-disclosure agreement that the Proponent has signed in favour of CMHC.

Form #3 - Conflict of Interest Declaration

The Proponent must complete and sign the conflict of interest declaration set out in Appendix B.

SECTION 5 - EVALUATION AND SELECTION

5.1   Overview of Evaluation

The decision to conduct a Stage 2 Interactive Solutioning and a subsequent Stage 3 RFP process shall be at the sole option and discretion of CMHC.   CMHC reserves the rights: to accept any EOI or response, in whole or in part, to this REOI; to reject all EOIs; to terminate the evaluation process; and/or to re-issue the REOI at a later date.

CMHC shall conduct the REOI process in a visibly fair manner and will treat all Proponents equitably.   To this end, it has established objective REOI standards and evaluation criteria that will be applied uniformly to all Proponents.   By submitting an EOI, Proponents accept the methodology set out in this REOI.   No Proponent shall have any cause of action against CMHC arising out of the failure to shortlist, the failure to evaluate any EOI, or the methods by which EOIs are assessed.

The Evaluation will be conducted as follows:
  ▪ CMHC will screen each EOI to ensure that it contains the Mandatory Requirements provided in Appendix A.
  ▪ CMHC's evaluation committee will use the Rated Requirements provided in Appendix A to evaluate the EOIs.
  ▪ CMHC will notify, in writing, all Proponents of the results of the REOI process.

SECTION 6 - APPENDICES

APPENDIX A – MANDATORY AND RATED REQUIREMENTS

The following are mandatory requirements that must be fully met by each Proponent responding to this REOI.   Additional background and/or support information to help CMHC gain a better understanding of the Proponent's experience and service delivery capabilities, as well as any value add information may be included at the Proponent's discretion.

Category	Mandatory Requirements	Scoring Methodology
Declaration of interest	M1. The bidder must declare the workstream(s) for which they wish to be considered (hereafter "Proposed workstreams") in Appendix B – Form #1	Met / Not Met
Organization stability	M2. The bidder must declare that it has been in business in good standing for 5 years at the time of REOI submission.	Met / Not Met
Qualifications and experience – Scope of service	M3. The bidder must demonstrate recent and significant experience delivering proposed workstreams by providing 5 client references (at least 2 must be inside Canada, at least 2 must be for a Public Sector organization, at least 1 must be for a financial services organization). Qualification examples must include contact reference name, contact reference title, contact reference phone number, contact reference email, client organization name, client location, contract start / end date, scope of services delivered. Recent and significant experience is defined as 60 months in the last 120 months at the time of REOI closing. Organization experience may overlap.	Met / Not Met
Qualifications and experience – Transition and transformation	M4. The bidder must demonstrate experience transitioning-in to the proposed workstreams by providing 3 client references (at least 1 must be from within Canada, at least 1 must be for a Public Sector organization). Qualification examples must include contact reference name, contact reference title, contact reference phone number, contact reference email, client organization name, client location, contract start / end date, scope of services delivered, approach to transition, transformation results.	Met / Not Met
Regulatory and policy compliance	M5. If the bidder has declared the "Managed IT Infrastructure Hosting services" proposed workstream, then the bidder must describe the data centre security policies and certifications.	Met / Not Met
	M6. If the bidder has declared the "Managed IT Infrastructure Hosting services" proposed workstream, then the bidder must confirm that it currently holds SOC 2 certification.	Met / Not Met
	M7. If the bidder has declared the "Managed IT Infrastructure Hosting services" proposed workstream, then the bidder must confirm that it currently holds ISO27000 certification	Met / Not Met

Operating model	M8. The bidder must describe its onshore delivery model capabilities for the scope of proposed workstreams. In particular, the bidder must confirm that all data, in transit or at rest, must reside in Canada, at all times.	Met / Not Met
	M9. The bidder must demonstrate recent and significant experience delivering all proposed workstreams by providing 5 client examples using the onshore (Canada) delivery operating model.	Met / Not Met

The following are rated requirements that will be evaluated for each Proponent responding to this REOI. Additional background and/or support information to help CMHC gain a better understanding of the Proponent's experience and service delivery capabilities, as well as any value add information may be included at the Proponent's discretion.

Category	Rated Requirements	Scoring Methodology
Qualifications and experience – Scope of service	R1. Based on the bidders' overall response to M3 and M4, the relevancy of the experience will be evaluated in relation to this REOI. Relevancy will consider (but may not be limited to): • Scale of the client organization • Scope of IT services delivered • Applicability of client organization to CMHC business • Application of OSFI B10 guidelines for an outsourcing arrangement of this nature • Alignment to target platforms and applications • Delivered in accordance with ISO20000-1 IT Service Management certifications • Timeline and approach to transition-in services	Maximum 80 points (10 points per reference included in M3 and M4) Note: If more than 5 reference are provided in M3, only the first 5 will be considered for the purposes of R1. Note: If more than 3 reference are provided in M4, only the first 3 will be considered for the purposes of R1.

APPENDIX B – FORMS

Please see attached.

Form #1 - Submission Form

To be submitted with an EOI

We are submitting a proposal for the following Streams:

	This response reflects our expression of interest to provide the service indicated below. (indicate "yes" or include an "X" below)
Stream #1 Managed IT Infrastructure Hosting Services	
Stream #2 IT Application Development, Maintenance and Support Services	

IN WITNESS WHEREOF we have executed this REOI Submission Form confirming that the information that has been provided is complete and accurate:

Proponent:

    (LEGAL NAME)

    (STREET ADDRESS OR POSTAL BOX NUMBER)   **C/S**

    (CITY, PROVINCE AND POSTAL CODE)

Authorized Signatory:

    NAME:
    TITLE:

Authorized Signatory:

    NAME:
    TITLE:

Form #2 - Declaration of Key Subcontractors and Acknowledgement of Subcontractor

To be submitted with an EOI

Part A.   DECLARATION OF KEY SUBCONTRACTORS

Date:

CMHC
Attention: REOI Project Administrator

RE: REOI for CMHC Managed IT Hosting, Application Development, Maintenance and Support Services, issued May 26, 2015 submitted by _____ (the "Proponent")

The undersigned proponent ("Proponent") declares that the following Key Subcontractors would provide part of the Services, if the Agreement was awarded to the Proponent:

1.   Name of Key Subcontractor: _____
Address: _____

Agreement person: _____

Services to be performed: _____

Relevant experience and qualifications: _____

2.   Name of Key Subcontractor: _____
Address: _____

Agreement person: _____

Services to be performed: _____

Relevant experience and qualifications: _____

3.   Name of Subcontractor: _____
Address: _____

Agreement person: _____

Services to be performed: _____

Relevant experience and qualifications: _____

In this declaration form, capitalized terms not otherwise defined shall have the meaning ascribed thereto in the REOI document.

[Note: Include as many paragraphs as there are Key Subcontractors]

Signature of Authorized Representative of the Proponent

_____
Name:
Title:

Form #2 - Declaration of Key Subcontractors and Acknowledgement of Subcontractor

To be submitted with an EOI

Part B. ACKNOWLEDGEMENT OF KEY SUBCONTRACTOR

Date:

CMHC
Attention: REOI Project Administrator

RE: REOI for CMHC Managed IT Hosting, Application Development, Maintenance and Support Services, issued May 26, 2015 submitted by _____ **(the "Proponent")**

The undersigned Key Subcontractor to the Proponent hereby acknowledges and agrees that:

1.   The Key Subcontractor is willing and able to provide the following services to the Proponent as part of the Services if the Agreement is awarded to the Proponent:
_____
_____

2.   The Key Subcontractor has been provided with and reviewed the REOI document and the following addenda to the REOI document,
_____
as well as the portions of the Proponent's EOI that are relevant to the services that would be provided by the Key Subcontractor to the Proponent.   The Key Subcontractor (i) agrees that it is bound by the legal terms of the REOI as set out in the REOI document, and (ii) declares that the Proponent's EOI, as it relates to any services that would be provided by the Key Subcontractor to the Proponent, is accurate, complete and correct.
In this acknowledgement form, capitalized terms not otherwise defined shall have the meaning ascribed thereto in the REOI document.

Name of Key Subcontractor:_____
Title: _____
Company name: _____
Address: _____
Phone number: _____
Fax number: _____
E-mail address: _____
Date: _____

Authorized by:

_____
Name:
Title:
I have authority to legally bind the Key Subcontractor.

Form #3 - Conflict of Interest Declaration

To be submitted by the Proponent

Date:

CMHC
Attention: REOI Project Administrator

RE: REOI for CMHC Managed IT Hosting, Application Development, Maintenance and Support Services, issued May 26, 2015 submitted by _____ (the "Proponent")

The undersigned Proponent hereby declares that:
(a)   it has not, and shall not, directly or indirectly employ, engage or retain an employee, servant, director, or agent of CMHC in relation to the preparation of its EOI, except with the prior written permission of CMHC;
(b)   it has no knowledge of, nor will it seek to obtain, any confidential information of CMHC in relation to the Services that are the subject of the REOI, or the REOI itself, other than confidential information which has been disclosed by CMHC in the normal course of the REOI; and
(c)   it is not aware of any actual or perceived conflict of interest involving the Proponent, its principals, employees, agents or subcontractor that may arise as a result of the submission of this EOI, or if it is aware of such an actual or perceived conflict it has described the conflict and how it intends to address it on a document attached to this Declaration;
(d)   should an actual or perceived conflict of interest later arise during the REOI process, the Proponent shall promptly disclose the conflict in writing to CMHC.

The Proponent acknowledges that in the event that a real, potential or apparent conflict of interest arises during this REOI process or the subsequent RFP process, CMHC will have the right to take any action reasonably necessary or to direct the Proponent to take any action reasonably required to eliminate the conflict of interest.   If the conflict of interest cannot be eliminated or addressed in an appropriate manner, CMHC may remove the Proponent from consideration in this process.

In this Declaration, capitalized terms not otherwise defined shall have the meaning ascribed to them in the REOI document.

Signature of Authorized Representative of the Proponent

_____
Name:
Title:
Date:
I have authority to legally bind the Proponent.

APPENDIX C – PRELIMINARY REQUIREMENTS LISTS

The requirements provided in this appendix are to be considered a work in progress and are provided to help the proponent to better understand the types of services and responsibilities that CMHC is considering. Requirements and responsibilities will continue to be refined through the interactive sessions and development of the full RFP.

C-1.   Infrastructure Requirements

Responsibility Matrix
The Responsibility Matrix set forth below indicates who is accountable for certain listed processes, activities and tasks as part of the Infrastructure Services. Entries in both columns indicate a shared responsibility or combined effort between the Parties. Where responsibility is shared, SUPPLIER shall have responsibility for completing the task and CMHC shall have decision-making authority. It is not the intent of the Responsibility Matrix to identify or define every process, activity or task to be performed by SUPPLIER in connection with the Infrastructure Services. SUPPLIER is responsible for all Infrastructure Services needed by CMHC within the subject areas covered by this Service Description, whether or not the particular task or responsibility is expressly stated in the Responsibility Matrix or otherwise in this Service Description.   The codes used to identify responsibility are:

- P – Perform : The respective party has the responsibility for performing the task
- H – Help : The respective party will assist the party 'Performing' the task to completion
- A – Approve: The respective party shall approve the task being carried out by the 'Performing' party

Item #	Functions / Activities	SUPPLIER (P, H, A)	CMHC (P, H, A)
1.0	**Facilities Management**		
1.1	Provide facility security and safety policy and procedures for in-scope facilities.		P
1.2	Provide environment control (air conditioning, humidity and pressure, fire prevention, alarm systems, uninterruptible power supply, access control infrastructure, and housekeeping activities).	P	
1.3	Adhere to the security and safety policy and procedures for in-scope CMHC facilities.	P	
1.4	Adhere to SUPPLIER security and safety policy and procedures	P	
1.5	Adhere to CMHC security requirements for physical access and audit.	P	
1.6	Adhere to ISO27000 data centre capability	P	
2.0	**Operations Management and Change Control Management**		
2.1	Schedule and perform installation and de-installation of Supported Servers in accordance with Systems Change Management Procedure.	P	
2.2	Visit receiving location to review space, electricity and cabling requirement if necessary.	P	
2.3	Transport and ship any Supported Equipment in acceptable packaging.	P	
2.4	Provide Backups as set forth in Procedures Manual.	P	
2.5	Disconnect Supported Servers if necessary.	P	
2.6	Install Supported Servers at the appropriate site in accordance with the approved schedule.	P	
2.7	Install additional approved devices.	P	
2.8	Restore data and/or Software as defined in Procedures Manual.	P	
2.9	Adjust configuration options as required for installation.	P	
2.10	Create a data archive for Supported Servers scheduled to be de-installed.	P	
2.11	De-install and remove displaced Supported Servers to CMHC provided	P	

	staging facility, or dispose of displaced Supported Servers, as required.	
2.12	Coordinate the update of the asset management system.	P
2.13	Adhere to ISO20000 Service Management standards	P
3.0	**Server Management**	
3.1	Support Software.	P
3.2	Support infrastructure related Software Tools.	P
3.3	Provide and implement monitoring processes and/or infrastructure related Software Tools.	P
3.4	Provide print queue management, monitor print queues, change print job priorities, provide operations services, start and stop printers as required and physically manage print devices.	P
3.5	Provide complete directory services support and synchronization for any supported platform.	P
3.6	Provide SUPPLIER interface.	P
3.7	Comply with all appropriate Systems Change Management Procedures.	P
3.8	Provide Server Problem resolution.	P
4.0	**Asset Management**	
4.1	Track Supported Server assets in the asset information database system.	P
4.2	Update the asset information database system with changes, as required.	P
4.3	Maintain asset database	P
4.4	Provide access to CMHC to asset data except for confidential information including pricing information.	P
4.5	Provide inventory reports, as requested.	P
5.0	**Capacity Management**	
5.1	Provide immediate, daily, weekly, monthly and yearly resource utilization performance reporting on all Supported Servers (disk usage, CPU usage, network usage, memory usage etc).	P
5.2	Provide access to SUPPLIER's performance and capacity monitoring system to agreed CMHC designated employees.	P
5.3	Maintain at least 6 months of system monitoring data available to CMHC.	P
5.4	Monitor online performance of all Servers and take appropriate action as documented in the Procedures Manual to address performance issues.	P
5.5	Perform system performance tuning.	P
5.6	Attend review sessions to gain and maintain an understanding of the production requirements.	P
5.7	Analyze CMHC's project resource requirements and prepare a resource requirements forecast report on an annual basis and as reasonably requested by CMHC during the year.	P
5.8	Conduct system performance measurements.	P
5.9	Proactively optimize use of computing resources.	P
5.10	Prepare annual capacity planning documents.	P
5.11	Optimize performance of Equipment, System Software and SUPPLIER Controlled Business Applications to maximize response time of applications.	P
6.0	**Software Support**	
6.1	Support Server operating system, utilities and all other Software required for the provision of the Services including but not limited to management and administration of critical infrastructural utilities like DNS, DHCP, Active Directory, Identity Servers, Meta Directories, LDAP servers, proxy servers, firewalls, voice adjunct systems such as ACDs, IVRs, billing and accounting, and others.	P
7.0	**Software Inventory**	

7.1	Track all Software assets and licenses in the asset information database system.	P	
7.2	Update asset information database system with changes, as required.	P	
7.3	Provide inventory reports on a jointly agreed schedule, and as requested.	P	
8.0	**Software Licensing and Release Tracking**		
8.1	Perform system administration activities (e.g., collect license information regarding identified Software).	P	
8.2	Provide Software installation and maintenance support.	P	
8.3	Perform upgrades and maintain Software as required.	P	
8.4	Review and approve Software upgrades proposed by SUPPLIER.	P	
8.5	Customize Systems Software and maintain Software (other than CMHC business applications).	P	
8.6	Install initial versions, new versions, upgrades, updates and customizations of Software.	P	
8.7	Provide and implement infrastructure related Software Tools for managing and monitoring software.	P	
8.8	Log all Software Problems identified in Service Ticket system.	P	
8.9	Record all Software products serial numbers, release levels, and number of copies of each Software product.	P	
8.10	Review and approve documented Systems Software product listing prepared by SUPPLIER.		P
8.11	Distribute upon request licensing information.	P	
8.12	Correct any inconsistencies of product listings.	P	
8.13	Identify and correct Software Problems.	P	
8.14	Perform root cause analysis on Software Problems (other than CMHC Applications).	P	
9.0	**Warranties and Maintenance Management**		
9.1	Provide warranty/maintenance documentation for Supported Servers.	P	
9.2	Comply with all Supported Server warranty requirements/restrictions.	P	
9.3	Detect or receive notice that Supported Server repair/maintenance is required.	P	
9.4	Assist third-party SUPPLIER so that such third-party SUPPLIER can resolve Supported Server Problems.	P	
9.5	Comply with Supported Server warranties so that warranties are not violated.	P	
9.6	Update Service Ticket to reflect successful Problem resolution or completion of requested maintenance.	P	
10.0	**Test and Quality Control**		
10.1	Develop configurations for test and quality control environment.	P	
10.2	Approve test and quality control configuration proposed by SUPPLIER.		P
10.3	As mutually agreed to by the Parties, provide scheduled and ad-hoc build and refresh service for test and quality control environment as required by Procedures Manual.	P	A
10.4	Procure and implement the necessary test and quality control environment.	P	A
11.0	**Architecture Support**		
11.1	Propose new hardware architectures.	P	
11.2	Approve new hardware architectures proposed by SUPPLIER.		P
11.3	Propose new software products, architectures or configurations.	P	
11.4	Approve new software products, architectures or configurations proposed by SUPPLIER.		P

11.5	Develop, propose and execute migration and conversion plans for new hardware and software architectures.	P	
11.6	Approve migration and conversion plans proposed by SUPPLIER.		P
11.7	Recommend and ensure infrastructure architecture and operation comply with OSFI requirements	P	A
12.0	**Proactive Monitoring**		
12.1	Provide and implement monitoring processes and/or infrastructure related Software Tools.	P	A
12.2	Monitor, manage, and report the status of the Supported Server environment and remote Supported Server environment.	P	
12.3	Perform proactive fault detection and diagnostic procedures.	P	
12.4	Perform forensic fault detection studies as requested.	P	
13.0	**Procurement**		
13.1	Schedule and perform procurement of Supported Equipment and Software in accordance with CMHC procurement processes	P	
13.2	Submit Service Request for procurement of Supported Equipment and Software.	P	
13.3	Approve Service Request proposed by SUPPLIER.		P
13.4	Track all Supported Equipment and Software procurement Service Requests.	P	
13.5	Provide confirmation of correct procurement Service Request.	P	
13.6	Acquire CMHC-approved Supported Equipment and Software	P	
13.7	Configure and implement Supported Equipment and Systems Software according to the CMHC requirements and standards.	P	
13.8	Install initial versions, new versions, upgrades, updates and customizations of Software.	P	
14.0	**Production Image Management**		
14.1	Provide production configuration control administration per the Procedures Manual.	P	
14.2	Provide production move administration and operations for all new or changed Software or Supported Equipment deployed to the production environment.	P	
14.3	Provide approval for all production moves.		P
15.0	**Equipment Support**		
15.1	Provide maintenance support for Supported Equipment.	P	
15.2	Review and approve Supported Server upgrades proposed by SUPPLIER.		P
15.3	Install, configure, and maintain standard Supported Equipment.	P	
15.4	Schedule and coordinate maintenance in accordance with the Supported Equipment manufacturer maintenance procedures.	P	
15.5	Verify that all Supported Equipment maintenance activities are tracked and logged.	P	
15.6	Log all Supported Equipment Problems identified in the Service Ticket system.	P	
15.7	Identify and correct Problems for Supported Equipment.	P	
15.8	Perform root cause analysis on Supported Equipment Problems.	P	
16.0	**Data Interfaces**		
16.1	Manage and support interfaces into third party systems.	P	
16.2	Manage and support CMHC developed application interfaces except between two CMHC written applications.	P	
16.3	Manage and support data migration to new or changed Equipment environments.	P	

16.4	Provide support for development of new data interfaces or methods.	P	
16.5	Support data conversion and exchanges.	P	
17.0	**Problem Management**		
17.1	Provide Level 1 support and/or training at the single point of contact Level 1 Help Desk.	P	
17.2	Receive all calls from Level 1 Support.	P	
17.3	Provide and maintain a Level 2 Support and Level 3 Support point of contact for the reporting and tracking of Problems.	P	
17.4	Perform Level 2 Support and Level 3 Support function for the Servers.	P	
17.5	Interact consistently with Level 1 Support staff in a professional, efficient and service-oriented manner.	P	
17.6	Report on Problems within established time frames.	P	
17.7	Adhere to Problem Management and Escalation Procedures.	P	
17.8	Maintain current status on open Problems.	P	
17.9	Re-route misdirected calls in accordance with the Procedures Manual.	P	
17.10	Provide status and updates on Problems at CMHC's request or according to severity guidelines.	P	
17.11	Perform root cause analysis in accordance the Procedures Manual.	P	
17.12	Participate in root cause analysis as reasonably requested.	P	
17.13	Produce root cause analysis report in accordance the Procedures Manual.	P	
17.14	Approve or escalate SUPPLIER's root cause analysis recommendations.		P
17.15	Implement root cause analysis recommendations as requested/assigned for respective areas of service responsibility in accordance the Procedures Manual.	P	
17.16	Perform Problem trend analysis.	P	
17.17	Prepare, produce and provide a trend analysis report.	P	
17.18	Review trend analysis report.	P	
17.19	Propose recommendations to improve the management process.	P	
17.20	Approve SUPPLIER's recommendations to improve the management process.		P
17.21	Implement recommendations to improve the management process.	P	
18.0	**Web Hosting**		
18.1	Provide a capability that is specialized in supporting, monitoring and managing CMHC's Web Hosting environments and reporting requirements.	P	
18.2	Maintain and adhere to the Web Hosting Problem and change management process, with special consideration to the dynamic nature of Web Hosting environments.	P	
18.3	Enhance, implement and provide ongoing support and Software fixes and patches of Web Hosting Software and middleware products.	P	
18.4	Adhere to the Procedures Manual to provide emergency response to Software patches and fixes needed to respond to threats and exposures resulting from Viruses, denial of service attacks, security intrusions.	P	
18.5	Provide support services for Web Hosting components including, but not limited to, SSL, caching, reverse proxy, load balancing, traffic reporting infrastructure related Software Tools and Web availability and reliability Software Tools.	P	
18.6	Enhance port monitoring of hosting unique ports such as HTTP, HTTPS, and POP3.	P	
18.7	Develop and implement network zoning and logical separation within the DMZ.	P	
18.8	Network and host intrusion detection monitoring and vulnerability scanning will be performed for the Web Hosting Servers as requested by	P	

	CMHC.		
18.9	Network and host intrusion detection monitoring and vulnerability scanning will be supported for the Web Hosting Servers.	P	
18.10	SUPPLIER shall monitor appropriate security logs and escalate to CMHC as defined in the Procedure Manual.	P	
18.11	SUPPLIER shall conduct periodic health checks to assure the availability of CMHC's Web servers.	P	
18.12	SUPPLIER shall support and assist CMHC and SUPPLIER application development teams as necessary to architect, modify and migrate Web Applications into the Web Hosting environment.	P	
18.13	SUPPLIER shall support business continuity and disaster recovery requirements for the Web Hosting environment.	P	
18.14	Maintain and administer a standard base operating system load specific to the Web Hosting environment.	P	
18.15	Evaluating, testing and recommending enhancements to the Web Hosting environment.	P	
18.16	Implement initial tuning settings and where possible, enhance suggested performance-related parameter/configuration settings.	P	
18.17	Retain ownership of custom and third party CMHC Applications and problem determination for such applications not supported by SUPPLIER.		P
18.18	Assist SUPPLIER in identifying CMHC Applications and database components that should be monitored for availability.		P
18.19	Provide SUPPLIER with growth projections.		P
19.0	**Vendor Support Management**		
19.1	Manage compliance with Managed Contracts and Assigned Contracts.	P	
20.0	**Documentation**		
20.1	Develop operations documentation with respect to all Supported Infrastructure Systems.	P	
20.2	Develop and maintain documentation within legal, regulatory, security, and standards constraints.	P	
20.3	Maintain operations documentation with respect to all Supported Infrastructure Systems.	P	
21.0	**Stakeholder Training**		
21.1	Document any changes to the environment, technology, and/or processes that may affect the delivery of Services, or Service Levels.	P	
21.2	Develop and maintain an agreed process to communicate changes and training to CMHC.	P	
21.3	Communicate changes and/or revisions in documentation and technology to CMHC.	P	
21.4	Provide training for CMHC as required due to technology changes.	P	
22.0	**Ad-hoc Professional Services**		
22.1	Provide ad-hoc IT consulting services.	P	

C-2.   Data, Security, and Privacy

Responsibility Matrix
The Responsibility Matrix set forth below indicates who is accountable for certain listed processes, activities and tasks as part of the Data, Security, and Privacy Services. Entries in both columns indicate a shared responsibility or combined effort between the Parties. Where responsibility is shared, SUPPLIER shall have responsibility for completing the task and CMHC shall have decision-making authority. It is not the intent of the Responsibility Matrix to identify or define every process, activity or task to be performed by SUPPLIER in connection with the Data, Security, and Privacy Services. SUPPLIER is responsible for all Data, Security, and Privacy Services needed by CMHC within the subject areas covered by this Service Description, whether or not the particular task or responsibility is expressly stated in the Responsibility Matrix or otherwise in this Service Description.   The codes used to identify responsibility are:

- P – Perform : The respective party has the responsibility for performing the task
- H – Help : The respective party will assist the party 'Performing' the task to completion
- A – Approve: The respective party shall approve the task being carried out by the 'Performing' party

Item #	Functions / Activities	SUPPLIER (P, H, A)	CMHC (P, H, A)
1.0	**Security Administration**		
1.1	Define and develop security plan and standards based on CMHC requirements	P	A
1.2	Work to and enforce established security standards and guidelines	P	

1.3	Partner must operate Security Operation Center (SOC) in Canada to provide 24x7 monitoring and management (complying to defined Service Levels), including any system health issues across all elements of the infrastructure for:
	   - Vulnerability
	   - SIEM Logs
	   - Firewalls (physical and virtual)
	   - IDS/IPS Appliances, including threat and threshold alerts
	   - Internal and external networks including all provider lines and services (i.e. ISP), and all devices (i.e. Internet Edge Routers)
	   - All in-scope devices within the CMHC environment
		P	

1.4	Provide security information reporting (i.e., system operational performance).	P	
1.5	Report, track/monitor and escalate security incidents.	P	
1.6	Approve security requests (adds, changes, and deletions) proposed by SUPPLIER.		P
1.7	Implement security requests (adds, changes, and deletions).	P	
1.8	Approve account actions (adds, changes, and deletions) proposed by SUPPLIER.		P
1.9	Implement account actions (adds, changes, and deletions).	P	
1.10	Create and manage user directories and security access requests.	P	
1.11	Make security audit recommendations to improve security.	P	
1.12	Approve SUPPLIER's security audit recommendations for implementation.		P
1.13	Implement security audit recommendations.	P	
1.14	Provide Data Center logical security at SUPPLIER's and CMHC's facilities (to the extent SUPPLIER is providing Services at such CMHC facilities) and physical security at SUPPLIER's facilities.	P	
1.15	Partner must abide by OSFI regulations that regulate CMHC and to cooperate on all OSFI's monitoring, reporting, auditing and examination	P	

requirements that require inspection of services to be contracted

1.16	Partner must comply with all CMHC defined information security and privacy policies, and in absence of any CMHC defined policies, comply with any applicable regulatory policies.	P	
1.17	CMHC will review policies with partner if changes are made		P
3.0	**Security Event Reporting**		
3.1	Provide security event reporting and logging	P	
4.0	**Electronic Removable Media Operation**		
4.1	Respond to all tape (or alternative media) mount requests.	P	
4.2	Maintain integrity of tape (or alternative media) library system.	P	
4.3	Inventory all tapes (or alternative media).	P	
4.4	Monitor tape (or alternative media) Equipment for Problems and malfunctions.	P	
4.5	Clean and maintain tape (or alternative media) Equipment in accordance with the Equipment SUPPLIERS' suggested cleaning and maintenance procedures.	P	
4.6	Prepare tapes (or alternative media) for shipping and ship as required.	P	
4.7	Periodically replace age-limited electronic removable media.	P	
4.8	Support transient tape (or alternative media) requirements.	P	
4.9	Define off-site storage requirements.	P	
4.10	Provide off-site media storage.	P	
4.11	Coordinate off-site storage activities.	P	
5.0	**Storage Management**		
5.1	Provide storage space requirements.	P	
5.2	Provide storage space allocations within CMHC's available resources.	P	
5.3	Provide end user support in using storage and storage Software Tools.	P	
5.4	Monitor and control storage performance and resolve exceptions and alerts.	P	
5.5	Provide reporting on storage usage and performance.	P	
5.6	Initiate requests for storage resource increases and decreases.	P	
5.7	Initiate requests, and approve SUPPLIER-initiated requests, for storage resource increases and decreases.		P
5.8	Solicit CMHC's input for resource usage requirements in the current year and in the coming year.	P	
5.9	Monitor and forecast storage growth for existing systems.	P	
5.10	Maintain space requirements based on CMHC's business requirements.	P	
5.11	Proactively optimize storage use.	P	
5.12	Proactively recommend policy and procedure to optimize storage use and develop and deploy methods to effectively manage storage use.	P	
5.13	Approve storage policy and procedures proposed by SUPPLIER.		P
5.14	Perform data migration management.	P	
5.15	Perform all data disposition based on CMHC requirements	P	
5.16	Partner must comply with CMHC internal audits for information management	P	
6.0	**Backup and Restores**		
6.1	Provide data backup and retention requirements.		P
6.2	Design and document technical backup, recovery, retention and disposition procedures.	P	A
6.3	Approve backup and recovery procedures proposed by SUPPLIER.		P
6.4	Perform data backups as scheduled.	P	
6.5	Perform ad-hoc backups as requested.	P	
6.6	Maintain logs of all backups performed.	P	

6.7	Perform data restore / data recovery as required.	P	
6.8	Report on backup inventory and retention timeline.	P	
7.0	**Disaster Recovery**		
7.1	Define disaster recovery requirements.	P	A
7.2	Create and maintain the Disaster Recovery Plan.	P	
7.3	Implement disaster recovery requirements.	P	
7.4	Perform testing in compliance with the Disaster Recovery Plan.	P	
7.5	Perform end-user testing of the applications	P	
7.6	Document and provide to CMHC, disaster test results including but not limited to time sequences, error conditions, recovery methods, accomplished tasks and other general status.	P	
7.7	In the event of an actual disaster, after the disaster move CMHC Service back to primary host site	P	
8.0	**Access to Data Assets**		
8.1	Provide tool or method for CMHC to access data assets (incl. application data, application content, machine data).	P	

C-3.   Application Development & Maintenance Services

Responsibility Matrix
The Responsibility Matrix set forth below indicates who is accountable for certain listed processes, activities and tasks as part of the Application Development, Maintenance and Support Services. Entries in both columns indicate a shared responsibility or combined effort between the Parties. Where responsibility is shared, SUPPLIER shall have responsibility for completing the task and CMHC shall have decision-making authority. It is not the intent of the Responsibility Matrix to identify or define every process, activity or task to be performed by SUPPLIER in connection with the Application Development, Maintenance and Support Services. SUPPLIER is responsible for all Application Development, Maintenance and Support Services needed by CMHC within the subject areas covered by this Service Description, whether or not the particular task or responsibility is expressly stated in the Responsibility Matrix or otherwise in this Service Description.   The codes used to identify responsibility are:

- P – Perform : The respective party has the responsibility for performing the task
- H – Help : The respective party will assist the party 'Performing' the task to completion
- A – Approve: The respective party shall approve the task being carried out by the 'Performing' party

Item #	Functions / Activities	SUPPLIER (P, H, A)	CMHC (P, H, A)
	Application development and enhancement		
1.1.	Provide request for service		P
1.2.	Adhere to selected software engineering life cycle and methodology.	P	
1.3.	Provide application development services for approved Service Requests in accordance with agreed to technical or functional specifications and provide corrections or replacement of errors.	P	
1.4.	Perform quality assurance/quality control activities for approved Service Requests.	P	
1.5.	Perform configuration management activities for approved Service Requests.	P	
1.6.	Provide consulting services as requested and approved.	P	
1.7.	Review and approve SUPPLIER's estimates/proposals of Service Requests.		P
1.8.	Coordinate and implement completed development requests in accordance with CMHC's Change Management procedures.	P	
1.9.	Follow a well-controlled and structured process in promoting new application code into production environment following completion of all testing and CMHC sign-off.	P	
1.10.	Develop cutover plan including fallback.	P	
1.11.	Develop knowledge transfer plan to support team, Helpdesk and CMHC support team	P	
1.12.	Create support documentation.	P	
1.13.	Create business continuity plan and documentation, according to CMHC templates.	P	A
1.14.	Develop post-implementation system support processes.	P	
1.15.	Perform offsite mass installations requiring LAN connections, cd/dvd installations and QA controls.	P	
1.16.	Participate with internal and external clients in identifying, defining, reviewing, and approving business requirements to support application enhancement initiatives.	P	A
1.17.	Create functional and technical specifications for each application enhancement request to meet requirements.	P	A
1.18.	Provide estimate of effort for each application enhancement request.	P	

1.19.	Review and approve SUPPLIER's estimates/proposals of Service Requests.		P
1.20.	Provide application enhancement services for approved Service Requests in accordance with agreed to technical and/or functional specifications and provide corrections or replacement of errors for no additional charge.	P	
1.21.	Perform quality assurance/quality control activities for approved Service Requests.	P	
1.22.	Perform configuration management activities for approved Service Requests.	P	
1.23.	Implement approved application enhancement Service Requests.	P	
2.	**Application Support**		
2.1.	Schedule maintenance windows (Application downtime)	P	
2.2.	Approve application downtime for maintenance window		P
2.3.	Perform application repair activities.	P	
2.4.	Perform End User support and operating assistance activities at level 2 and level 3.	P	
2.5.	Perform preventive maintenance, monitoring and performance tuning activities.	P	
2.6.	Continuously check for availability of new software releases, hotpacks and patches.	P	
2.7.	Perform risk analysis according to provided CMHC risk assessment framework regarding new operating system releases, software releases, hotpacks and patches in conjunction with all other associated parties.	P	
2.8.	Notify CMHC of availability of new software releases, hotpacks and patches.	P	
2.9.	Develop implementation plan.	P	
2.10.	Approve implementation plan.		P
2.11.	Obtain, coordinate (hosted environment), test, and implement new software releases, hotpacks, and patches on behalf of CMHC	P	
2.12.	Verify and approve production implementation results		P
3.	**Project definition / requirements analysis**		
3.1.	Participate with internal and external clients in identifying, defining, reviewing, and approving business requirements to support application development initiatives	P	A
3.2.	Translate business requirements into high-level functional design	P	A
3.3.	Review high-level functional design and suggest changes as appropriate	P	A
3.4.	Participate with users in business process design/redesign, and/or business process improvement.	P	A
3.5.	Perform "as-is" and "to-be" modeling as necessary to prove requirements.	P	A
3.6.	Forecast application development requirements and identify the implementation priority.	P	
3.7.	Identify application development activities that might negatively impact Service Levels and suggest alternatives.	P	
3.8.	Develop applications development project request and charter including business drivers and benefits statement	P	
3.9.	Match requirements against available modules to determine if a solution exists	P	
3.10.	Provide acceptance criteria along with testing and performance considerations.	P	A
3.11.	Estimate next phase efforts	P	
3.12.	Create funding request and gain authorization from CMHC I&T to move to design phase and prepare Appropriation Request ('AR').	H	P
3.13.	Control demand for application development within the established		P

		funding limits.		
3.14.		Evaluation of 3rd party vendor demonstration software.	P	H
3.15.		Recommendation of 3rd party vendor software	P	H
3.16.		Approve and select 3rd party vendor software	H	A
3.17.		Collect new and/or modified functional requirements as a result of scope change through User Acceptance testing and report monthly to CMHC.	P	
4.		**Application Design**		
4.1.		Verify acceptance and approval of project definition and requirements analysis		P
4.2.		Conduct architecture review and determine hardware, network, licensing and database sizing requirements	P	H
4.3.		Create application/solution design with appropriate prototyping as needed.	P	A
4.4.		If software package solution, acquire the software and before purchase, evaluate for technical, security and high level functionality fit.	P	H
4.5.		Determine impact of application solution to the business processes implicated with this development.	P	
4.6.		Determine interfaces/integration points from the new application to the existing application(s) to support the business processes.	P	
4.7.		Provide recommendations for technical design and engineering alternatives.	P	
4.8.		Create detail design documents	P	A
4.9.		Create traceability matrix (or other approach) to trace the design requirements to the functional requirements	P	
4.10.		Document technical and functional risks associated with design result.	P	
4.11.		Define testing and acceptance criteria.	P	A
4.12.		Define training implications and materials.	P	A
4.13.		Define conversion/cutover strategy.	P	A
5.		**System Testing**		
5.1.		Provide test script methodology, testing strategy and plan	P	
5.2.		Approve testing strategy and plan	H	P
5.3.		Validate testing requirements.	P	
5.4.		Develop test plan, cases, scripts	P	
5.5.		Update and synchronize test cases.	P	
5.6.		Approve test cases and scripts.	H	P
5.7.		Maintain diagnostic test data and test databases.	P	
5.8.		Coordinate test execution within internal and external teams.	P	
5.9.		Perform peer review of test cases and scripts.	P	
5.10.		Perform performance/volume/stress tests.	P	
5.11.		Perform unit tests.	P	
5.12.		Perform regression tests.	P	
5.13.		Perform system and integration tests	P	
5.14.		Perform application system tests.	P	
5.15.		Provide testing results and completeness of acceptance criteria.	P	
5.16.		Approve testing results.	H	P
5.17.		Track testing defects.	P	
5.18.		Provide incident reporting with actions taken to address test defects	P	
5.19.		Periodically test for disaster recovery and update documentation as appropriate.	P	
6.		**QA Testing**		
6.1.		Validate testing requirements.	P	

6.2.	Develop testing strategy and plan.	P	
6.3.	Approve testing strategy and plan		P
6.4.	Develop test cases and scripts (incl. integration end-to-end test plan and scripts)	P	
6.5.	Approve test cases and scripts.	H	P
6.6.	Coordinate / Perform user acceptance testing.	P	
6.7.	If needed, assist in performing user acceptance testing.	P	
6.8.	Present test findings to end user	P	
6.9.	Review and approve or reject test report		P
6.10.	Monitor and track applications software problem reporting.	P	
7.	**Documentation**		
7.1.	Provide all relevant application, configuration and user documentation or create new documentation to accommodate implemented enhancements.	P	
7.2.	Provide documentation to CMHC for review.	P	
7.3.	Review and approve documentation or notify SUPPLIER of any issues/changes in a timely manner.		P
7.4.	Distribute updated and/or new documentation in accordance with documentation distribution procedures.	P	
8.	**Level 2 and 3 support**		
8.1.	Provide end user operating assistance.	P	
8.2.	Provide ongoing expert consulting for support and project issues.	P	
8.3.	Provide and maintain a single point of contact for the reporting and tracking of applications related problems.	P	
8.4.	Receive all application related calls from Level 1 support.	P	
8.5.	Record, track, manage and resolve all problems received from the Level 1 support.	P	
8.6.	Perform Level 2 and Level 3 support functions for all supported applications.	P	
8.7.	Manage problem escalation.	P	
8.8.	Resolve problems per CMHC specified timeframes by individual applications.	P	
8.9.	Re-route misdirected calls in accordance with CMHC guidelines.	P	
8.10.	Provide status and updates on problems at CMHC request or according to severity guidelines.	P	
8.11.	Provide Help Desk problem determination methods, minor problem resolution procedures, cause determination scripts, training and certification testing to the Help Desk.	P	
8.12.	Engage and manage 3rd party suppliers in problem resolution of application problems, when necessary.	P	
8.13.	Perform root cause analysis for problems as requested by CMHC or in accordance with CMHC approved SUPPLIER procedures.	P	
8.14.	Liason and work with other functional areas (e.g., Hosting Services, Applications Development Services, Helpdesk Services and Network Services or Engineering) to identify, investigate and resolve reported Problems.	P	
8.15.	Produce root cause analysis report, with recommendations to prevent recurring events.	P	
8.16.	Approve or escalate root cause analysis recommendations.	P	A
8.17.	Implement root cause analysis recommendations as approved by CMHC and as requested/assigned for respective areas of service responsibility in accordance with change control.	P	
8.18.	Perform problem trend analysis.	P	

8.19.	Prepare, produce and provide a trend analysis report in accordance with CMHC approved schedule of reports.	P		
8.20.	Review trend analysis report.	P	P	
8.21.	Propose recommendations to improve the applications support process.	P		
8.22.	Review and approve the recommendations to the applications support process.	P		
8.23.	Implement agreed recommendations to improve the applications support process in accordance with change control.	P		
9.	**Service request management**			
9.1.	Prepare and submit Service Requests for projects and for enhancements.		P	
9.2.	Provide initial design document examples and functional requirement examples.	P		
9.3.	Coordinate and prioritize Service Requests through established portfolio processes and procedures.	P		
9.4.	Prepare estimates/proposals for cost and timing of development and of enhancements requested through the Service Request process.	P		
9.5.	Review and approve SUPPLIER's estimates/proposals of Service Requests.		P	
9.6.	Schedule approved requests for new development.	P		
9.7.	Receive and track all Service Requests (including service requests submitted by and to 3rd party vendors).	P		
9.8.	Report on Service Request status.	P		
9.9.	Review and provide feedback on report		P	
10.	**Project management**			
10.1.	Prepare estimates for project size, effort, deliverables, costs, risks, resources based on approved Service Requests.	P		
10.2.	Coordinate with third parties and CMHC concerning third party applications to be integrated into new environment and/or to be placed into production.	P		
10.3.	Chair change control board	P		
10.4.	Participate on change control board, providing approvals for proposed changes	H	P	
10.5.	Escalate issues and delays in a timely manner.	P		
10.6.	Prepare and maintain project plans using approved methodology, internal controls and governance.	P		
10.7.	Approve project plans or suggest alternatives.		P	
10.8.	Manage and report project authorized spending against actuals.	P		
10.9.	Provide remediation services for project issues.	P		
10.10.	Provide status reporting for application development, enhancement and support activity.	P		
10.11.	Review and approve project status reports.		P	
10.12.	Understand and follow all application development processes according to CMHC internal IT controls and Corporate Financial Instructions.	P		
10.13.	Provide project risk mitigation services.	P		
10.14.	Manage 3rd party vendor communication and relationship.	P		
11.	**Training**			
11.1.	Provide skill progression training for authorized support staff.	P		
11.2.	Provide new user training for authorized support staff.	P		
11.3.	Provide project related training for authorized support staff.	P		
11.4.	Provide application documentation to support end-user training.	P		
11.5.	Provide application Help Desk documentation for Help Desk supported applications.	P		

12.	**Data management and interfaces**			
12.1.	Develop and maintain the logical database model.	P	
12.2.	Approve the logical and physical database model		A
12.3.	Define interface requirements and specifications to support the continuous operation of systems and environments.	P	
12.4.	Approve interface requirements, design and specifications		A
12.5.	Design, develop, manage, maintain, support, and coordinate interfaces to/from 3rd party systems.	P	
12.6.	Design, develop, manage, maintain, support and coordinate internally developed interfaces.	P	
12.7.	Design, develop, manage, maintain, support and coordinate data conversions and exchanges.	P	
12.8.	Ensure data is properly sent and received from all sources.	P	
13.	**Security and internal controls**			
13.1.	Provide security policies and procedures.	P	
13.2.	Provide security requirements		P
13.3.	Design security architecture based on requirements	P	
13.4.	Approve proposed security architecture		A
13.5.	Implement and maintain application security solutions.	P	
13.6.	Test and approve security solutions	P	A
13.7.	Participate in internal control training program.	P	
13.8.	Conduct application access reviews according to access review schedule and standards based on classification of application.	P	
14.	**Application development environment**			
14.1.	Defining environment	P	
14.2.	Creating environment	P	
14.3.	Maintaining environment	P	
14.4.	Maintaining development data	P	
14.5.	Maintaining training data	P	

C-4.   Non-Functional / SLA Requirements

Responsibility Matrix
The Responsibility Matrix set forth below indicates who is accountable for certain listed processes, activities and tasks as part of the Non-Functional Services. Entries in both columns indicate a shared responsibility or combined effort between the Parties. Where responsibility is shared, SUPPLIER shall have responsibility for completing the task and CMHC shall have decision-making authority. It is not the intent of the Responsibility Matrix to identify or define every process, activity or task to be performed by SUPPLIER in connection with the Non-Functional Services. SUPPLIER is responsible for all Non-Functional Services needed by CMHC within the subject areas covered by this Service Description, whether or not the particular task or responsibility is expressly stated in the Responsibility Matrix or otherwise in this Service Description. The codes used to identify responsibility are:
- P – Perform : The respective party has the responsibility for performing the task
- H – Help : The respective party will assist the party 'Performing' the task to completion
- A – Approve: The respective party shall approve the task being carried out by the 'Performing' party

Item #	Functions / Activities	SUPPLIER (P, H, A)	IRVING (P, H, A)
1	**Service Level Management (SLM)**		
	Establish Function		
1.1	Define and detail monitoring tools (specifically for Financial Management).	P	
1.2	Establish a framework for incident priority levels and escalation paths (to be developed in conjunction with Service Desk and Problem Management).	P	
1.3	Review and approve priority levels and escalation paths.	P	
	Implement SLA		
1.4	Establish the process for implementing SLAs.	P	
1.5	Review and approval implementation of SLA process.		P
	Manage Ongoing Process		
1.6	Establish a process for maintaining and managing SLAs post-implementation.	P	
1.7	Review and approval the monitoring process.		P
	Periodic Review		
1.8	Establish a process for periodic review of the processes defined above.	P	
1.9	Review and approve the review process.		P
2	**Capacity Management**		
	Business Capacity Management		
2.1	Provide broad/high-level understanding of long-term business strategies that directly or indirectly impact agreed upon service levels, and if needed, provide additional detail (e.g., timelines for grow or investment) through business plans.	P	
2.2	Provide current and future capacity recommendations to maintain agreed upon service levels.	P	
2.3	Participate in the design of future services by recommending hardware and software solutions where performance and/or capacity are factors.	P	
2.4	Following service level design, provide documentation of ability to manage service throughputs (i.e. capacity) and performance requirements (i.e. response times).	P	
2.5	Model service levels and verify performance capabilities.	P	
	Service Capacity Management		
2.6	Provide capabilities documentation on the IT Services that will deliver service level targets.	P	

2.7	Monitor service levels and develop reports with appropriate parameters.	P	A
2.8	Identify and report when the service level design or programming has caused a breach or near miss of service level.	P	
2.9	Report when proposed service changes may have a negative impact on service level targets.	P	
	Resource Capacity Management		
2.10	Report on the impact of introducing new technology to improve services.	P	
2.11	Report on the probability that individual components (e.g., processors, memory, disks, network bandwidth, network connections) could drive a breach of service level targets.	P	
2.12	Report on impact, response times, and DR capabilities should there be an internal failure of individual components.	P	
3	**Availability Management**		
	Planning		
3.1	Provide documentation of the vital business functions supported by the services.	P	
3.2	Provide documentation that internal processes are technically designed for availability.	P	
3.3	Provide documentation that internal processes are designed for recovery.	P	
3.4	Participate in IT Infrastructure design meetings.	P	
3.5	Participate and provide recommendations in a Capability Review meeting focused on Single Point of Failure, Risk Management and analysis, testing, and improvements.	P	
3.6	Provide a timely and accurate estimation of when service will be restored.	P	
3.7	Provide verification procedures to verify that the restored services are working as expected.	P	
3.8	Provide documentation that existing and new Availability services comply with IT security requirements.	P	
	Improvement		
3.10	Provide a long-term Availability plan for proactive improvement in IT availability.	P	
3.11	Provide recommendation for improvements in Availability Management.	P	
	Measuring and Reporting		
3.12	Establish and measure Availability and identify unacceptable levels of Availability.	P	
3.13	Review Availability and identification of unacceptable levels of Availability.	P	
3.14	Monitor actual Availability delivered versus agreed targets.	P	
4	**Financial Management for IT Services**		
	Budgeting		
4.1	Define budget period (e.g. 6, 12, or 18 months) and periodic reviews for services.	P	
4.2	Forecast business requirements and volumes.	P	
4.3	Forecast and/or estimate future IT workload based on business requirements.	P	
4.4	Develop estimates of unknown budget items or budget items that may vary significantly from budget.	P	
4.5	Review and approve the budget estimates.		P
4.6	Develop first pass of budget items.	P	
4.7	Review and approval of budget items to be included.		P
	IT Accounting		
4.8	Provide a business case framework for estimating charges and the	P	

appropriate reporting detail.

4.9	Monitor and report on budgeted charges and volumes versus actual charges and volumes.		P
4.10	Participate in monthly reviews of plan vs. actuals and SLAs.	P	A
	Charging		
4.11	Monitor and notify variance from budgeted charging.	P	
4.12	Develop documentation covering the following: how the Charging system works, how budgets are monitored between bills, how and when auditing takes place, how errors will be handled, and what change control is applied to the system.	P	
4.13	Drive awareness of 1. how charges are incurred, 2. how future charges can be reduced (e.g., expanding capacity), and 3. how service levels can be improved.	P	
	Ongoing management and operation		
4.14	Perform daily/weekly 1. collect data and verify for accuracy and completeness, 2. instigate changes in the Financial management system, as needed, and 3. attend Change Advisory Board (CAB) meetings as required	P	A
4.15	Perform monthly 1. check that charges are in-line with predictions and explain variances, 2. produce charges analyses, and 3. produce, as needed, charges by User and compare to budgets.	P	
4.16	Perform quarterly / half-yearly 1. check quarterly, half-year or interim forecasts, 2. assess accuracy of charging algorithms by balancing actual charges versus predicted, 3. assess accuracy of forecasts, 4. verify price lists, and 5. plan changes for following year's resources and plan for alterations to charge projections and cost recovery projections.	P	
5	**IT Service Continuity Management (ITSCM)**		
	Initiation		
5.1	Define management's ITSCM intention and recovery objectives.	P	
5.2	Provide documentation on the ITSCM team responsibilities, method of working, and resource allocation.	P	
	Requirements and Strategy		
5.3	Provide a Business Impact Analysis (BIA) by identifying 1. critical business processes and 2. an estimate of the potential loss cause by a disruption to critical business processes 3. the time within which minimum levels of services should be recovered, 4. the time within which all required services should be fully recovered, and 5. the priority of service recovery including data recovery point.	P	
5.4	Review and agree to meet conditions set forth in the BIA	P	A
5.5	Either quantitatively or qualitatively identify and document risks, threats, and vulnerabilities to service delivery.	P	
5.6	Document countermeasures and risk reduction measures	P	
5.7	Review assessment of risk reduction measures including: 1. backup and recovery strategy, 2. elimination of single points of failure, 3. assessment of change management practices that support systems resiliency, 4. security assessment, and 5. assessment of local disaster detection and suppression systems.	P	
	Implementation		
5.8	Develop and/or provide documentation of IT Service Continuity Plan (ITSCP) implementation including an emergency response plan, a damage assessment plan, and salvage plan, and a vital records plan.	P	
5.9	Develop and document a crisis management and public relations plan.	P	
5.10	Document 1. that stand-by arrangements have already been made, and 2.	P	

	that risk-reduction measures have been put in place.		
5.11	Conduct test(s) to the ITSCP capability (time objectives and staff preparedness and awareness), including a full test of all stand-by arrangements.	P	
5.12	Provide change control documentation that ITSCM processes and procedures have been checked and, if necessary, updated following test(s).		
5.13	Provide documentation to drive education, training, and awareness of the ITSCP.	P	
5.14	Review ITSCP educational and training data.	P	
5.15	Define disaster declaration criteria including operating procedures and responsibilities.	P	
	Operational Management		
5.16	Provide documentation that the Service Recovery team receives regular education and training.	P	
5.17	Provide documentation that the Service Recovery team performs regular reviews of deliverables and performs tests on processes and procedures.	P	
5.18	Provide documentation that ITSCP plans are updated as changes are made the systems.	P	
5.19	Review current ITSCP management processes.	P	
6	**Change Management**		
6.1	Request a Change.	P	
6.2	Assess technical risk of Change and provide input as to potential business risk of Change.	P	
6.3	Assess business risk of Change.	P	
6.4	Approve requested Change.		P
6.5	Document the test plan and test Change.	P	
6.6	Submit the finalized change request for approval.	P	
6.7	Prioritize the request for change.	P	
6.8	Categorize the request for change (e.g., Minor Impact, Significant Impact, Major Impact).	P	
6.9	Approve the change request		P
6.10	Define the Change approval limit policy, and the overarching Change Management governance necessary to ensure adherence to both compliance and infrastructure stability needs.	P	
6.11	Implement the changes defined in each approved change request as per agreed upon plan including adhering to CMHC's security procedures and physical access policies.	P	
6.12	Back out the change when needed or request by CMHC.	P	
6.13	Provide reporting on the Changes .	P	
6.14	Provide forward schedule of Changes, reflecting all Changes that are approved and/or have been submitted for approval.	P	
7	**Project Management**		
7.1	Identify project management interface requirements.	P	
7.2	Agree to project management methodology.	P	
7.3	Establish a project management methodology for smaller projects.	P	
7.4	Establish a project request process (including definitions and forms).	P	
7.5	Work with appropriate users to identify projects and develop project request.	P	
7.6	Review submitted project request and provide recommendations.	P	
7.7	Approve project request/order.		P

7.8	Manage all projects in accordance with the approved project management methodology, including communication plans and project governance, including specified quality, time, budget constraints.	P	
7.9	Establish report requirements.	P	
7.10	Track project progress and publish periodic status reports.	P	
7.11	Establish process for setting project priorities utilizing the demand governance set through demand management.	P	
7.12	Develop a PMO satisfaction survey measurement method, distribution schedule, and procedures focused on project delivery.	P	
7.13	Approve a PMO satisfaction survey measurement method, distribution schedule, and procedures provided by SUPPLIER.		P
7.14	Administer the PMO satisfaction survey in accordance with CMHC-approved PMO satisfaction survey measurement method, distribution schedule, and procedures.	P	
7.15	Define requirements for a PMO documentation repository.	P	
7.16	Develop, maintain, update, and implement the project documentation repository in accordance with CMHC's requirements.	P	
7.17	Manage and perform appropriate user communication and planning activities for specific projects that have multiple dependencies.	P	
7.18	Manage and perform all aspects of project communications as established by CMHC's lines of business and internal requirements.	P	
7.19	Reverse demand management – Identify requirements and request resources for CMHC's lines of business for activities needed to complete internal (infrastructure) projects.	P	
7.20	Operational readiness – maintaining appropriate project plans. and check lists needed to manage each project and incorporate change management and associated services in order to prepare for the operational support of any new infrastructure or application being deployed.	P	
7.21	Manage and coordinate all project dependencies across the entire project portfolio including internal (infrastructure) and CMHC's lines of business requested on projects.	P	
7.22	Identify and articulate any project budget variances.	P	
7.23	Provide solution development as-built and appropriate design documents at the completion of all projects.	P	
7.24	Completion of appropriate agreed upon documentation including orders of magnitude and detailed estimates.	P	

C-5.   List of In-Scope Applications

The target platforms for this scope of service include:

- Microsoft Exchange – replacement of Lotus Notes email
- Microsoft Dynamics – underwriting of Multi-Unit Residential Properties, Claims Processing and Assisted Housing
- Microsoft SharePoint – provide collaboration tools that will facilitate the decommissioning of some Lotus Notes applications