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**CANADA MORTGAGE AND HOUSING CORPORATION**

Questions and Answers for RFSO-000462

1. **Q:** Re: page 18, Appendix B 1 (e). This clause states: “Rates shall be applicable during the two (2) year term and two (2) possible one-year optional terms of the resulting SO Master Agreement.” Our original interpretation of this clause was that proponents were to quote the same rates for all four (4) years. However, the tables on pages 19-20 imply that proponents are to quote specific rates for each of the four (4) years, which may be different for different years.

- Is this latter interpretation correct?
- If not, please clarify.

**A: Proponents are to quote specific rates for each of the four (4) years. This can be different for each year but locked in during the term.**

2. **Q:** Referring to the tables on pages 19-20, please clarify how the average hourly rate is to be calculated. We believe there are two possibilities:

(i) Calculate the mean.

Example: For hourly rates of \$240/hour for the project manager, \$200/hour for the senior researcher, and \$160/hour for the researcher, the “average rate” would be \$200/hour

(ii) Calculate the average in accordance with the average hourly rate that would be changed to CMHC on a typical project.

Example: If on a typical project the project manager spends 20% of the total chargeable hours, the senior researcher spends 40%, and the researcher spends 40%, then the average rate would be:

$$0.2 \times \$240 + 0.4 \times \$200 + 0.4 \times \$160 = \$192/\text{hour}$$

**A: The average for calculation on Table 1, pages 19-20 is as the following example:**

STREAM 1- Social and Statistical Research		Hourly CAD\$ Rate/Resource Level			
		Year 1	Year 2	Year 3	Year 4
Position/Roles	1. Project Manager/Team Leader	\$240	\$243	\$246	\$249
	2. Senior Researcher/Principal Investigator	\$200	\$203	\$206	\$209
	3. Researcher	\$160	\$163	\$166	\$169
Total Average Hourly Rate Per Year		\$200	\$203	\$206	\$209
Total Overall Average Hourly Rate per 4 Years		\$204.50			

$$\$200 + \$203 + \$206 + \$209/4 = \$204.50$$

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3. **Q:** As outlined on page 31 (and in appendices F and G), very little information is required for the Project Manager; i.e.,
- No information on the educational qualifications of the Project Manager,
  - No information on the research competencies of the Project Manager, and
  - No information on the specialized knowledge of the Project Manager.

This seems curious since the Project Manager is the most important member of the team. Please confirm whether this is the case.

**A: As outlined in the RFSO, the Project Manager is responsible for and manages the project and project team, ensuring that the project is developed, performed and completed within the agreed upon time, resources (including cost) and performance parameters. The Project Manager has the lead role in managing project resources, including project staff and sub-contractors, providing overall quality assurance for the project and its deliverables, and serving as primary point of contact with CMHC. For this role, CMHC is seeking demonstrated, hands-on experience in project management. CMHC is not seeking information on the educational qualifications, research competencies and specialized knowledge for the Project Manager role. For the Principal Investigator/Senior Researcher and Researcher roles, CMHC is seeking information on educational qualifications, research competencies and specialized knowledge as these roles are responsible for the design and implementation of research projects. For the purposes of this RFSO, the Project Manager and Principal Investigator/Senior Researcher may be the same person but must meet the requirements for both roles.**

4. **Q:** R3.3, page 31, states: “Provide one example each of the following research products produced within the last five years:
- a) research/technical report;
  - b) plain language publication/web content etc.;
  - c) concise briefing/summary/abstract; and,
  - d) presentation.”

Is it required that each member of the project team provide an example of each of these four types of outputs?

If not, please indicate for which members these outputs should be provided – or possibly one example of each type of output for the team as a whole?

**A: An example of each of the four outputs is not required for each member of the project team. CMHC is asking for samples of the recent work produced by the organization for each of identified type of content. The content should be authored by members of the proposed project team.**

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5. **Q:** Template 2, part 2 states: “Individuals must demonstrate a minimum of three (3) research competency areas..., using examples from three (3) of the most relevant research projects from the last five (5) years.”  
Does this mean three (3) projects for each competency area?  
Or does this mean one (1) project for each competency area?

**A: One project for each competency area must be provided. A minimum of three different projects must be used as examples, even if one project demonstrates multiple competencies.**

6. **Q:** Clause R3.4, page 31 states: “Provide additional reports that are attributable to the personnel in the Offer referenced in Template 2, and for which hyperlinks cannot be provided.” This could be a very large number of reports, as illustrated below.  
Each project team member will be referencing between three (3) and nine (9) projects to support the competency areas (depending on the answer to Q5) and at least one (1) project to support the specialized knowledge area. So, for a project team of six (6) consultants for one of the streams, this would be between 24 and 60 projects. Please clarify how many reports related to Template 2 should be provided.

**A: In Template 2, submissions will be evaluated based on the individual responses in the space provided in the template. Links to published reports for the projects identified in the responses may be provided for reference only. If links are unavailable, reports attributable to the personnel on the Offer may be attached to the application, but for reference only and are not mandatory. If additional report links/attachments are provided, attention should be paid to those of specific relevance to CMHCs mission and mandate.**

7. **Q:** In many places in the RFSO, the proponent is asked to provide evidence of a certain number of years of experience. We assume that the non-overlapping method is to be used in calculating number of years of experience. For example: Suppose the Project Manager has managed:

- Project A from January 2020 to December 2020, and
- Project B from June 2020 to March 2021.
- This would be calculated as 15 months of experience (12 + 3).

Please confirm that this method of calculation is correct.

**A: Yes, the calculation used in this example is correct. CMHC is seeking information on the total years of experience.**

8. **Q:** For the previous RFSO issued in 2018 templates were provided by CMHC via Buy and Sell to complete the Mandatory Minimum Respondent Qualifications and the Qualifications, Experience, Research Competencies and Specialized Knowledge Forms. Will these be provided again for us to complete or are we expected to pull them from the RFSO document?

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Question 1-8

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**A: Please see Addenda created. Amendment has been made to the RFSO (Amendment #1) to allow proponents to fill and return the provided documents.**