**A. The RFP states 250 concurrent users. Could you please advise how many named users will be required?**
Response: 350 users (no concurrent in this case)

For pricing: Provide tier levels for named users starting with 50 users up to 350 users. Provide per head per category of user group (i.e. minimal planning input user including read only, full access user, system administrator) as CMHC expects to implement users through a phased in approach, I.e. Finance users then business users.

**B. How many budget owners reside in the process?**
Response: +/-195

**C. How big is the team responsible for the Planning and Reporting process?**
Response:
> Planning & Analysis: 35
> Financial Reporting: 40
> Management Reporting: 35
> *These are not all the same users across the different reporting functions

**D. Please provide a breakdown of user count based on how they will interact with the software. E.g. Users requiring:**
   a. **full administrative privileges**
   b. **access to full functionality (but no administrative privileges)**
   c. **read only users**
   d. **access only to enter planning information with access to pre-built reports**

Response: Knowing CMHC will have +/- based on above, vendor to recommend ratio for other user groups.

**E. How many users will be required to access the application? 250 concurrent**

Response: Refer to question A

**F. Does each budget owner have their own requirements for planning or is their one standard being used today?**

Response: No, common business drivers are used where applicable. For example, one set of fringe benefit assumptions is used across the company. Any unique budget requirements are dealt with through the Zero-based budgeting process.
   a. Is there a formal documented workflow and approval process that can be shared?
      Response: No, as this process would be modified to fit with the new tool.

**G. What is the make-up of the team, do you have technical/systems skillsets within the team?**

Response:
Mainly accounting and Finance backgrounds with some Superusers within Finance teams.
Business Systems Team supports Finance teams technical systems need (System Administrator roles)

We look to the proponent to offer a plan for what is needed but we expect to be able to de-risk the need for specialist skillsets by implementing a tool that is user configurable.

**H. What are the tools looking to be replaced as part of this transformational initiative?**

Response: SAP BPC as well as Excel based planning and forecasting.

**I. How many systems would you like for the Forecasting and Planning tool to integrate to? Could you please list them (name, version and on-prem/cloud)?**

Response:
Primarily Microsoft and SAP products at CMHC however in state of technology transformation. Current systems and middleware:
- Azure ERP Dynamics 365 - Cloud based
- CRM D365 Cloud based (Operational system providing non-financial drivers)
- Boomi to/from SAP SuccessFactors (HR System for headcount, FTEs, position based data and salary)
- Custom middleware to/from Wallstreet Cloud based (treasury, trading and settlement system)
- Databricks (Actuarial software for Mortgage Insurance and Mortgage Funding Financial statement forecasting)
- Custom data lake – Cloud based

**J. What are your non-financial business systems – name(s) of the software, level of data, purpose within the Planning and Reporting process?**

Response: Refer to question I

**K. Can you please share the number of data systems, names of the software, and purpose within the Planning and Reporting process?**

Response: Refer to question I

> a. How often is the data refreshed in the source system, e.g. – Hourly, Daily, Monthly, etc.?
> Response: ERP system is instantaneous with BPC integration daily. Ability to complete hard refresh when needed.

**L. Do you currently leverage any ETL (Extract Transfer Load) tools like Informatica, Dell Boomi or others in your environment? If yes, will you be using existing licensing for integrating the forecasting and planning tool or would you like us to price this in our proposal?**

Response: Refer to questions D and I.  Please price in and make note of the purpose.

**M. Is there any acceptable alternatives to Azure Key Management for managing Passwords & secrets (integration related)?**

Response: CMHC preference is Azure Key Management but, we will accept proposals with similar well architected password\secret solutions such as Kiteworks, Keepass, AWS, etc. without penalty.

N. **Which external parties are you required to support for financial reporting and can you share templates/file format of those reports?**

Response: Canadian Federal Government, our own external Financial reporting requirements. Refer to our website for more details. https://www.cmhc-schl.gc.ca/en/about-us/corporate-reporting

O. **What is CMHC's approximate total employee count? If available, could you provide a breakdown of Fulltime vs. part-time?**

Response: 2,500 total: 2,200 full time, remaining contract or part time

P. **Can you please share a high level diagram of the Corporation make up and Legal Entity structure?**

Response: Refer to the Annual Report and Corporate Plan found on our website, link provided in question N.

Q. **How many uploaded input schedule exist today?  How is the data calculated and by what department/function?**

Response: Many but looking to change this in the future. Need ability to utilize input schedules for current state processes, then phase out as we upgrade our system architecture by building automated transfers of data from other systems, tools, and external sources.
Data calculation done by Finance team through help of System Administrators in current state.

R. **As it relates to your 5 year financial plan, can you please share the level of detail you are currently projecting – is at the GL account level or much higher level projections?**

Response: GL account level

S. **How often are you forecasting – monthly, quarterly, semi-annually?**

Response: Currently forecasting financial statement level on a quarterly basis, looking for flexibility with the tool to move to monthly. Certain operating budget activities are forecasted monthly, i.e FTEs.

T. **Ability to set budgets for up to 50 years in the future and maintain up to 20 years of history. – Could you please clarify if this data is to be stored at an annual level or monthly level? Additionally is this for all aspects of planning and forecasting, or just a particular sub-set (e.g. capital or projects)?**

Response: We need the ability to view the data monthly and on both a fiscal and calendar year basis. Also, the ability to utilize the business rules (i.e. straight line, trend analysis) and drivers to allocate budgets over time.

**U. Ability for business users to maintain plans without specialized technical support for configuration or customization- In this context, what activities do you envision are included in "business users to maintain plans"?**

Response:
Looking for flexibility on defining user groups depending on different finance teams functions and abilities
- A user group ability to change the structure, create and modify reports and introduce into production environment versus need to involve system administrator.
- Configurability of budgeting and forecasting rules by finance users based on drivers and business rules across CMHC
- Refer to question F

**V. Ability to support integrated planning at CMHC – Can you please elaborate on your vision for "integrated planning at CMHC"? What specific areas of the business, processes, and use-cases do you envision being included?**

Response:
CMHC is in the process of implementing integrated planning to plan by key areas of focus and capabilities and management systems across the company, all aligned to our strategy. In the end state, we envision the tool supporting integrated planning by enabling the financial planning and forecasting aspects of this process to intake new initiatives and projects. We envision the tool allowing us to cost and capture resource requirements ($ and FTEs) using business drivers and consistent assumptions and to be flexible to add or remove pipeline initiatives from the plan or forecast in real-time based on our priorities.

This vision will ensure we have a comprehensive view of all resources and commitments that ensures the alignment of financial and capital resources with our strategic priorities and will connect the financial aspects of the planning processes. Reporting and insights on core operations and strategic areas of focus will be facilitated.

We are looking to better understand what capabilities the solution has in this regard.

**W. Can you share your high-level planning and reporting process and/or calendar of events?**

Response:
Corporate Plan and Main Estimate cycles:
- Refer to TBS guidance part 7 for timeline ( https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32574&section=html )
- Refer to Government of Canada for background on Main Estimates ( https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html )
- Internal process begins March and ends September of each year

Quarterly/Monthly Forecasting, looking to have strong forecasting and planning around product dimension views:
- Financial statement level activity including
  - Revenue by product/subproduct

- - Non-operating expenses by product/subproduct
  - Capital commitments
  - ▪ Internal forecasting and management reporting
    - Operating budget by product/subproduct and RC including FTEs and GL level

Financial reporting cycle:
- ▪ Annual Financial Statements -December 31
- ▪ Quarterly Financial Statements – March 31, June 30, September 30

**X. Can you please clarify the contractual structure and what exactly it covers?;**

Response: contractual content will be discussed during negotiations once a lead proponent has been identified.

**Y. We normally have different regulations for SaaS software licensing, enhanced support services and professional services. Would you consider having a different contract/schedule per each service that will be purchased? We would need to coordinate the agreement with the ad hoc provisions specifically applicable to the product/service;**

Response: CMHC does have a SaaS specific Agreement. Discussions regarding contractual content will be conducted with the lead proponent.

**Z. Would you consider having in the contract some ad hoc contractual clauses and amend/adjust some articles of your standard template according to the specific case?**

Response: To be discussed during negotiations once a lead proponent has been identified.

**AA. Financial Disclosure Management - Are you currently using a solution for this?  If yes, should the new solution compliment or replace the existing approach?**

Response: No solution being used at this time.

**BB. Would CMHC be able to provide a excel file that contains all of the mandatory, functional, and technical requirements. Our preference would be to have a standard format that all vendors can respond with.**

Response: Refer to Appendix A

**CC. The RFP indicates CMHC requires a 99.9% SLA. Most tier 1 cloud vendors operate under a 99.7% SLA model. Would CMHC be open to a 99.7% uptime guarantee?**

Response: Reasonable

**DD. Your requirement is for RTO of 2 hours. Standard Recovery Time Objective (RTO) for SaaS solutions in this space is at least 12 hours. Could you please review the RTO requirement and confirm if you can change this to an industry standard of 12 hours?**

Response: Reasonable