

### Question 21

Could you please expand on how the call up process will work? How long do you expect firms to have to respond and would the call ups be a competitive process among the qualified firms?

### Answer 21

CMHC will make best efforts to allocate the work in a fair manner. Call-ups will be awarded by CMHC to the Standing Offer Holder(s) in the applicable service stream who, in CMHC' exclusive determination, best can render the requirements (as detailed within the Call-up), based on:

- a) The service stream(s) to which the work applies;
- b) The availability of the Standing Offer Holder and its resources to undertake the work;
- c) Standing Offer Holder expertise related to a particular discipline, methodology, subject or business area;
- d) Standing Offer Holder experience, intellectual property or recent work in a field relevant to CMHC' requirement which would bring greater value to Canada;
- e) Standing Offer Holder expertise related to a particular technology or analytical toolset required for the work;
- f) Consideration of the quality of past work completed under the contract, and any notifications of Standing Offer Holder non- compliance issued previously;
- g) The official language(s) in which the required services must be delivered; and
- h) The absence of conflict of interest on the part of the Standing Offer Holder;
- i) The location where the required services must be performed and (or) delivered within Canada without having to incur any travel expenses; and
- j) The cumulative dollar-value of previously awarded Call-ups.

### **Direct Call-up**

- a) Prior to issuing a Call-up against an SO, a Project Authority will contact a Standing Offer Holder to determine availability. In the event that the Standing Offer Holder is unable to commit the time that the Project Authority deems to be required, then the Project Authority, at its discretion, may decide against proceeding with a Call-up with that organization and select another Standing Offer Holder to provide the required services.
- b) For each Call-up, the CMHC Project Authority will provide the Standing Offer Holder with details of the work activities to be performed, the deliverables to be submitted within the scope of the Call-up, and the required completion date(s).
- c) In responding to the issued Call-up, the Standing Offer Holder must break down the work by sub-task or activity - showing stages/phases, planned start and completion dates, describe the proposed team of resources to be deployed and the estimated level of effort (i.e. person days) needed to complete each element. The work plan may include a matrix and/or time-line charts.
  - i) A CV must be provided for each proposed resource, to demonstrate he/she meets the applicable qualifications and identify any specific qualifications for any proposed Subject-Matter Expert(s) (if the Standing Offer Holder's SO permits their use).

d) The CMHC Project Authority may negotiate with the Standing Offer Holder the number of days required for a given Call-up and the total fixed or ceiling cost for the services required under the Call-up must be established by utilizing the applicable rate(s) established within the SO, and must include GST/HST, any travel, any sub-contracted services and/or miscellaneous direct/administrative expenses, to a maximum amount, as pre-authorized by the CMHC Project Authority.

i) The CMHC Project Authority may negotiate with the Standing Offer Holder the per diem rates of any internal resources proposed by the Standing Offer Holder in response to any requests for Subject- Matter Experts (SMEs) (based on the ceiling per diem rates for this Resource Category, provided the Standing Offer Holder provided such in its offer).

e) Upon agreement of the total cost for any given project or assignment, the Standing Offer Holder will be authorized by the CMHC Project Authority to proceed with the work by issuance of a signed Call-up document.

f) It is understood and agreed that the Standing Offer Holder must not commence work until authorized in writing by a signed Call-up issued by the CMHC Project Authority or his/her delegate.

---

### Question 22

Does CMHC expect that the Lab be a co-produced activity with the client? What level of engagement can we expect from the client?

### Answer 22

As this is CMHC's first time undertaking work in this area it is not clear at this time exactly the level of engagement expected from the client.

It is anticipated that clients identify the key issue, develop a list of stakeholders to participate in a lab (this can be also be undertaken with support from the Offeror), identify individuals for ethnographic research, provide any background research or data that they currently have on the issue at hand, and attend lab sessions to provide input. All tools, materials, and outputs – reports, roadmaps, etc. will be developed by the Offeror.

CMHC may, at its discretion, also participate in the labs, provide research, data, and input.

---

### Question 23

Would it be acceptable to sub-contract subject-matter experts for specific call-ups that are not pre-qualified on the RFSO submission?

### Answer 23

Yes however any known sub contract SMEs at the time of submission should be included in the Offeror's submission as per section 4.5.

---

Question 24

Section 3.3 (pg. 17) refers to listing “at least three core competency areas and one specialized knowledge area (as described in section 3.5)”. Upon referring to Section 3.5, we find a description of the “Scope of Work” and two descriptions of the Micro and Macro labs. I’m wondering if you could direct us to the list of “core competency areas” and “specialized knowledge areas” as defined in this RFSO.

Answer 24

Core competency speaks to the competencies required to undertake solutions lab activities as per section 3.2.2. Specialized knowledge areas speak to SME knowledge as per section 3.4.3

---

Question 25

Offeror’s Qualifications: point (c) References – Will CMHC please confirm that the list of five (5) contracts or projects required are for both Stream 1 and Stream 2; five references in total?

Answer 2

Five references total are required; please indicate which of the references apply to stream 1 or stream 2. Please note that references for stream 2 should indicate that the Offeror is capable of undertaking the range of activities as outlined in the RFSO.

---

Question 26

Response to Statement of Goods/Services: point 3. Scenario response and work approach – Will CMHC please confirm that a response is only required for 1 of the 2 sample scenarios and that it is up to the bidder to decide as to which they wish to provide details for?

Answer 26

Proponents applying for both scenarios must provide details for each scenario.

---