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# **REQUEST FOR PROPOSAL (RFP)**

## **FOR**

## **PR AGENCY OF RECORD**

Request for Proposal (RFP) No.: **RFP-001186**

Issued: **March 10, 2022**

Submission Deadline: **April 20, 2022 at 11:00 am Ottawa local time**

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## **PART 1 – SUBMISSION INSTRUCTIONS**

### **1.1 CMHC INFORMATION AND OBJECTIVE OF THIS RFP**

Canada Mortgage and Housing Corporation (“CMHC”) is a Crown Corporation, with a Board of Directors, reporting to Parliament through the Minister of Housing and Diversity and Inclusion.

CMHC exists for a single reason: to make housing affordable for everyone in Canada. We know that housing helps people stay employed, do better in school and participate more fully in society. Housing affordability and a stable housing finance system support a stronger, safer Canada where everyone can live with dignity.

Affordable housing for all is an ambitious goal, and we cannot do it alone. We’re mobilizing the expertise and energy of governments, non-profits, lenders, developers, social entrepreneurs, and co-ops to create the future of housing. Canada’s first-ever National Housing Strategy is just one example. Together, we are removing barriers to ensure that no one is left behind.

In April 2021, CMHC proceeded to a change in leadership as Romy Bowers, who at the time was Senior Vice-President for Client Solutions, was named new President & CEO, replacing Evan Siddall, who had been CEO since 2014.

With this RFP CMHC ***is seeking to select a PR Agency of Record to provide strategic communications services.*** Qualified proponents shall provide proposals as outlined within this RFP. It is CMHC’s intention to enter into an agreement on a non-exclusive basis with one (1) successful proponent as the primary provider and, at its sole discretion, CMHC may choose to select a second proponent for the provision of any overflow and/or specialised communication projects. The period for scheduling and completing work under the resulting contract is for a period of three (3) years with an option to extend the agreement on the same terms and conditions for or up to two (2) additional one (1) year terms.

### **1.2 RFP CONTACT**

For the purposes of this procurement process, the “RFP Contact” will be:  
Daniela C. Michaud  
[dcmichau@cmhc-schl.gc.ca](mailto:dcmichau@cmhc-schl.gc.ca)

Proponents and their representatives are not permitted to contact any employees, officers, agents, appointed officials or other representatives of CMHC, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent’s proposal.

### **1.3 TYPE OF CONTRACT FOR DELIVERABLES**

The selected proponent(s) will be requested to enter into direct contract negotiations to finalize an agreement with CMHC for the provision of the scope of work and deliverables (collectively the “Deliverables”). The terms and conditions found in the Form of Agreement (Appendix D) are to form the basis for the agreement between CMHC and the selected proponent.

## 1.4 RFP PROCESS TIMETABLE

Stage #	Description	Date
1	Issue Date of RFP and Question Start Date	March 10, 2022
2	Deadline for Questions	March 22, 2022 by 2:00 pm Ottawa local time
3	Issue Date of Addendum with Q&A on <a href="http://www.buyandsell.gc.ca">www.buyandsell.gc.ca</a>	by March 31, 2022
4	Submission Deadline of proposals	April 20, 2022 by 11:00 am Ottawa local time
5	Evaluation Deadline shortlisting proponents to presentations	May 19, 2022
6	Release of Presentation agenda to shortlisted proponents	May 24, 2022
7	Proponent's Submission of Presentation slides	May 31, 2022
8	Virtual Presentations	June 2, 2022
9	Evaluation Deadline shortlisting top-ranked proponent(s) to Contract Negotiations	June 8, 2022
10	Anticipated Contract Negotiation Period	10 calendar days
11	Anticipated Execution of Agreement	July 4, 2022

The RFP timetable is tentative only and may be changed by CMHC at any time. Changes will be communicated in accordance with Section 3.2.2.

## 1.5 SUBMISSION OF PROPOSALS

### 1.5.1 PROCUREMENT BUSINESS NUMBER

CMHC utilizes the Supplier Registration Information ("SRI") database maintained by Public Services and Procurement Canada ("PSPC") as the official CMHC source list. All proponents should be registered with PSPC prior to submitting a proposal. The Procurement Business Number ("PBN") provided by this registration must be included with the proponent's proposal. If proponents are not registered and wish to do so, please access <https://buyandsell.gc.ca/for-businesses/selling-to-the-government-of-canada/register-as-a-supplier>

### 1.5.2 PROPOSALS TO BE SUBMITTED AT THE PRESCRIBED LOCATION IN PRESCRIBED MANNER

Proposal submissions must be emailed to CMHC's electronic bid submission system ("EBID") to the address indicated below:

Email Address: [EBID@cmhc-schl.gc.ca](mailto:EBID@cmhc-schl.gc.ca) ("Submission Location")

Proposals sent to any other e-mail address will not be considered.

Please be advised that EBID has a size limitation of 10 MB. Proponents may submit their proposal in multiple smaller files indicating the number of emails submitted (for example: email 1/3, 2/3, 3/3) in the subject line of the email. Individual files are to be submitted in Microsoft Word and Excel or pdf format and named as follows: Proponent Name + RFP # + Document Description. For example:

If submitted in one single file: Smith\_RFP-001186\_proposal

If submitted in multiple files:

Smith\_RFP-001186\_Appendix A  
Smith\_RFP-001186\_Appendix B  
Smith\_RFP-001186\_Appendix C  
and so on, as applicable

**Note:** Rich Text formatted or compressed (zipped) documents cannot be opened by CMHC.

Upon receipt of proposals, an automated confirmation will be issued by EBID to the sender's e-mail address. It is strongly recommended that proponents follow up with the RFP Contact should they not receive said confirmation within thirty (30) minutes of their submission.

### **1.5.3 PROPOSALS TO BE SUBMITTED ON TIME**

Proposals must be submitted pursuant to Section 1.5.2 above and on or before the submission deadline: **April 20, 2022 by 11:00 am Ottawa local time** (“Submission Deadline”)

Proposals submitted after the Submission Deadline will be rejected. CMHC does not accept any responsibility for proposals delivered to any other location or by any other means by the proponent. Proponents are advised to make submissions well before the Submission Deadline. Proponents making submissions near this deadline do so at their own risk. Proponents will be deemed to be received when they enter into CMHC’s systems and CMHC accepts no responsibility for proposals sent prior to this deadline that fail to enter into CMHC’s systems by the Submission Deadline. For the purposes of this section, the time of delivery is deemed to be the time recorded by CMHC’s systems.

### **1.5.4 AMENDMENT OF PROPOSALS**

Proponents may amend their proposals prior to the Submission Deadline by submitting the amendment by email prominently marked with the RFP title and number and the full legal name and return address of the proponent to the email address set out above. Any amendment should clearly indicate which part of the proposal the amendment is intended to amend or replace. CMHC will assess the proposal “as is” and CMHC will not correct or accept any responsibility for errors submitted by the proponent.

### **1.5.5 WITHDRAWAL OF PROPOSALS**

At any time throughout the RFP process, a proponent may withdraw a submitted proposal. To withdraw a proposal, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent. CMHC is under no obligation to return withdrawn proposals.

[End of Part 1]

## **PART 2 – EVALUATION, NEGOTIATION AND AWARD**

### **2.1 STAGES OF EVALUATION AND NEGOTIATION**

CMHC will conduct the evaluation of proposals and negotiations in the following stages:

#### **2.1.1 STAGE I – MANDATORY SUBMISSION REQUIREMENTS**

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements due at time of submitting the proposal, such as licences or certificates, and detailed in Section H of the RFP Specifications (Appendix C). Should a proponent not include a submission requirement with its proposal, the proponent will be notified by CMHC and will have forty eight (48) hours from the time of notification to meet this requirement. Only proponents who meet the mandatory submission requirements will move on to the next stage 2.1.2 A.

#### **2.1.2 STAGE II – EVALUATION**

Stage II will consist of the following two (2) sub-stages:

##### **A. MANDATORY TECHNICAL REQUIREMENTS**

CMHC will review the proposals to determine whether the mandatory technical requirements of the Deliverables, as detailed in Section I of the RFP Specifications (Appendix C), have been met. The mandatory technical requirements must be met (assessment on a pass/fail basis) before the rated criteria can be considered. Questions or queries on the part of CMHC as to whether a proposal has met the mandatory technical requirements will be subject to the verification and clarification process set out in Section 3.2.4 of Part 3. Only proponents who meet the mandatory technical requirements will move on to the next sub-stage 2.1.2 B.

##### **B. RATED CRITERIA**

CMHC will evaluate each qualified proposal on the basis of the rated criteria as set out in Section K of the RFP Specifications (Appendix C).

#### **2.1.3 STAGE III – PRICING**

Stage III will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in the Pricing Form (Appendix B). The top (3) ranked proponents with the highest accumulative score from Stage II and III, will move on to Stage IV.

#### **2.1.4 STAGE IV – PRESENTATION**

Stage IV will consist of a presentation (the "Presentation") by the top three (3) scoring proponents to a committee of CMHC employees with the right to vote (the "Evaluation Team") as set out in Section L of the RFP Specifications (Appendix C).

For the sake of clarity:

Stage II and Stage III will account for 100% and scores will be combined, weighted, and averaged. Stage IV will account for 100% and will be independent from State II and Stage III (not combined, weighted or averaged). Application of scores as further described in Section 2.2 below.

## 2.2 RANKING AND CONTRACT NEGOTIATIONS

### 2.2.1 SCORING BY THE EVALUATION TEAM

The following scoring matrix has been developed to assist the Evaluation Team in the scoring process of the rated criteria and the presentation detailed in Appendix C, Section K and Section L:

Score	Evaluation Conclusion	Description
10	<u>Complete and clear</u> description provided that <u>exceeds</u> the requirements of the criteria. No weaknesses or deficiencies that would pose any risk to the proponent's ability to satisfy the requirement.	Outstanding
9	<u>Complete and clear</u> description provided of the proponent's ability to meet the criteria. No evident weaknesses or deficiencies that would pose any risk to the to the proponent's ability to satisfy the requirement.	Excellent
7-8	<u>Above average description</u> provided of the proponent's ability to consistently meet key criteria. Minimal weaknesses and/or deficiencies could exist, but would not pose any significant risk to the proponent's ability to satisfy the requirement.	Very Good
5-6	<u>Average description</u> provided of the proponent's ability to meet key criteria. Minimal weaknesses and/or deficiencies could exist, but would not pose any significant risk to the proponent's ability to satisfy the requirement.	Good
3-4	<u>Weak information</u> was provided with only a <u>partial description</u> of the proponent's ability to meet the criteria. There are discrepancies and/or deficiencies that pose some risks to the proponent's ability to satisfy the requirement.	Fair
1-2	<u>Very limited</u> information was provided to assess the proponent's ability to meet the criteria. There are serious discrepancies and/or deficiencies that pose important risks to the proponent's ability to satisfy the requirement.	Unsatisfactory
0	<u>Little or no</u> information provided to assess the proponent's ability to meet the criteria.	No Response

Partial scores (for example 1.5, 2.5, 3.5 and so on) may be assigned. Individual proponent scores will be reviewed and tabulated to reach an average score multiplied by the percentage weighting for each rated criteria except for pricing, which will be evaluated as described in Appendix B – Pricing Form.

### 2.2.2 RANKING OF PROPONENTS

After the completion of Stage III, all scores from (i) Stage II (B) and (ii) Stage III will be added together, and the proponents will be ranked based on their total scores. The three (3) top ranked proponent(s) will receive a written invitation to Stage IV.

After completion of Stage IV, all scores from Stage IV will be added together and the proponents will be ranked based on their total scores of Stage IV. The top-ranked proponent will receive a written invitation to enter into direct contract negotiations to finalize the agreement with CMHC. At its sole discretion, CMHC may also invite the second-ranked proponent to enter into direct contract negotiation to provide certain communication services to CMHC. In the event of a tie, the successful proponent will be the proponent selected by way of negotiations, requiring proponents to answer additional questions, provide supplementary information or make additional presentations such that CMHC may revisit and re-evaluate the proponent's proposal or ranking on the basis of any such information in an effort to select a top-ranked proponent.

### 2.2.3 CONTRACT NEGOTIATION PROCESS

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP process (Part 3). The negotiation process will not constitute a legally binding offer to enter into a contract on the part of CMHC or the proponent and there will be no legally binding relationship created with any proponent prior to the execution by both CMHC and the proponent of a written

agreement. The terms and conditions found in the Form of Agreement (Appendix D) are to form the basis for commencing negotiations between CMHC and the selected proponent. As a part of the negotiation process, CMHC may request supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation and CMHC may include requests for improved pricing or performance terms from the proponent.

#### **2.2.4 TIME PERIOD FOR NEGOTIATIONS**

CMHC intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period, in accordance with the timeframe outlined under Section 1.4 of this RFP. A proponent invited to enter into direct contract negotiations should therefore be prepared to: (i) satisfy the pre-conditions of award listed in Section J of the RFP Specifications (Appendix C), (ii) provide requested information in a timely fashion, and (iii) conduct negotiations expeditiously.

#### **2.2.5 FAILURE TO ENTER INTO AGREEMENT**

If the pre-conditions of award listed in Section J of the RFP Specifications (Appendix C) are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the contemplated Contract Negotiation Period, pursuant to 1.4 of this RFP, then CMHC may discontinue negotiations with the top-ranked proponent and invite the next-best-ranked proponent to enter into negotiations. This process will continue until: (i) an agreement is finalized, (ii) there are no more proponents remaining that are eligible for negotiations or (iii) CMHC elects to cancel the RFP process.

#### **2.2.6 NOTIFICATION OF NEGOTIATION STATUS**

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

[End of Part 2]



## **PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS**

### **3.1 GENERAL INFORMATION AND INSTRUCTIONS**

#### **3.1.1 PROPONENTS TO FOLLOW INSTRUCTIONS**

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

#### **3.1.2 PROPOSALS IN ENGLISH OR FRENCH**

Proposals may be submitted in either of Canada's Official Languages, in English or French.

#### **3.1.3 NO INCORPORATION BY REFERENCE**

The entire content of the proponent's proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent's proposal but not attached will not be considered to form part of its proposal.

#### **3.1.4 REFERENCES AND PAST PERFORMANCE**

In the evaluation process, CMHC may include information provided by the proponent's references and may also consider the proponent's past performance or conduct on previous contracts with CMHC or other institutions.

#### **3.1.5 INFORMATION IN RFP ONLY AN ESTIMATE**

CMHC and its advisers make no representation, warranty or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only, and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

#### **3.1.6 PROPONENTS TO BEAR THEIR OWN COSTS**

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

#### **3.1.7 PROPOSAL TO BE RETAINED BY CMHC**

All proposals and related materials provided by the proponent shall, as of the Submission Deadline, become the sole property of CMHC and will not be returned to the proponent.

#### **3.1.8 TRADE AGREEMENTS**

Proponents should note that procurements falling within the scope of Chapter 5 of the Canadian Free Trade Agreement and/or Chapter 19 of the Canada-European Union (EU) Comprehensive Economic and Trade Agreement (CETA) are subject to that trade agreement but that the rights and obligations of the parties will be governed by the specific terms of this RFP.

#### **3.1.9 NO GUARANTEE OF VOLUME OF WORK OR EXCLUSIVITY OF CONTRACT**

CMHC makes no guarantee of the value or volume of Deliverables to be assigned to the successful proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. In its sole discretion, CMHC may contract

with others for goods and services that are the same as or similar to the Deliverables or may obtain such goods and services internally.

### **3.2 COMMUNICATION AFTER ISSUANCE OF RFP**

#### **3.2.1 PROPONENTS TO REVIEW RFP**

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing by email to the RFP Contact on or before the Deadline for Questions, pursuant to Section 1.4 of this RFP. No such communications are to be directed to anyone other than the RFP Contact. CMHC is under no obligation to provide additional information, and CMHC is not responsible for any information provided by or obtained from any source other than the RFP Contact. It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. CMHC is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

#### **3.2.2 ALL NEW INFORMATION TO PROPONENTS BY WAY OF ADDENDA**

This RFP may be amended only by addendum in accordance with this section. If CMHC, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by CMHC. In the Submission Form (Appendix B), proponents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

#### **3.2.3 POST-DEADLINE ADDENDA AND EXTENSION OF SUBMISSION DEADLINE**

If CMHC determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, CMHC may extend the Submission Deadline for a reasonable period of time.

#### **3.2.4 VERIFY, CLARIFY AND SUPPLEMENT**

When evaluating proposals, CMHC may request further information from the proponent or third parties in order to verify, clarify or supplement the information provided in the proponent's proposal, including but not limited to clarification with respect to whether a proposal meets the mandatory technical requirements set out in Section I of the RFP Specifications (Appendix C). CMHC may revisit and re-evaluate the proponent's proposal or ranking on the basis of any such information.

### **3.3 NOTIFICATION AND DEBRIEFING**

#### **3.3.1 NOTIFICATION TO OTHER PROPONENTS**

Once an agreement is executed by CMHC and a proponent, the other proponents will be notified of the outcome of the procurement process.

#### **3.3.2 DEBRIEFING**

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within sixty (60) days of such notification. The intent of the debriefing information session is to aid the proponent in presenting a better proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process or its outcome. The debriefing will be provided in writing.

### **3.3.3 PROCUREMENT PROTEST PROCEDURE**

If a proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with the applicable trade agreement. The notice must provide a detailed explanation of the proponent's concerns with the procurement process or its outcome.

### **3.4 CONFLICT OF INTEREST AND PROHIBITED CONDUCT**

#### **3.4.1 CONFLICT OF INTEREST**

CMHC may disqualify a proponent for any conduct, situation or circumstances, determined by CMHC, in its sole and absolute discretion, to constitute a "Conflict of Interest", as defined in the Submission Form (Appendix A).

#### **3.4.2 DISQUALIFICATION FOR PROHIBITED CONDUCT**

CMHC may disqualify a proponent, rescind an invitation to negotiate or terminate a contract subsequently entered into if CMHC determines that the proponent has engaged in any conduct prohibited by this RFP.

#### **3.4.3 PROHIBITED PROPONENT COMMUNICATIONS**

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix A).

#### **3.4.4 PROPONENT NOT TO COMMUNICATE WITH MEDIA**

Proponents must not at any time directly or indirectly communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

#### **3.4.5 NO LOBBYING**

Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful proponent(s).

#### **3.4.6 ILLEGAL OR UNETHICAL CONDUCT**

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion or collusion. Proponents must not engage in any unethical conduct, including lobbying (as described above) or other inappropriate communications; offering gifts to any employees, officers, agents, appointed officials or other representatives of CMHC; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process.

#### **3.4.7 PAST PERFORMANCE OR PAST CONDUCT**

CMHC may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process with CMHC or any other organization, including but not limited to the following:

- (a) illegal or unethical conduct as described above;
- (b) the refusal of the supplier to honour its submitted pricing or other commitments; or
- (c) any conduct, situation or circumstance determined by CMHC, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

### **3.5 CONFIDENTIAL INFORMATION**

#### **3.5.1 CONFIDENTIAL INFORMATION OF CMHC**

All information provided by or obtained from CMHC in any form in connection with this RFP either before or after the issuance of this RFP:

- (a) is the sole property of CMHC and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;
- (c) must not be disclosed to third parties without prior written authorization from the RFP Contact; and
- (d) must be returned by the proponent to CMHC immediately upon the request of CMHC.

#### **3.5.2 CONFIDENTIAL INFORMATION OF PROPONENT**

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by CMHC. The confidentiality of such information will be maintained by CMHC, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that as a Crown Corporation, CMHC is subject to the federal legislation with respect to access to information and privacy. Information submitted by third parties will be protected or may be required to be disclosed in specific circumstances pursuant to the federal legislation. Proponents are also advised that their proposals may, as necessary, be disclosed on a confidential basis, to CMHC's advisers retained to advise or assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

### **3.6 PROCUREMENT PROCESS NON-BINDING**

#### **3.6.1 NO CONTRACT A AND NO CLAIMS**

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

- (a) this RFP will not give rise to any Contract A-based concept or any other similar legal concepts or principles that may be applicable to the procurement process; and
- (b) neither the proponent nor CMHC will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the selection of proponents, a decision to reject a proposal or disqualify a proponent, or a decision of the proponent to withdraw its proposal.

**Notwithstanding the foregoing or anything to the contrary herein, CMHC's total liability to proponents for any cause of action arising out of or in relation to this RFP process, giving rise to liability, whether in contract or in tort, shall be limited to the reasonable costs incurred by proponents in preparing its proposal for matters relating to this RFP process. In no event, whether in contract or in tort shall CMHC be liable for any indirect, consequential, exemplary, punitive, incidental, or special damages or lost profits, even if CMHC has been advised of the possibility of such damages in advance.**

### **3.6.2 NO CONTRACT UNTIL EXECUTION OF WRITTEN AGREEMENT**

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any goods or services will be created between the proponent and CMHC through this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

### **3.6.3 NON-BINDING PRICE ESTIMATES**

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely affect the evaluation or ranking or the decision of CMHC to enter into an agreement with the proponent for the Deliverables.

### **3.6.4 CANCELLATION**

CMHC may cancel or amend the RFP process without liability at any time.

### **3.7 GOVERNING LAW AND INTERPRETATION**

These Terms and Conditions of the RFP Process:

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- (c) are to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

[End of Part 3]

## APPENDIX A – SUBMISSION FORM

### 1. PROPONENT INFORMATION

Please fill out the following form, naming one person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary.	
Procurement Business Number (PBN):	
Full Legal Name of Proponent:	
Any Other Relevant Name under which Proponent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Company Website (if any):	
Proponent Contact Name and Title:	
Proponent Contact Phone:	
Proponent Contact Email:	

### 2. ACKNOWLEDGMENT OF NON-BINDING PROCUREMENT PROCESS

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any goods or services will be created between CMHC and the proponent unless and until CMHC and the proponent execute a written agreement for the Deliverables.

### 3. ABILITY TO PROVIDE DELIVERABLES

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of this RFP.

#### 4. NON-BINDING PRICING

The proponent has submitted its pricing in accordance with the instructions in the RFP and in the Pricing Form (Appendix B). The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work with CMHC.

#### 5. ADDENDA

The proponent is deemed to have read and taken into account all addenda issued by CMHC prior to the Deadline for Issuing Addenda. The proponent is requested to confirm that it has received all addenda by listing the addenda numbers, or if no addenda were issued by writing the word "None", on the following line: \_\_\_\_\_ . Proponents who fail to complete this section will be deemed to have received all posted addenda.

#### 6. NO PROHIBITED CONDUCT

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

#### 7. CONFLICT OF INTEREST

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of CMHC in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

For the purposes of section 7 (a)(i) above, proponents should disclose the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (1) participated in the preparation of the proposal; **AND** (2) were employees of CMHC within twelve (12) months prior to the Submission Deadline. Any former public office holder must be in compliance with the post-employment provisions of the Conflict of Interest and Post-Employment Code for Public Office Holders (2012) in order to derive a direct benefit from any contract which may arise from this RFP.

If the box below is left blank, the proponent will be deemed to declare that (1) there was no Conflict of Interest in preparing its proposal; and (2) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

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**8. DISCLOSURE OF INFORMATION**

The proponent warrants that neither the proponent nor one or more of the proponent's directors, officers or employees have been convicted or sanctioned for an offence involving bribery, corruption or workplace safety at any time. If such convictions exist, the details of such convictions or sanctions are to be disclosed in the proponent's proposal.

It is understood that CMHC will have the sole discretion to determine whether such convictions are grounds for removing the proponent from further consideration in the RFP process or requiring that the proponent exclude certain employees from involvement in the provision of goods and/or services contemplated herein.

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by CMHC to the advisers retained by CMHC to advise or assist with the RFP process, including with respect to the evaluation this proposal.

**9. SECURITY CLEARANCE**

The proponent agrees that it and any other persons for which it is responsible, who are to perform the work as stated in this RFP, at the request of CMHC will comply with security screening as outlined in Section E. Security of the RFP Specifications (Appendix C).

**10. VACCINATION REQUIREMENTS**

The proponent agrees that: (a) it and any other persons for which it is responsible, who are to perform the work stated in this RFP, will comply with CMHC's vaccination requirements, as may be amended from time to time and (b) a duly authorized officer of proponent will sign the Vaccination Compliance Attestation in the form set out in **Schedule G of the Agreement form attached hereto as Appendix D** at the request of CMHC and submit it with the proposal by the Submission Deadline.

\_\_\_\_\_  
Signature of Witness

\_\_\_\_\_  
Signature of Proponent Representative

\_\_\_\_\_  
Name of Witness

\_\_\_\_\_  
Name of Proponent Representative

\_\_\_\_\_  
Title of Proponent Representative

\_\_\_\_\_  
Date

I have the authority to bind the proponent.

## APPENDIX B – PRICING FORM

### 1. INSTRUCTIONS ON HOW TO COMPLETE PRICING FORM

- (a) Table 1 = Hourly rates of proponent's resources. This table will be used for evaluations.
- (b) Table 2 = Proponents may outline any other optional services related to the Deliverables available to CMHC on an as-and-when required basis. This table will not be used for evaluations, but proponents must ensure to provide commercially reasonable prices.
- (c) Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for HST, which should be itemized separately.
- (d) Rates quoted by the proponent must be all-inclusive and must include all labour and material costs, on-going maintenance costs, all travel and carriage costs, all insurance costs, all costs of delivery (including any on-boarding/training costs, if not listed separately in the pricing form), all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.
- (e) Travel expenses are considered separate expenses and will be reimbursed in accordance with CMHC's Travel Policy outlined in the Form of Agreement included in Appendix D of this RFP.
- (f) Direct expenses. The selected proponent will be reimbursed for out-of-pocket expenses not covered in the fees outlined in the Pricing Form at cost, reasonably and properly incurred, in certain cases where such services are outside of normal overhead expenses and are required to complete the services. Such expenses may be allowable as direct expenses so long as the service(s) is/are documented in writing and pre-approved by CMHC.

### 2. EVALUATION OF PRICING

**Table 1.** Pricing is worth 20% of the total score.

Proponents are requested to provide hourly rates for each of the resource levels. The resource levels shall be broken down into four (4) levels as seen below. The hourly rates for each level shall be averaged and then multiplied by the assigned weighting for each category, as seen below, to determine an overall weighted average hourly rate. The percentage-weighting reflects the area of which most of the work is anticipated.

1. Executives	10%
2. Senior Manager(s) and/or Project Lead(s)	50%
3. Senior Consultant(s) and/or Consultant(s)	20%
4. Subject Matter Expert(s)	20%

The overall weighted average hourly rate will then be multiplied by the overall weighting of 25%.

Pricing will be scored based on a relative pricing formula using the rates set out in the Pricing Form which will be calculated in accordance with the following formula:

$$\text{Lowest Overall Weighted Average Hourly Rate} \div \text{Proponent's Overall Weighted Average Hourly Rate} \times \text{the Overall Weighting of 20\%}$$

### 3. PRICING FORM

**Table 1: Proponent's Fees**

Resource Level	Resource Title	Resource Name	Hourly Rate CAD\$
<b>1. Executives (10%)</b>			
	1. President		
	2. Senior Vice President		
	3. Vice President		
	4. if applicable		
	5. if applicable		
	<b>Average Hourly Rate</b>		
<b>2. Senior Manager(s) and/or Project Lead(s) (50%)</b>			
	1. Account Director		
	2. Account Manager		
	4. if applicable		
	5. if applicable		
	4. if applicable		
	5. if applicable		
	<b>Average Hourly Rate</b>		
<b>3. Senior Consultant(s) and/or Consultants (20%)</b>			
	1. Senior Strategists		
	2. Strategists		
	3. Senior Analysts		
	4. Analysts		
	5. if applicable		
	6. if applicable		
	<b>Average Hourly Rate</b>		
<b>4. Subject Matter Expert(s) (20%)</b>			
	1. Events Producers		
	2. Creative		
	3. Social Media		
	4. Digital		
	5. Researchers		
	6. Content Specialists		
	7. Speech Writers		
	8. Technical Writers		
	9. if applicable		
	10. if applicable		
		<b>Average Hourly Rate</b>	

**Table 2: Optional Services (not evaluated)**

Please list any other related ad-hoc services optional to CMHC, examples outlined below.

<b>Optional Services</b>	<b>Cost in CAD\$</b>
Photography Services	
Translation Services	
Project & Print Management	
Printing	
Photo Art Direction	

## **APPENDIX C – RFP SPECIFICATIONS**

### **A. BACKGROUND**

CMHC has not had a Public Relations agency of record in the last several years. In recent years, CMHC has managed the large majority of its communications strategies and public relations initiatives internally. Recently, CMHC has seen a consistent increase in communications projects and, therefore, requires external support services to deliver on future initiatives.

### **B. THE DELIVERABLES**

#### **B-1 Service Categories**

The selected proponent shall support and collaborate with CMHC's Communications and Marketing team to achieve key deliverables of various public relations initiatives on an as-and-when required basis.

The main initiatives are categorized as follows:

1. Communications Strategies (including, Executive visibility and, thought leadership).
2. Crisis Communications.
3. Events Management.
4. Writing Services.

#### **B-2 Service Categories Scope Overview**

To deliver on the above four (4) categories, proponents must be experienced to provide the following services:

- Strategic communications;
- Crisis communication;
- Event management;
- Developing thought leadership programs;
- Reputation management;
- C-suite visibility and public relations;
- Developing stakeholder engagement strategies;
- Employee communications;
- Narrative, message maps, Q&A
- Media /spokesperson training;
- Media relations and social media management;
- Writing Services (including speech writing, creative writing, and technical writing);
- Working with senior government officials;
- Evaluating performance of public relations initiatives; and
- Ad-hoc request.

### **B-3 Service Categories Scope Details**

More specifically, the services required under the four (4) categories will include but is not limited to the following:

#### **Cat. 1: Communication Strategies**

- (a) Act as a strategic consultant to CMHC in all matters related to public relations. The proponent will develop customized strategies to raise CMHC's profile as Canada's voice on housing affordability and recommend ways to optimize CMHC's public relations budget.
- (b) Develop an annual strategic communications plan. To ensure a comprehensive understanding of CMHC's objectives/goals, needs and challenges, the proponent will provide CMHC with a written annual strategic plan\* to be provided to CMHC on an agreed upon date. The strategic plan will include:
  - a. A description of CMHC's current positioning;
  - b. Results of the environmental scan. For example, research and identification of best practices and emerging trends;
  - c. Customized strategies to ensure CMHC is well positioned in the market place;
  - d. Recommend the best opportunities to deliver on objectives; and
  - e. Propose metrics to evaluate the effectiveness of the coming year's public relations initiatives and an analysis of the effectiveness of previous year's initiatives.

\*The proponent will also be called upon for strategic planning and delivery of initiatives that fall outside of the annual plan. The selected proponent will be expected to help CMHC meet business objectives.

- (c) Enhancing and delivering on a thought leadership program. Support the integration of thought leadership into CMHC's various channels, content and visibility initiatives.
- (d) Provide strategic advice and support the delivery of c-suite visibility initiatives.
- (e) Evaluate and report on the effectiveness of public relations initiatives using proven and comprehensive methodology and metrics in a timely manner.
- (f) The Proponent will conduct an annual review of CMHC's core narrative; provide guidance on changes/improvements that reflect the latest corporate strategic direction and respond to key changes to the external environment; and identify opportunities that leverage and amplify CMHC's voice and influence.

#### **Cat. 2: Crisis Communications**

- (a) Support CMHC's crisis communication strategy. The selected proponent will review CMHC existing crisis communications strategy and provide support to the communications and marketing team as required – especially during times of crisis (except for cyber breach crisis communication).
- (b) The selected proponent may need to assist CMHC in the development of a crisis communication approach to the top 5 crisis scenarios CMHC has identified.

- (c) CMHC may involve the selected proponent to provide support on responses to reputational risk.

**Cat. 3: Event Management**

- (a) The selected proponent will support the planning and delivery of small and large scale corporate events across Canada, including:
- Providing strategic advice risk mitigation;
  - Managing logistics (building registration website, managing online registration, managing on-site resources etc.);
  - Crafting communications collateral;
  - Branding and overseeing the on-site experience;
  - Virtual, hybrid and/or in-person events (including on-site support) for CMHC and/or the Minister's Office responsible for CMHC; and
  - Events should be inclusive, diverse, and accessible compliant.

**Cat. 4: Writing Services**

The selected proponent will perform various writing services. Tasks may include:

- a. Speech writing in English and French  
Develop speeches and presentations for delivery to various audiences by Ministers, Members of Parliament and Senators, CMHC's President, Chair and senior executives.
- b. Writing in English and French  
Develop information products such as set pieces, features, success stories, brochures, fact sheets, Q&A's, Messages maps for narrative updates, backgrounders, employee communications, etc.
- c. Technical writing in English and French  
Write case studies, fact sheets, Observer Online articles, summaries of research reports and other information products on technical subjects.
- d. Digital marketing copy in English and French  
Write content for the web, social media, ads, video scripts etc., applying content optimization techniques and principles of digital writing (e.g., use of keywords, hyperlinks, navigation and plain language).
- e. Writing CMHC's annual and climate change report in English and French.

**B-4 Reporting Requirements**

The selected proponent shall be able to:

- Organize and host meetings, focus groups, call for ideas, public forums and consultations;
- Take meeting minutes and subsequently distribute the minutes;
- Provide CMHC with written weekly status reports;
- Provide project reports to include budget burndown, % complete and project risks;
- Performance reports of each project;
- Post-mortem project analysis; and
- Provide other reports as applicable and available.

## **B-5 Service Level Expectations**

The selected proponent must maintain a core team of people available to the CMHC and work within established minimum service levels as outlined below. Most services will be rendered during regular working hours. However, the selected proponent must have an established process to deliver services outside normal business hours, as required. (e.g., crisis management, event management). Minimum service levels must include regular reviews with documented action plans to ensure that changes are implemented rapidly. The selected proponent may be working under very short timeframes. No rush charges will be paid by CMHC as it is understood that this is the nature of the work.

Minimum service standards:

- Provide written feedback to requests in a timely manner within a maximum of two (2) business days; or as requested by CMHC, after receiving such a request from CMHC via email.
- Be available in a timely manner for conversations about feedback via email and/or phone/video calls to CMHC within a maximum of two (2) business days.
- CMHC commits to responding to the selected proponent within a timely manner in order to abide by agreed upon timeframes.

Repeated failure to respond within the above time frames may result in termination in accordance with the resulting agreement.

## **B-6 Project Initiation and Invoice Payment Process**

The selected proponent shall provide the Services on an as-and-when required basis on a per project basis. In the event CMHC wishes that the selected proponent provides services under the resulting agreement, the parties will abide by the following procedure:

1. CMHC shall communicate to the selected proponent(s) a description of the services it wishes to be executed (a "Work Description");
2. Within two (2) business days following reception of a Work Description, the selected proponent shall prepare and communicate to CMHC an estimate of the resources and number of hours it believes will be needed to execute the services described in the Work Description and a timeframe in which it estimates said services will be completed (an "**Estimate**");
3. Following reception of an Estimate, CMHC shall notify the selected proponent either: (i) of its approval of the Estimate, in which case the selected proponent shall forthwith begin providing the services described in the Work Description; (ii) of its decision not to accept the Estimate, in which case the selected proponent shall not provide the services relating thereto; or (iii) of its desire to negotiate with the selected proponent(s) the terms of a revised Estimate (a "**Revised Estimate**") in which case the parties shall negotiate in good faith the terms of a Revised Estimate.
4. Following CMHC's agreement of an Estimate or Revised Estimate, CMHC will issue a Purchase Order ("**PO**") and collectively referred to as the "**Project**". The selected proponent cannot invoice CMHC without the applicable PO #.
5. After the PO is received, the selected proponent will report on the status of the services to CMHC's Contract Authority.
6. Any communication with the selected proponent over the course of each Project will be initiated through CMHC's Contract Authority only.



### **B-7 Estimate Structure:**

The Estimate should include applicable elements, such as, but not limited to and as applicable to the Work Description:

- Estimate issue date
- Project name
- Description of objectives and deliverables
- Deliverables milestones and time schedule
- Resource names
- Hourly rates or fixed fees
- Production fees
- Non-agency fees
- Administration expenses
- Travel expenses
- Author's alterations
- Etc.

### **B-8 Reporting Structure**

CMHC's Contract Authority will be the selected proponent's day-to-day primary contact on all Projects.

CMHC's Contract Authority reviews and/or authorizes all Work Descriptions and Estimates to ensure budgets are met and compliance with relevant acts, policies, procedures and standards, and approves any technology services contracts, if applicable, for each Project.

CMHC's Contract Authority, most likely two (2) individuals, will be identified during the Contract Negotiations Period. Any changes to the Contract Authority during the term of the resulting agreement will be approved by CMHC in writing.

### **B-9 Technology**

The selected proponent may make recommendations to CMHC regarding online platforms to support the execution of the services of a specific Project, for example registration portals for events.

CMHC's technology requirements include:

- Web based platform's front and back-end servers must be hosted in Canada.
- Web based platform content must be in both Official Languages, English and French.
- The services provided must be WCAG compliant to CMHC's current accessibility standard.
- The services provided must be fully responsive and available on all screen sizes and devices.
- Provide relevant current and legacy web-based access (i.e., latest versions Edge, Safari, Chrome and Firefox) on various platforms (i.e., mac, pc, android); and
- Secured on the web with HTTPS protocol, data in transit is TLS 1.2 256-bit encrypted.

Any suggested technology and/or platforms must be reviewed by CMHC (such as IT Security, IT Infrastructure and/or Privacy Office) and must be pre-approved by CMHC prior to implementation.

## **B-10 Agency Evaluations and Key Performance Indicators**

The selected proponent will assist the CMHC with the below described evaluation processes as and when required at no cost to the CMHC. CMHC and the selected proponent will mutually agree to process improvements based on the results of each evaluation process.

a. Service delivery and performance

An evaluation process may be established by CMHC's Contract Authority in collaboration with the selected proponent, to monitor service delivery and performance annually. The purpose will be to ensure that services meet the needs of the CMHC by establishing a mechanism for ongoing communication and feedback, to identify opportunities for improvement and to enhance performance over the course of the term of the resulting agreement.

b. Resources and staff time

An evaluation process may be established by CMHC's Contract Authority to review the selected proponent's resources and staff time periodically. The purpose will be to monitor the level of effort for service delivery to enable CMHC to assess remuneration structures and related costs over the course of the term of the resulting agreement.

c. KPI's for each Project

CMHC may require the selected proponent to establish Key Performance Indicators (KPIs) for each Project or as applicable. CMHC and the selected proponent shall mutually agree on such measures ahead of time to ensure the ability to measure the outcome at the end of the Project.

## **B-11 Onboarding**

CMHC is anticipating the following initial items during the on-boarding phase:

- Kick off meeting.
- Review of background documents, including relevant brand research and analytics.
- Review of CMHC strategic direction and Communications and Marketing Strategy (CMHC will provide background documents and host meetings to walkthrough the strategies).

## **B-12 Out of scope**

The following services are completed by CMHC in-house or by its other third-party providers and, therefore, are out of scope and will not be the responsibility of the selected proponent and the resulting agreement:

Advertising, Cyber Breach Crisis Communication.

The selected proponent may be required to collaborate with CMHC's third-party providers during the execution of services under a specific Project.

## **B-13 Translations**

CMHC will be responsible for all translations of the Deliverables, if applicable.

## **B-14 Proponent's Team**

The proponent shall provide to CMHC an experienced communications team to successfully complete the Deliverables outlined in this RFP.

Bilingualism. As a Federal Crown Corporation, CMHC must comply with Canada's Official Languages Act. Therefore, the proponent should propose a team which includes some bilingual resources (fluent in both of Canada's Official Languages, English and French).

## **C. WORK LOCATION**

The Deliverables may be performed face to face by videoconference, or in-person at the selected proponent's place of business or at a CMHC office or at an agreed-upon alternate location, as requested by CHMC for a specific Project, by complying with measures set out by the Public Health Agency of Canada and CMHC's health and safety protocols.

## **D. TRAVEL**

If travel is required in the execution of the Deliverables by the selected proponent, such travel will require written pre-approval by CMHC and will be reimbursed in accordance with CMHC's Travel Policy as outlined in Appendix C - Form of Agreement.

## **E. SECURITY**

The selected proponent and/or its employees and, if applicable, subcontractors may be required to undergo the process related to the granting of a Government of Canada (GoC) security clearance at the minimum level of **RELIABILITY**, if pre-existing security clearances are currently not in place.

The selected proponent is responsible for obtaining the appropriate GoC security clearances at the level set out above. CMHC does not provide support services in this process.

Personnel Security Screening:	Required
Designated Organizational Screening (DOS):	Asset, not required
Facility Security Clearance (FSC):	Asset, not required*

\* The selected proponent must have the controls in place to meet Protected B safeguards in its computer network. Please refer to *Appendix D – Form of Agreement, Schedule F – Privacy and Security Requirements*.

Prior to commencement of any work under the Agreement the selected proponent must provide the proof of the security clearance results to CMHC's corporate security department for verification purposes. CMHC reserves the right to disallow any person to carry out work under the Agreement on the basis of the results of the security clearance verification.

## **F. CMHC DATA**

The purpose of this section is to set out the proponent's obligations in respect of the technology, the property, CMHC intellectual property rights, CMHC developments and/or CMHC confidential information ("CMHC Data") residing on the proponent's network or for which the proponent has access, custody or control. The proponent shall ensure that:

**CMHC DATA IS TO BE STORED IN CANADA AND ACCESSED FROM WITHIN CANADA.**

Exceptions may apply (such as regular business information) and require the appropriate risk assessment.

## G. MATERIAL DISCLOSURES

N/A

## H. MANDATORY SUBMISSION REQUIREMENTS

### 1. SUBMISSION FORM (APPENDIX A)

Each proposal must include a Submission Form (Appendix A) completed and signed by an authorized representative of the proponent.

### 2. PRICING FORM (APPENDIX B)

Each proposal must include a Pricing Form (Appendix B) completed according to the instructions contained in the form.

### 3. OTHER MANDATORY SUBMISSION REQUIREMENTS

Each proposal must include the

- Vaccination Compliance Attestation (Appendix D, Schedule G) completed and signed by an authorized representative of the proponent.
- Completed Appendix E – Privacy/Security Controls Questionnaire.

## I. MANDATORY TECHNICAL REQUIREMENTS (MTR)

The following will be assessed on a pass/fail basis:

MTR #	MTR Description	<sup>1</sup> Proponent's response on how they will comply.
MTR 1	<b>Data Residency.</b> Proponents must ensure that all of CMHC Data, while at rest or in transit, must be encrypted and reside in Canada at all times. Data residency in Canada is not mandatory for regular business communication that does not include sensitive and/or protected or secret information (including personal information).	
MTR 2	<b>Data Security.</b> In the event CMHC must share documents containing sensitive and/or protected information (including personal information) with the selected proponent, the selected proponent must be able to comply with, and facilitate CMHC's compliance with the applicable Canadian privacy and access to information legislation and warrants that it has all necessary safeguards in place to protect CMHC Data (including personal information) in its computer network.	
MTR 3	<b>Experience of Agency.</b> Proponents must be an established entity for a minimum of five (5) years from issuance date of this RFP.	
MTR 4	<b>Expertise of Agency.</b> Proponents must be able to demonstrate their national reach across Canada (for example, ability to deliver services nationally on a short notice).	

<sup>1</sup>Proponents must provide a statement per each MTR as to **how** the proponent is in compliance with the mandatory technical requirement(s) outlined above. A yes or no answer is not sufficient.

**J. PRE-CONDITIONS OF AWARD**

**a. Information Security Assessment (Appendix E - Privacy and Security Controls Questionnaire)**

Proponents must demonstrate that they have the required IT infrastructure in place to safeguard third-party personal information (such as personal information from CMHC employees) and any CMHC Data. Therefore, proponents must review and be able to adhere to CMHC’s Security Standards outlined in **Appendix D – Form of Agreement, Schedule F**.

The proponent must complete and provide to CMHC with its proposal the questionnaire in *Appendix E – Privacy/Security Controls Questionnaire*.

The assessment of the security measures is a pass/fail evaluation to determine whether the selected proponent has the measures required to provide CMHC with reasonable assurance that it will be able to meet its obligations if it enters into an agreement with CMHC.

**b. Security Clearance Verification of Proposed Resources**

In accordance with Appendix C, Section E. Security, the selected proponent shall provide the following for CMHC’s Security department to verify the proposed resources hold valid security clearances:

Personnel Security Clearance:

Resource Name	Security Clearance Level	Security Clearance Number	Clearance Validity Period

**c. Business Continuity Management Attestation**

In accordance with Appendix D, Article 10. Contingency Planning, the selected proponent shall complete the Business Continuity Management Attestation Form.

**d. References.** CMHC may conduct a reference check. The references provided must be deemed successful by CMHC. If the proponent fails such reference check it may be disqualified from further consideration.

**K. RATED CRITERIA**

**1. Rated Criteria Category Weightings**

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP.

<b>Rated Criteria Category</b>	<b>Weighting (%)</b>
R.1 Experience and expertise of the organization	10%
R.2 Subject matter expertise in each service category: Category 1: Communications Strategies      20% Category 2: Crisis Communications          5% Category 3: Events Management            5% Category 4: Writing Services              5%	35%
R.3 Approach and Methodology	10%
R.4 KPI Capabilities and quality	5%
R.5 Experience and Qualification of the proposed resource(s) and Level of Bilingualism	15%
R.6 Value-add	5%
<b>Stage III - Pricing</b> (See Appendix B for details)	20%
<b>Total</b>	100%

**2. Rated Criteria Category Submission Requirements**

The following sets out the submission requirements (proposal content) for each rated criteria category:

**Note:**

Each proponent should provide the following in its proposal in the same order as listed below. Page limitations are per single-sided pages, minimum font size 11.

**R.1 EXPERIENCE AND EXPERTISE OF THE ORGANIZATION (PAGE LIMIT: 8)**

R.1.1 Provide a brief description of your organization (overview, history, organizational diagram).

R.1.2 Outline your experience with performing external communications services to Government agencies (such as Crown Corporations and/or other organizations with a public mandate).

R.1.3 Describe your agency’s national and international reach.

R.1.4 Diversity and Inclusion.

(a) Describe if your organization has a diverse workforce specifically to women, indigenous people, persons with disabilities and visible minorities. Indicate ratio in %.

(b) Indicate if you have a diversity program in place and describe the program.

(b) Indicate whether your organization considers itself a diverse supplier. A diverse supplier is defined as an organization that is owned and

controlled by at least 51% of individual(s) who are considered: women, indigenous people, LGBTQ2+, persons with disabilities and visible minorities. If so, indicate whether your organization is a certified diverse supplier and provide certification details.

- (d) Indicate if you have an established anti-racism policy and describe such policy.

R.1.5 Outline how CMHC's account would be handled by your organization for reach of the four service categories to ensure that it receives cost-effective, prompt, personal, efficient and high-quality service.

## **R. 2 SUBJECT MATTER EXPERTISE IN EACH SERVICE CATEGORY (PAGE LIMIT: SEE BELOW)**

The proponent shall complete all submission requirements outlined below for each service category. Please ensure to group and number the response as follows:

Category 1: Communications Strategies:	Cat1-R.2.1, Cat1-R.2.2, Cat1-R.2.3 etc.
Category 2: Crisis Communications:	Cat2-R.2.1, Cat2-R.2.2, Cat2-R.2.3 etc.
Category 3: Events Management:	Cat3-R.2.1, Cat3-R.2.2, Cat3-R.2.3 etc.
Category 4: Writing Services:	Cat4-R.2.1, Cat4-R.2.2, Cat4-R.2.3 etc.

R.2.1 Please provide one (1) example of a successfully completed communications project with a public mandate in the past twenty-four (24) months from this RFP issuance date. Each example must be relevant to the applicable category and must include:

- a) Project description
- b) Project period including start and end dates
- c) Name of the client company or organization
- d) Role and responsibilities of the client company or organization
- e) Services provided by your agency
- f) The assigned resource's names (should be individuals proposed under R.5) and a description of their position and area of specialization.
- g) Describe how your work has positively impacted the outcome of the project.
- g) Client reference contact name, e-mail address and telephone number.

**(2 single-sided pages per example, per category)**

R.2.2 Describe how you will meet all of CMHC's requirements set out in Section B-3 for the applicable category (Cat.1/Cat.2/Cat.3 and Cat.4) in this Appendix C.

**(2 single-sided pages per category)**

R.2.3 Do you provide all services for the applicable category (Cat.1/Cat.2/Cat.3 and Cat.4) in-house?

- (i) If yes, please describe.
- (ii) If not, please outline exactly which services you would sub-contract and identify the sub-contractor by name.

**(1 single-sided page per category)**

R.2.4 Detail how you will collaborate with CMHC and its external partners (such as CMHC's other third-party providers or the Minister's office) to gain strategic alignment on Deliverables?

**(1 single-sided page per category)**

R.2.5 Describe how you can support CMHC in its path to  
(i) Truth and Reconciliation; and  
(ii) Climate Change and social responsibility.

Please identify your expertise and experience as well as resources available (such as indigenous relations etc.).

**(1 single-sided page per category)**

### **R. 3 APPROACH AND METHODOLOGY (PAGE LIMIT: 7)**

R.3.1 Reporting capabilities (B-4).

- (i) Describe how you will meet CMHC's requirements; and
- (ii) Identify any other reports you can provide.

R.3.2 Service levels (B5).

- (i) Describe how you will meet or even exceed CMHC's service level requirements.

R.3.3 Project Initiation (B-6) and Invoicing Procedures (B-7).

- (i) Confirm your ability to meet each of the processes described.
- (ii) Describe your current standard processes established with other clients.

R.3.4 Technology (B-9).

- (i) Describe your approach to introducing technology platforms in the provision of the Deliverables to CMHC.
- (ii) Which platforms do you see useful and would recommend for CMHC to consider in the provision of the Deliverables in either category 1-4?

R.3.5 Onboarding (B-11).

- (i) How does your organization familiarize itself and integrate with a new client?
- (ii) Describe how you will meet CMHC's requirements.
- (iii) Describe how you would onboard CMHC.
- (iv) Include an onboarding project plan with milestone activities and dates.

### **R. 4 KPI CAPABILITIES & QUALITY (PAGE LIMIT: 6)**

R.4.1 Describe how you will meet CMHC's requirements in B-10.

R.4.2 Performance and KIPs.

- (i) Describe your agency's measurement capabilities and methodologies used.
- (ii) Describe how you measure your own performance and hold yourself accountable.
- (iii) Describe KPI's used for communication projects applicable to service categories 1-4.



R.4.3 Quality Control.

- (i) How do you ensure quality and continuous improvement in delivering on communication projects?
- (ii) Describe your issue resolution and escalation process.

**R.5 EXPERIENCE AND QUALIFICATIONS OF THE PROPOSED RESOURCES AND LEVEL OF BILINGUALSIM (PAGE LIMIT: SEE BELOW)**

R.5.1 Please provide the proposed key resource(s) name and bio and additionally include a description of:

- a. Category of service for which the individual is being proposed;
- b. Number of years of experience in the communications field;
- c. Number of years of experience in the proposed category of service;
- d. Summary of formal education, professional accreditations and related professional development; and
- e. Their current security clearance status and clearance certificate number (refer to Section E above).

**[1 single-sided page per resource]**

R.5.2 Please provide one (1) example per each key resource(s) of an external communications project which was completed within the last two (2) years of the issuance date of this RFP and relevant to the service category the resource is proposed for. Please follow the format as provided below.

**SECTION I: BACKGROUND INFORMATION**

Project Name:  
Client Name:  
Project Dates:  
Geographic Area Covered:  
Project Budget Range:

**SECTION II: SITUATION ANALYSIS**

Describe your client's communications requirement or challenge and what your organization was hired to do.

**SECTION III: STRATEGIC THINKING**

Provide a summary of your communications strategy and describe how it responds to your client's objectives. This should include: a summary of the key data, information, and/or insights that anchored your strategic recommendations and why; include a brief description of the creative idea and the core message if they are central to the choice of media and the target audience(s).

**SECTION IV: PROJECT EXECUTION**

Describe what communications approaches were used, including an innovative strategy/approach to heighten audience engagement (if applicable) and how all the elements of the campaign worked together.

**SECTION V: RESULTS**

As far as possible, please summarize the performance of each component of the campaign and metrics used.

**[2 single-sided pages per example]**

R.5.3 Complete the table below for the proposed resources by listing the level (A - beginner, B - intermediate or C – advanced) of oral and writing proficiency in English and/or French of each proposed resource based on the resource’s second official language:

Resource Name	Level of proficiency EN - oral	Level of proficiency EN - writing	Level of proficiency FR - oral	Level of proficiency FR - writing

**[1 single-sided page]**

**R.6 VALUE-ADD (PAGE LIMIT: 2)**

R.6.1 Please propose any value-added services, such as pro-bono work and/or volume discounts etc. your organization is able to offer to CMHC.

R.6.2 Please propose how you would deal with ad-hoc requests (calls and emails to provide advice and/or guidance) from CMHC during the term of the resulting agreement. Will these requests be (i) included in the services or (ii) charged extra for example at a reduced rate; or (iii) via monthly retainer; or (iv) managed through another alternative approach, please describe.

**L. PRESENTATION (STAGE IV)**

The purpose of the Presentation is to allow: (a) proponents to present examples of previously completed projects (refer to below table); (b) proponents to introduce the proposed resource(s) to CMHC; (c) the members of the Evaluation Team to interact directly with key representatives of the proponent’s team; and (d) the Evaluation Team to obtain any required clarification.

In advance of the Presentation, each proponent invited to make the Presentation will receive in writing the agenda for the Presentation. The Presentation will be held via video conferencing (MS Teams).

The Presentation has an assigned weighting of 100%, will be evaluated as per the following and scored as described in Section 2.2 of this RFP:

<b>Presentation Rated Criteria</b>		<b>Weighting (100%)</b>
1.0	<p><i>Example 1: Successful communication strategy</i></p> <p><i>The example presented must have been completed by the proponent's proposed resources within the last 24 months from this RFP issuance date and shall include the following elements:</i></p> <ul style="list-style-type: none"> <li><i>a. Name of resources and presented by the same</i></li> <li><i>b. Strategy</i></li> <li><i>c. Approach to Implementation</i></li> <li><i>d. Measures</i></li> <li><i>e. Results and</i></li> <li><i>f. Sample budget</i></li> </ul>	15%
2.0	<p><i>Example 2: Successfully implemented thought leadership program</i></p> <p><i>The example presented must have been completed by the proponent's proposed resources within the last 24 months from this RFP issuance date and shall include the following elements:</i></p> <ul style="list-style-type: none"> <li><i>a. Name of resources and presented by the same</i></li> <li><i>b. Strategy</i></li> <li><i>c. Approach to Implementation</i></li> <li><i>d. Measures</i></li> <li><i>e. Results and</i></li> <li><i>f. Sample budget</i></li> </ul>	15%
3.0	<p><i>Example 3: Crisis Communication</i></p> <p><i>The example presented must have been completed by the proponent's proposed resources within the last 24 months from this RFP issuance date and shall include the following elements:</i></p> <ul style="list-style-type: none"> <li><i>a. Name of resources and presented by the same</i></li> <li><i>b. Crisis</i></li> <li><i>c. Strategy and issues management</i></li> <li><i>d. Execution</i></li> <li><i>e. Post analysis</i></li> <li><i>f. Reporting</i></li> <li><i>g. Demonstration of how efforts mitigated risks and safeguarded the Corporation's reputation and</i></li> <li><i>h. Sample budget.</i></li> </ul>	10%
2.0	<p><i>Overall quality of presentation and demonstrated expertise of the proposed team(s).</i></p>	30%
3.0	<p><i>Open dialogue.</i></p>	30%

## **M. REFERENCES**

CMHC may contact the references provided under *rated criteria R.2.1* above and in accordance with *Section 3.1.4 References and Past Performance* (Part 3 -Terms and Conditions of the RFP Process) and/or as per *Section J. Pre-conditions of Award* (Appendix C – RFSA Specifications).

## APPENDIX D – FORM OF AGREEMENT

In accordance with *Section 1.2 Type of Contract for Deliverables* of this RFP, the following general terms and conditions will form the base of the agreement.

**Note:** At time of Stage IV – Presentation, the top three (3) proponents will be asked to provide their **agreement** to the clauses below. This is not an opportunity for proponents to negotiate all terms and conditions, but to highlight any **deal breakers** within this agreement. In such an event, proponents must provide the impacted clause redlined for CMHC’s review. It is the proponent’s responsibility to seek their legal counsel’s advice on time to ensure an expedient Contract Negotiations Period in accordance with *Section 1.4 Schedule and Sections 2.2.3 – 2.2.5 of this RFP*

CMHC FILE No. PA00tbd  
THIS AGREEMENT (“Agreement”) is executed

BETWEEN:

**CANADA MORTGAGE AND HOUSING CORPORATION**  
700 Montreal Road  
Ottawa, ON  
K1A 0P7  
(Hereinafter called "**CMHC**")

- and -

**FULL LEGAL NAME OF CONTRACTOR**  
[ADDRESS]  
(Hereinafter called the "**Contractor**")

(Each individually a "**Party**" and collectively the "**Parties**")

### RECITALS

**WHEREAS** the Contractor is in the business of marketing and providing strategic external communications as CMHC’s PR Agency of Record (the "**Services**").

**WHEREAS** CMHC wishes to procure the Services from the Contractor pursuant to the Contractor’s selection following procurement process RFP-001186, and the Contractor is willing to perform such Services under the terms and conditions of this Agreement.

**NOW, THEREFORE**, in consideration of the mutual covenants, terms and conditions set out herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

### ARTICLE I. DEFINITIONS

#### Section 1.01 Definitions

**Applicable Law** means all applicable provisions of constitutions, laws, statutes, ordinances, rules, treaties, regulations, permits, licenses, approvals, interpretations and orders of courts or governmental authorities in Canada and all orders and decrees of all courts and arbitrators.

**Change in Control** means where such control is acquired, directly or indirectly, in a single transaction or series of related transactions, or all or substantially all of the assets of the Contractor are acquired by any entity, or the Contractor is merged with or into another entity to form a new entity.

**Claim(s)** means all demands, actions, suits or other proceedings of any nature and kind.

**CMHC Information** means any and all information or data of a confidential nature in any format that is made available, directly or indirectly, to the Contractor, or which the Contractor or Contractor Personnel acquire in the course of its performance of the Service. CMHC Information also includes, but is not limited to all personal information that is in the care or control of CMHC, or is managed, accessed, collected, used, disclosed, retained, received, created or disposed of in relation to the provision of the Services, whether or not it is marked as confidential.

**Conflict of Interest** means any matter, circumstance, interest, or activity affecting the Contractor or Contractor Personnel, which may impair or appear to impair, the ability of the Contractor or Contractor Personnel to perform the work diligently and independently.

**Contractor Personnel** means the Contractor's and its subcontractor's principals, directors, suppliers, employees, agents and/or subcontractors, or any person engaged by the Contractor to perform the Services.

**Deliverables** means deliverables as defined under SCHEDULE A.

**Derivative Works** means any work developed by CMHC or on CMHC's behalf based on the Works.

**Intellectual Property (or "IP")** means copyright works, trade-marks, industrial designs, design rights, inventions (whether patentable or not), unpublished patent applications, inventive ideas, discoveries, innovations, developments, or improvements thereto, or any other work relating to any of the foregoing, whether registered or non-registered, whether or not reduced to written form or practice.

**Losses** means any and all losses, damages, liabilities, deficiencies, Claims, demands, actions, judgments, settlements, interest, awards, penalties, fines, costs, or expenses of whatever kind, including reasonable attorneys' fees, fees and the cost of enforcing any right to indemnification hereunder, and the cost of pursuing any insurance providers.

**Permitted Subcontractor** means any subcontractor or affiliate of the Contractor which has been approved by CMHC at its sole discretion in writing to provide any service to CMHC on the Contractor's behalf under this agreement.

**Personal Information** means information about an identifiable individual or other information that is subject to Canadian privacy Laws.

**Pre-existing IP** means, for each Party, intellectual property that is owned, or licensed or sublicensed by such Party, prior to or independent of this Agreement.

**Third-Party Claim** means any Claim made or brought by any person who is not a party to this Agreement.

**Term** means the Initial Term and any Extension Term collectively.

**Works** means all Intellectual Property and all documents, work product and other materials that are delivered to CMHC under this Agreement or prepared by or on behalf of the Contractor in the course of performing the Services.

## **ARTICLE II. SERVICES**

### **Section 2.01 Description of Services**

The Contractor covenants and agrees to provide strategic external communications services as further described in SCHEDULE A "the Services".

## **ARTICLE III. REPRESENTATIONS AND WARRANTIES**

### **Section 3.01 Contractor's Representations and Warrantees**

The Contractor represents and warrants that at all times during the term of the Agreement:

- (a) It is validly incorporated (or formed), it continues to be in valid existence and, if applicable, good standing in the jurisdiction of its incorporation or formation in;
- (b) It maintains all necessary registrations, licenses and consents and complies with all relevant laws applicable to the provision of the Services;
- (c) It complies with the rules, regulations, and policies of CMHC, including security procedures, or such other policies as CMHC may provide, as amended from time to time;
- (d) It complies with CMHC's vaccination requirements, as may be amended from time to time, the whole as appears more fully from the attestation signed by a duly authorized officer of Contractor and attached hereto as Schedule G; and
- (e) It shall provide the Services in a timely, workmanlike and professional manner, to the satisfaction of the CMHC, and in accordance with industry standards applicable to the Contractor's field.

The warranties set forth in this Section are cumulative and in addition to any other warranty provided by law or equity.

## **ARTICLE IV. TERM AND TERMINATION**

### **Section 4.01 Term**

The term of the Agreement shall be for a period of one (1) year commencing on July 4, 2022 (the "Effective Date") and ending on July 3, 2025 (the "Initial Term").

### **Section 4.02 Renewal**

This Agreement may be extended in writing, at the sole option of CMHC, for two (2) additional one (1) year renewal periods (the "**Extension Term**"), not to exceed a cumulative total of five (5) years including the Initial Term. The Initial Term and any Extension Term herewith, shall be collectively referred to as the "**Term**".

### **Section 4.03 TERMINATION**

#### **(a) No fault termination**

Notwithstanding 0 and 0 above, CMHC may terminate the Agreement for any reason, without penalty, charge, or liability, by giving thirty (30) calendar days' written notice at any time during the Term.

#### **(b) Termination for Cause with Notice**

CMHC may immediately terminate this Agreement without penalty charge or liability by giving five (5) calendar days' written notice to the Contractor, for any of the following reasons:

- i. The Contractor commits a material breach of its duties under this Agreement, numerous breaches of its duties under this Agreement that collectively constitute a material breach, unless the Contractor cures such breach to the satisfaction of CMHC in CMHC's sole and absolute discretion, and indemnifies CMHC for any resulting damage or loss within twenty (20) calendar days' of receipt of written notice of breach;
- ii. There is a Change in Control, unless the Contractor demonstrates to the satisfaction of CMHC, that such event will not adversely affect its ability to perform the Services under this Agreement; or

- iii. The Contractor becomes bankrupt or insolvent, or a receiving order is made against the Contractor, or any assignment is made for the benefit of the creditors, or if an order is made or a resolution passed for the winding up of the Contractor.

**(c) Termination for Cause without Notice**

CMHC may immediately terminate this Agreement without penalty or charge without notice to the Contractor, for any of the following reasons:

- i. CMHC has reason to believe that the Contractor has committed gross misconduct, fraud or other unlawful acts, a breach of its Representations and Warrantees under Article III, or terms related to Conflict of Interest under Article VI, Confidentiality and Privacy under Article VII, Information Assets and Intellectual Property under Article VIII, under this Agreement.
- ii. CMHC does not have sufficient appropriations from Parliament to fulfill its payment obligations.

**Section 4.04 CMHC's Obligations upon Termination**

In the event that a notice of termination is given, and subject to the deduction of any Claim which CMHC may have against the Contractor arising out of the Agreement or its termination, CMHC will make payment for the value of all Services performed to the date of the notice, as determined in accordance with the rate(s) specified in the Agreement. CMHC shall make payment within thirty (30) calendar days as of the later of (i) the date of the notice; or (ii) receipt of an invoice submitted by the Contractor. Upon such payment, it shall have no further obligation or liability of any kind to the Contractor. Notwithstanding the above, in the case of lack of appropriations described in 0(c)ii, CMHC shall have no liability for breach of its payment obligations.

**Section 4.05 Contractor's Obligations upon Termination**

Upon termination of this Agreement or upon delivery of notice of intent to terminate this Agreement, the Contractor shall promptly, and at latest five (5) business days following termination of this Agreement, review all work in progress and report the status of all work in progress to CMHC. The Contractor shall upon CMHC's written request, complete or arrange for the completion of any and all work in process at the time of termination.

**Section 4.06 Termination Assistance**

Commencing six (6) months prior to expiration of the Term or on such earlier date as CMHC may request, the Contractor shall provide CMHC with reasonable termination assistance to allow the Services to continue without interruption or adverse effect and to facilitate the orderly transfer of the Services to CMHC or its designee. Assistance to transition from the Services beyond the reasonable scope shall be charged as mutually agreed to by the Parties in advance, in writing. Any amount payable under this section will not cause CMHC to exceed the Total Financial Liability amount set out in 0 unless otherwise agreed by CMHC in writing.

**ARTICLE V. PRICE AND PAYMENT**

**Section 5.01 Pricing**

In consideration of the performance of the Services, CMHC agrees to pay the Contractor an amount based on the Contractor's rates attached as SCHEDULE B of this Agreement. CMHC's total financial liability under the terms and conditions of this Agreement shall not exceed [Amount in words (numerals)] dollars CAD] inclusive of taxes, assessment, duties, levies and expenses for Services provided during the Initial Term of the Agreement (the "Total Financial Liability"). No other taxes, assessments, duties or other levies shall be payable to the Contractor unless specifically agreed in writing by the Contractor and CMHC.

**Section 5.02 Invoicing**

- (a) CMHC will issue a Purchase Order (PO) for every project under this Agreement as further described in the project initiation process in SCHEDULE A.



- (b) The Contractor shall submit detailed invoices to CMHC for every phase and/or milestone completed during the Term, describing the Services provided during the period covered by the invoice and in accordance with the PO.
- (c) Notwithstanding article 0 above, GST/HST or Provincial sales taxes, as applicable, shall be collected by the Contractor on all consideration payable under this agreement including fees, disbursements and any other charges and shown as a separate item on each invoice, showing the Contractor's GST/HST/QST or other provincial tax numbers, as applicable. The Contractor shall duly remit to the Canada Revenue Agency or the appropriate provincial taxing authorities all taxes payable on the Services.
- (d) All invoices must (i) make reference to the applicable PO number issued for each project under this Agreement; (ii) this Agreement number; and (iii) shall be sent electronically to [accountspayable@cmhc-schl.gc.ca](mailto:accountspayable@cmhc-schl.gc.ca).
- (e) The Contractor cannot invoice prior to performance of the Service or as outlined in SCHEDULE AB of this Agreement and the applicable PO.

### **Section 5.03 Verification of performance**

Before advancing any amount to the Contractor, CMHC reserves the right to determine, in its sole and absolute discretion, whether the Services were performed in accordance with the terms and conditions of the Agreement. In the event that the Services do not meet the standards set out in the Agreement, CMHC may take such action as reasonably necessary to require the Contractor to correct its default, including, without limitation, the following:

- (a) directing the Contractor to redo the work that was not completed in accordance with the Agreement;
- (b) withholding payment;
- (c) setting off any expenses incurred by CMHC in remedying the default of Contractor against payment for payment due to the Contractor; and/ or
- (d) terminating the Agreement for default.

### **Section 5.04 Method of Payment**

All payments due under the Agreement will be made by means of Electronic Funds Transfer ("EFT"). The Contractor shall provide CMHC with all information set out in 0 to allow EFT to be effected and keeping the information up to date. In the event that either party is unable to make or accept payments by EFT, the Contractor agrees to accept payment by cheque or another mutually agreeable method of payment.

### **Section 5.05 Timing of Payment**

The Contractor shall allow CMHC thirty (30) calendar days from delivery of invoice for payment without interest charges, except for any amounts disputed by CMHC in good faith.

### **Section 5.06 Disbursements and Travel Costs**

The Contractor is not entitled to seek reimbursement from CMHC for any extra or separate travel expenses whatsoever under this Agreement that have not been pre-approved and authorized, and that are in excess of the Total Financial Liability amount set out in 0 unless otherwise agreed by CMHC in writing. Travel costs are to be estimated based on eligible travel costs which will be incurred directly by the Contractor to perform the Work, that are reasonable and comparable to costs allowed under CMHC Travel Policy, attached hereto as TO BE NEGOTIATED WITH SELECTED PROPONENT.

In support of the travel costs included in the contract value, the Contractor shall complete the Estimate Form attached hereto as SCHEDULE D and provide it to the designated CMHC Authority for pre-approval. CMHC may, at its sole discretion, not reimburse the Contractor for the travel costs where the Contractor has not completed the Estimate Form and obtained a pre-approval. The Contractor must also provide appropriate receipts that are satisfactory to CMHC in support of travel costs.

#### **Section 5.07 Direct Deposit and Income Tax Reporting Requirement**

Under the *Income Tax Act*, CMHC must report payments made to Contractors to the Government of Canada by issuing T1204 supplementary slip. The Contractor shall provide CMHC the necessary information to complete any forms to comply with its obligation under the *Income Tax Act* or any law, including the Contractor's business number, in order to allow CMHC to make payment by EFT and to complete the T1204 supplementary slip. In the event that the Contractor is an individual and does not have a Business Number issued by the CRA, the Contractor must provide their Social Insurance Number.

The Contractor shall complete a vendor information form prior to commencement of the Term. Throughout the Term, the Contractor shall ensure that the information provided remains accurate and up to date. The Contractor assumes full responsibility for any errors in payments or tax reporting that arise because the information supplied is inaccurate or out of date. In addition, the Contractor is requested to provide contact information to allow for payment by EFT including a void cheque.

#### **Section 5.08 Withholding Taxes**

- (a) Any payments made to the Contractor by CMHC pursuant to Section 5.01 in respect of Services rendered in Canada will be subject to a 15% withholding tax as required pursuant to Regulation 105 of the *Income Tax Act*. If any such withholding taxes are required to be withheld from any amounts payable to the Contractor, CMHC shall make such withholdings and duly and promptly remit the amount withheld to the Canada Revenue Agency. The Contractor must identify the value of Services provided in Canada within its invoice. Otherwise, CMHC will withhold taxes on the full consideration amount.
- (b) CMHC shall have no liability or responsibility for withholding or remitting any taxes or payments, including but not limited to employment insurance remittances, Canada Pension Plan contributions or employer health tax, or worker's compensation insurance premiums for Contractor and Contractor Personnel. The Contractor is responsible for these withholding, remitting and registration obligations, and shall indemnify CMHC from and against any order, penalty, interest, taxes or contributions that may be assessed against CMHC due to the failure or delay of the Contractor to make any such withholdings, remittances or registration, or to file any information required by any law.

#### **Section 5.09 Payment Dispute**

In the event of a payment dispute, CMHC shall deliver a written statement to the Contractor listing all disputed items and providing an explanation of each disputed item. Amounts not so disputed are deemed accepted and must be paid, notwithstanding disputes on other items, within the period set forth in this Section. The parties shall seek to resolve all such disputes expeditiously and in good faith. The Contractor shall continue performing its obligations under this Agreement notwithstanding any such dispute.

### **ARTICLE VI. CONFLICT OF INTEREST**

#### **Section 6.01 Avoid and Eliminate Conflict of Interest**

The Contractor and Contractor Personnel shall avoid any real, potential or apparent Conflict of Interest during the Term and shall declare any Conflict of Interest to CMHC immediately upon becoming aware of the Conflict of Interest. The Contractor shall, take steps to eliminate any real, potential or apparent Conflict of Interest, to the satisfaction of CMHC. In the event that a Conflict of

Interest cannot be resolved to the satisfaction of CMHC, CMHC shall have the right to immediately terminate the Agreement.

### **Section 6.02 Compliance with Conflict of Interest Act**

Any public office holder or former public office holder must be in compliance with the provisions of the *Conflict of Interest Act S.C. 2006, c. 9, s. 2*.

## **ARTICLE VII. CONFIDENTIALITY**

### **Section 7.01 Confidentiality and Non-Disclosure of CMHC Information**

- (a) The Contractor understands the sensitive nature of the CMHC Information and agrees to treat all CMHC Information as proprietary, confidential and sensitive during the Term and following termination of the Agreement, unless otherwise specifically agreed to in writing by CMHC.
- (b) The Contractor further agrees to restrict access to CMHC Information to those persons who have a need to know this information in order to perform the Services and who are bound by an obligation of confidentiality that is at least as strict as that contained in this Agreement provided such persons meet the appropriate security screening as per Government of Canada security screening classification prior to CMHC granting any such access. Where the Services are sensitive in nature, at the request of CMHC, the Contractor shall provide an Oath of Secrecy for each of its Contractor Personnel.
- (c) In the event that the Contractor experiences a breach of confidentiality with respect to the CMHC Information, the Contractor will immediately notify CMHC and co-operate with CMHC to the extent required to remedy the breach.
- (d) The Contractor acknowledges and understands that CMHC considers all CMHC Information to be under its custody and control at all times, and that all information in the care and control of CMHC is subject to federal laws on privacy and access to information.
- (e) The Contractor shall, at all times, ensure to transmit information between the Contractor and CMHC through secure means of transmission.
- (f) In addition, when CMHC Information is stored, the Contractor will, at all times, use reasonable administrative, physical and technological security measures to ensure that the information remains confidential where applicable, and that the information is not lost or otherwise accessed without authority, as further described in SCHEDULE F ("Privacy and Security Requirements") attached hereto. The Contractor will also implement information management and governance tools and controls, as further described in SCHEDULE F. The requirements of SCHEDULE F will be binding on any third party to whom the Contractor outsources any of its IT or information management functions or who is managing such functions on behalf of the Contractor. In addition to the requirements set forth in SCHEDULE F, the Contractor shall, to the extent the information contains Personal Information, comply with applicable Canadian privacy laws.
- (g) The Contractor shall conduct regular security assessments to ensure safeguards are working effectively.
- (h) The Contractor shall execute any further actions to enhance the security controls as may be reasonably required by CMHC.
- (i) The Contractor shall ensure all CMHC Information is encrypted while in transit and at rest at a minimum 128 bit encryption throughout the Term.
- (j) Any CMHC Information provided to the Contractor in the performance of the Services shall be returned, uncopied to CMHC or destroyed by the Contractor immediately following the

termination of this Agreement or upon the request of CMHC. For documents not returned to CMHC, the Contractor shall proceed to the destruction of such documents in accordance with CMHC's reasonable instructions and provide specific proof under oath of their destruction. Notwithstanding the foregoing, the Contractor shall be permitted to maintain copies of such documentation as it reasonably requires in accordance with records retention or other regulatory requirements, provided that such retained documentation shall at all times remain subject to the other provisions of this Agreement.

- (k) Without limiting the generality of the foregoing, the Contractor shall not and shall ensure that any Contractor Personnel or any other entity engaged to perform any portion of the Services does not release, share or otherwise divulge CMHC Information to any other entity including subsidiaries, branch officers, partners of the Contractor, or subcontractors without the prior written consent of CMHC.
- (l) The Contractor may disclose CMHC Information where required to do so pursuant to a lawful requirement or for the purposes of complying with a subpoena, warrant or other legal compulsion lawfully made by a court or other competent authority. When the Contractor discovers that it may potentially be required to disclose CMHC Information for the reasons described in the immediately foregoing sentence, the Contractor shall: (a) notify CMHC promptly so that CMHC has the opportunity to seek a protective order or other appropriate remedy; (b) provide information and other assistance in order for CMHC to take appropriate legal action against disclosure; and (c) ensure that disclosure is strictly limited to the information lawfully requested.
- (m) CMHC requires the Contractor Personnel, and if applicable its facilities, to be security cleared with Government of Canada Reliability status at the start date of this Agreement. Contractor Personnel may be required to undergo a criminal records check or hold a valid personnel security screening at the level required in writing by CMHC prior to commencement of any Services and must provide the results of the check to CMHC's corporate security department. CMHC reserves the right to disallow any person to carry out work under the Agreement on the basis of the results of the criminal records check/security clearance. Each of the Contractor's proposed staff, who do not hold a valid clearance.
- (n) This Agreement does not provide automatic security clearance and or access to CMHC's property to the Contractor or Contractor Personnel. Security clearance and /or access to the property will be granted, at CMHC's request and in accordance with CMHC's security requirements for the purpose of fulfilling its obligations as per the terms of this Agreement. CMHC reserves the right to refuse or revoke security clearance and / or access to property at any time.

## **Section 7.02 DATA RESIDENCY**

### **CMHC Information to remain in Canada**

The Contractor agrees that the CMHC Information shall always remain and be accessed from/within Canada and by individuals who have obtained the appropriate security screening as per Government of Canada security screening classification and expressly agrees to logically segregate CMHC Information in electronic format and physically segregate physical documents. Without limiting the generality of the foregoing, the Contractor shall not relocate the equipment, databases or documents containing any data (including any redundant or back-up environments) anywhere outside of Canada without CMHC prior written consent.

## **Section 7.03 Privacy**

### **(a) The Contractor's Personal Information Obligations**

The Contractor acknowledges and agrees that all Personal Information collected or accessible to the Contractor in the course of providing the Services, including CMHC Personal Information constitutes Confidential Information of CMHC to which the provisions of Section 7.01 apply, except to the extent such provisions are inconsistent with this section,

which prevails with respect to CMHC Personal Information. In addition to the foregoing obligations, the Contractor will:

- i. Handle all CMHC Personal Information in accordance with Canadian privacy laws;
- ii. Perform its obligations under this Agreement in a manner that will facilitate CMHC's compliance with Canadian privacy laws;
- iii. if requested by CMHC, within five Business Days from the date upon which the request was made by CMHC, to the extent the Contractor has possession or control of CMHC Personal Information, either: (i) update, correct or delete CMHC Personal Information or modify the individual's choices with respect to the permitted use by CMHC of such CMHC Personal Information; or (ii) provide access to CMHC or to its other service providers to enable it to perform the activities described in clause (i) itself;
- iv. if the Contractor receives a request for access to CMHC Personal Information that is under the possession or control of the Contractor immediately refer such request to CMHC, and respond to any such request only by making reference to such referral; and, if CMHC is required by any Canadian privacy laws to provide CMHC Personal Information to an individual that is in the Contractor's possession or control, at CMHC's request, provide such CMHC Personal Information to CMHC on or before the deadlines for such provision required to enable CMHC to comply with any deadlines applicable under such Canadian privacy laws to the provision of such CMHC Personal Information, provided that CMHC has given the Contractor sufficient notice to meet such deadlines;
- v. if not legally prohibited (or has received a request from a law enforcement official to refrain) from doing so, notify CMHC of any subpoena, warrant, order, demand, requirement or request (including any national security letter) made by a governmental or regulatory authority for the disclosure of CMHC Personal Information, and, to the maximum extent permitted by Applicable Law, reasonably cooperate with CMHC in its efforts to oppose, seek judicial relief of and appeal any such subpoena, warrant, order, demand, requirement or request;
- vi. immediately notify CMHC if the Contractor receives notice from any governmental or regulatory authority alleging that CMHC or the Contractor has failed to comply with Canadian privacy laws in connection with the performance of this Agreement, or if the Contractor otherwise becomes aware and reasonably believes that the Contractor or CMHC may have failed or may in the future fail to comply with Canadian privacy laws in connection with the performance of this Agreement;
- vii. at CMHC's direction, cooperate and comply with any requests or instructions issued by any privacy or data protection authority, including any governmental or regulatory authority applicable to CMHC or CMHC Personal Information;
- viii. provide reasonable assistance to CMHC in responding to and addressing any complaint relating to the handling of CMHC Personal Information in the course of the performance of the Services; and
- ix. upon CMHC's written request, provide CMHC with an updated list of all Contractor Personnel that have handled CMHC Personal Information.

(b) Privacy Breach Notification.

- i. Upon becoming aware of the occurrence of any security breach or privacy breach, the Contractor shall, at a minimum, and subject to Applicable Law:
  - (i) immediately, but in any event not later than two (2) business days from the date the Contractor becomes aware of the occurrence of such security breach or privacy breach, notify CMHC by telephone and in writing;
  - (ii) take all steps necessary to enforce against any person that is or may be engaging in such unauthorized handling or exercise all rights that the Contractor has to require such person to comply with any obligation of confidence to the Contractor and to cease such unauthorized activities;
  - (iii) do all things, execute all documents and give all assistance reasonably required by CMHC to enable CMHC to enforce against any person that is or

- may be engaging in such unauthorized handling, or exercise any rights that CMHC has to require such person to comply with any obligation of confidence to CMHC and to cease such unauthorized activities; and
- (iv) if the security breach involves CMHC Personal Information, then, if requested by CMHC, reasonably cooperate with and assist CMHC in CMHC's communication with the media, any affected persons (by press release, telephone, letter, call centre, website or any other method of communication) and any governmental or regulatory authorities to explain the occurrence of the security breach and the remedial efforts being undertaken. The content and method of any such communications will be determined by CMHC and the Contractor, to the extent such content refers to the Contractor, acting reasonably.
- ii. Additionally, the Contractor shall assist CMHC in mitigating any potential damage and take such commercial steps as are directed by CMHC to assist in the investigation, mitigation and remediation of each such security breach.
  - iii. As soon as reasonably practicable after any such security breach, the Contractor shall conduct a root cause analysis and, upon request, will share the results of its analysis and its remediation plan with CMHC. The Contractor shall provide updated information to CMHC should additional details be discovered regarding the cause, nature, consequences, or extent of the security breach.

#### **Section 7.04 Requests under the Access to Information Act**

- (a) The Parties will comply with the provisions of the Access to Information Act, including in connection with a request under the Access to Information Act by a third party for access to information ("Access to Information Act Request").
- (b) If an *Access to Information Act* Request is made to the Contractor (rather than to CMHC) for access to any CMHC Information, the Contractor shall: (a) not communicate with or respond to the person making the *Access to Information Act* Request, except as directed by CMHC in writing; (b) promptly, but in any event, within seven days (or such other period of time as may be agreed by the Parties) of the receipt of such *Access to Information Act* Request, forward that *Access to Information Act* Request to CMHC; and (c) without detracting from CMHC's responsibilities and The Contractor's rights under the *Access to Information Act*, reasonably cooperate with CMHC as necessary to enable CMHC to respond to each *Access to Information Act* Request or otherwise comply with the *Access to Information Act*.
- (c) CMHC will make commercially reasonable efforts to notify the Contractor of a request under any *Access to Information Act* Request that involves confidential commercially sensitive information of the Contractor.

### **ARTICLE VIII. INFORMATION ASSETS AND INTELLECTUAL PROPERTY**

#### **Section 8.01 Ownership**

All Works or Derivative Work shall be owned exclusively by CMHC.

#### **Section 8.02 Assignment**

The Contractor hereby irrevocably and perpetually signs and shall cause its Contractor Personnel to assign to CMHC irrevocably and perpetually, in each case without additional consideration, all right, title and interest throughout the world in and to the Works, in whole or in part.

### **Section 8.03 Waiver of Moral Rights**

The Contractor shall waive and cause Contractor Personnel to irrevocably waive, to the extent permitted by Applicable Law, any moral rights that the Contractor or Contractor Personnel may have with respect to the Works now or in the future in any jurisdiction.

### **Section 8.04 Further Actions**

Upon CMHC's request, the Contractor shall, and shall cause Contractor Personnel to, promptly take such further actions, including execution and delivery of all instruments of conveyance, as may be necessary or desirable to assist CMHC to prosecute, register, perfect or record its rights in or to any Deliverables, and to acknowledge CMHC's right to its Intellectual Property including its Pre-existing IP.

### **Section 8.05 Pre-Existing IP Rights**

Each Party shall remain, the sole and exclusive owners of all right, title and interest in its Pre-existing IP. The Contractor hereby grants CMHC a license to any Pre-existing IP to the extent incorporated in, combined with or otherwise necessary for the use of the Intellectual Property for any and all purposes. Subject to this paragraph, nothing in this Agreement shall affect the ownership of any Pre-existing IP rights in any tools, methodologies, databases and materials used to produce the Works.

### **Section 8.06 No Disposition without Consent**

The Contractor shall not divulge, release, copy, modify or publish the Works without the prior written consent of CMHC.

### **Section 8.07 No Additional Rights in Works**

The Contractor shall have no right in the Works except as may be granted in writing by CMHC.

### **Section 8.08 Third-Party Intellectual Property**

In the event the Contractor has or intends to incorporate Intellectual Property belonging to a third party, or derivatives thereof, into the Works, the Contractor represents and warrants that it has secured all necessary rights and waivers of moral rights to grant CMHC the right to copy, publish, modify, create derivatives of, the third-party information, to grant any licenses described herein and to carry on any other activities described or contemplated in this Agreement.

### **Section 8.09 Corporate Identification and Branding**

(a) Licence Grant

CMHC ("Grantor") hereby grants Contractor ("Receiver"), and the Receiver hereby accepts, a non-exclusive, non-transferable, non-sublicensable right and licence to use the Grantor's Marks on an as-and-when required basis for the performance of the Services and the delivery of any Works during the Term of this Agreement. This right and licence excludes use in the Contractor's own publications, marketing, event collateral, and promotional materials in all formats and media, including on its website, mobile apps, and social marketing pages on third-party websites, to identify and promote its association with the Grantor.

(b) Preapproval of material before use

The Receiver shall submit samples of all proposed uses of the Grantor's Marks to the Grantor for written approval, with two (2) business days notice.

(c) Guidelines

The Receiver shall use the Grantor's Marks solely in accordance with the Grantor's trademark usage guidelines and quality control standards provided by the Grantor on an as-and-when required basis and as applicable to a specific project, as the same may be updated from time to time. If the Receiver is notified in writing by the Grantor that any use does not so comply, such Party shall immediately remedy the use to the satisfaction of the other Party or terminate such use. The Receiver shall not use, register, or attempt to register in any jurisdiction any Mark that is confusingly similar to or incorporates any of the Grantor's Marks. All uses of the Grantor's Marks, and all goodwill associated therewith, shall inure solely to

the benefit of the Grantor, and the Grantor shall retain all right, title, and interest in and to its Marks.

## **ARTICLE IX. AUDIT**

The Contractor shall keep complete and accurate records and statements relating to this Agreement and the delivery of the Services ("Records") during the Term and for a period of two (2) years following the end of the Term or such shorter period as permitted by Applicable Law. The Contractor shall at all reasonable times, in the event of an audit, permit inspection of such records and statements by CMHC's internal or external auditors. The Contractor shall provide CMHC and/or its auditors with sufficient original documents in order to conduct the audit and allow CMHC to inspect and make copies of such records and interview Contractor Personnel in connection with the provision of the Services at its own expense. An audit may be conducted without prior notice, however, CMHC agrees to cooperate with the Contractor in the course of conducting any audit in order to avoid disruption in day-to-day operations.

## **ARTICLE X. CONTINGENCY PLANNING**

### **Section 10.01 Business Continuity Planning**

The Contractor shall have in place a business continuity plan and disaster recovery plan and will cause any affiliates or Permitted Subcontractors performing in the delivery of Services under this agreement to likewise maintain business continuity plans, disaster recovery plans. The Contractor shall be required, upon CMHC's request, to supply a copy of its business continuity policies and complete a CMHC Business Continuity Management Attestation Form (SCHEDULE E) prior to the execution of the Agreement and thereafter within 30 calendar days of CMHC's request/ on a yearly basis.

The Contractor shall cover all costs associated with performance of their contingency plans.

## **ARTICLE XI. INDEMNIFICATION**

### **Section 11.01 Indemnification**

The Contractor (the "Indemnifying Party") agrees to indemnify, defend and hold harmless CMHC and its directors, officers, employees, and agents (each an "Indemnified Party") from and against all Claims and Losses. The indemnification applies whether such Claims are suffered or brought in the name of CMHC or in the name of the Contractor or Contractor Personnel. The Contractor, as the case may be, shall have the right to assume control of its own defence at any time, provided that it assumes the costs of its defence, however the Contractor shall not enter into a settlement without the applicable Indemnified Party's consent. This clause shall survive the termination of the Agreement.

### **Section 11.02 Indemnification Procedure**

If any Party entitled to indemnification receives notice of the assertion or commencement of any Third-Party Claim that Party shall give the other reasonably prompt written notice thereof, but in any event not later than thirty (30) calendar days after receipt of notice of such Third-Party Claim. Such notice shall (i) describe the Third-Party Claim in reasonable detail, (ii) include copies of all material written evidence thereof and (iii) indicate the estimated amount, if reasonably practicable, of the Loss that has been or may be sustained by the Party.

The failure to give such prompt written notice shall not, however, relieve the Party required to indemnify under 0 of its indemnification obligations.

### **Section 11.03 Participation in Defense**

The Indemnified Party shall have the right to participate in the defence with counsel selected by it subject to the Indemnifying Party's right to control the defence. The fees and disbursements of such counsel shall be at the expense of the Indemnified Party, provided that, if in the reasonable opinion of counsel to the Indemnified Party, (A) there are legal defences available to an Indemnified Party



that are different from, or additional to, those available to the Indemnifying Party; or (B) there exists a Conflict of Interest between the Indemnifying Party and the Indemnified Party that cannot be waived, the Indemnifying Party shall be liable for the reasonable fees and expenses of counsel to the Indemnified Party in each jurisdiction for which the Indemnified Party determines counsel is required.

#### **Section 11.04 Cooperation**

CMHC and the Contractor shall co-operate with each other in all reasonable respects related to this agreement and in connection with the defence of any Third-Party Claim.

### **ARTICLE XII. LIMITATION OF LIABILITY**

#### **Section 12.01 No Limitation of Liability**

Nothing in this Agreement shall exclude or limit the Contractor's liability under this Agreement.

#### **Section 12.02 CMHC Liability Disclaimer**

CMHC, its employees, directors or affiliates and their employees or directors shall have no liability arising out of or relating to the provision of Services by the Contractor, Contractor Personnel or its affiliates, except for causes arising from its gross negligence or willful misconduct. This provision applies to the fullest extent permitted by law.

#### **Section 12.03 No Consequential Damages**

In no event shall CMHC be liable for any indirect, special, incidental, consequential or punitive damages or for any lost profits arising out of or relating to any Services provided by the Contractor or its affiliates. This provision applies to the fullest extent permitted by law.

### **ARTICLE XIII. INSURANCE OBLIGATIONS**

#### **Section 13.01 Insurance Requirements**

The Contractor shall procure, supply and maintain, at its own expense, the designated insurance, or cause to be procured and maintained such insurance in force for the duration of this Agreement. On the Effective Date, all insurance coverage(s) of the Contractor shall be issued by financially sound and responsible regulated insurance companies and shall have an A.M. Best Company, Inc. rating of "A-" or better (or such other debt rating agencies and/or rating as approved at the sole discretion of CMHC).

#### **Section 13.02 Commercial General Liability Insurance**

Commercial General Liability insurance with an insurer licensed to do business in Canada with a limit of not less than five million dollars (\$5,000,000) inclusive for personal injury, bodily injury (including death) and property damage for any one occurrence or series of occurrences arising from one cause. The policy shall provide coverage for, but not be limited to, all premises and operations of the Contractor, liability for products and completed operations, broad form coverage, contractor's liability, non- owned automobile, employer's liability, contractual liability and liability specifically assumed under this Agreement. Canada Mortgage and Housing Corporation shall be added to the policy as an additional insured and the policy shall contain cross liability, and severability of interest clauses.

#### **Section 13.03 Media Errors & Omissions Liability**

Media Errors & Omissions Liability insurance with an insurer licensed to do business in Canada with a limit of not less than five million dollars (\$5,000,000) per claim, providing coverage for, but not limited to, economic loss due to actual or alleged acts, errors or omissions or wrongful acts committed by the Contractor, its agents or employees in the performance of services. The Contractor shall ensure that the policy is renewed continuously for a minimum period of three (3) years following the expiration or early termination of this Agreement and/or if the Contractor does not have Computer Security and Privacy liability;

### **Section 13.04 Computer Security and Privacy Liability (Also known as Cyber Liability)**

Computer Security and Privacy Liability with an insurer licensed to do business in Canada with a limit of not less than twenty million dollars (\$20,000,000) per claim and aggregate, covering actual or alleged acts, errors or omissions committed by the Contractor, its agents or employees. The policy shall also extend to include the intentional, fraudulent or criminal acts of the Contractor, its agents or employees. The policy shall expressly provide, but not be limited to, coverage for the following perils:

- a) unauthorized use/access of a computer system;
- b) defense of any regulatory action involving a breach of privacy or transmission of malicious code;
- c) failure to protect Confidential Information (personal and commercial information) from disclosure; and
- d) notification costs, whether or not required by statute.

The policy shall be renewed continuously for a minimum period of three (3) years following expiration or early termination of this Agreement.

The Contractor shall be responsible for all claims expenses and loss payments within the policy deductible or self-insurance retention. Such insurance shall be subject to the terms and conditions and exclusions that are usual and customary for this type of insurance.

If this insurance is provided on a claims-made basis, the Contractor shall maintain continuous insurance coverage during the term of this Agreement and in addition to the coverage requirements above, such policy shall provide that:

1. Policy retroactive date coincides with or precedes the insureds' initial services under the Agreement and shall continue until the termination of the Agreement (including subsequent policies purchased as renewals or replacements);
2. Policy allows for reporting of circumstances or incidents that might give rise to future claims; and

Not less than a three (3) year extended reporting period with respect to events which occurred but were not reported during the term of the policy or ongoing coverage is maintained.

### **Section 13.05 Other Conditions**

If there are material changes in the scope of the Services provided under this Agreement, CMHC may request changes to the minimum insurance coverages set out above. All insurance policies required to be maintained by the Contractor pursuant to this insurance clause shall be primary with respect to this Agreement and any valid and collectible insurance of CMHC shall be excess of the Contractor's insurance and shall not contribute to it. All Certificate of Insurance shall mention that insurers will provide CMHC with at least thirty (30) days' written notice prior to cancellation of any insurance referred to under this insurance clause. In addition the Contractor shall provide written notice to CMHC forthwith upon learning that an insurer described in this insurance clause intends to cancel, or intends to make or has made a material change to, any insurance referred to in this insurance clause. A Certificate of Insurance meeting the above requirements shall be delivered to CMHC upon execution of this Agreement and for each renewal thereafter.

Without in any way restricting CMHC's discretion to grant or withhold its consent to a request to subcontract pursuant to this Agreement or any other contract, the Contractor agrees that it shall contractually obligate any subcontractor or independent contractor retained in connection with this Agreement and any other contract to maintain insurance against such risks and in such amounts that having regard to such subcontractor's or independent contractor's involvement in the provision of the Services could reasonably be expected to be carried by persons acting prudently and in a similar business to that of such subcontractor or independent contractor. It shall be the sole responsibility of the Contractor to decide whether or not any other insurance coverage, in addition

to the insurance requirements stipulated herein, is necessary for its own protection or to fulfill its obligation under the Agreement.

## **ARTICLE XIV.GENERAL TERMS**

### **Section 14.01 Dispute Resolution**

If any dispute arises between the Parties relating to the application, interpretation, implementation or validity of this agreement that cannot be resolved by mutual agreement, the Parties agree that they will make efforts to resolve the latter internally before resorting to litigation.

### **Section 14.02 Notice**

All invoices and notices or other communication issued under this Agreement shall be in writing and shall be forwarded via mail, courier or e-mail:

- i. To CMHC at the following address:

**Canada Mortgage and Housing Corporation**

Att: [Click here to enter text.](#)

Title: [Click here to enter text.](#)

Address: [Click here to enter text.](#)

700 Montreal Road

Ottawa, Ontario

K1A 0P7

Phone: [Click here to enter text.](#)

Email: [Click here to enter text.](#)

- ii. To the **Contractor** at the following address:

[Click here to enter text.](#)

Att: [Click here to enter text.](#)

Title: [Click here to enter text.](#)

Address: [Click here to enter text.](#)

Phone: [Click here to enter text.](#)

E-mail: [Click here to enter text.](#)

Notices sent in accordance with this Section will be deemed effectively given: (a) when received, if delivered by hand, with signed confirmation of receipt; (b) when received, if sent by a nationally recognized overnight courier, signature required; (c) when sent, if by facsimile or email in each case, with confirmation of transmission if sent on a day in which CMHC is open for business ("Business Day") between 9 a.m. and 5 p.m. EST, and on the next Business Day if sent after the addressee's normal business hours; and (d) on the fifth 5<sup>th</sup> day after the date mailed by certified or registered mail by the Canada Post Corporation.

### **Section 14.03 Further assurances**

Each Party shall execute, deliver, furnish such additional documents, instruments, conveyances and assurances and take such further actions as may be reasonably required to carry out the provisions of this Agreement and give effect to the transactions contemplated herein.

### **Section 14.04 Survival**

Provisions of these Terms which by their nature should apply beyond their terms will remain in force after any termination or expiration of this Agreement including, but not limited to, the following provisions: Article III Representations and Warranties, Article VII Confidentiality, Article VIII Information Assets and Intellectual Property, Article XI Indemnification, Article XII Limitation of Liability, Article XIII Insurance Obligations, Article XIV General Terms, or any provision which by its nature is intended to survive the termination of this agreement.

**Section 14.05 Severability**

If any term or provision of this Agreement is invalid, illegal or unenforceable in any jurisdiction, such invalidity, illegality or unenforceability shall not affect any other term or provision of this Agreement or invalidate or render unenforceable such term or provision in any other jurisdiction.

**Section 14.06 Equitable Remedies**

The Parties agree that irreparable damage would occur if any provision of this Agreement was not performed in accordance with the Terms hereof and that the parties are entitled to equitable relief, including injunctive relief or specific performance of the terms hereof, in addition to any other remedy to which they are entitled at law or in equity.

**Section 14.07 Remedies for non-compliance**

If the Contractor fails to comply with a direction or decision of CMHC properly given under the terms of the Agreement, CMHC may take such actions and incur such costs that are reasonably required to implement its direction, including, without limitation, the engagement of another person or entity to perform the Services and withholding of payment due to the Contractor for Services rendered, which moneys may be set off by CMHC against any expenses that it may incur in remedying a default or failures as described above.

**Section 14.08 Cumulative remedies**

The rights and remedies under this Agreement are cumulative and are in addition to and not in substitution for any other rights and remedies available at law or in equity or otherwise.

**Section 14.09 Waiver**

Failure by either party to assert any of its rights under the Agreement shall not be construed as a waiver thereof.

**Section 14.10 Assignment**

- (a) This Agreement shall not be assigned in whole or in part by the Contractor without the prior written consent of CMHC. No purported assignment of this Agreement shall relieve the Contractor from any obligation under this Agreement or impose any liability upon CMHC.
- (b) If specific individuals are identified in the Agreement to perform the Services or any part thereof, those individuals shall provide the Services unless they are unable to do so for reasons beyond Contractor's reasonable control.
- (c) If Contractor is unable to provide any specific individual identified in the Agreement, it shall, as soon as possible, give notice to CMHC of the reason rendering it is unable to do so and submit the name, qualifications and experience of a proposed replacement for CMHC's review and approval.
- (d) Contractor shall not, in any event, allow performance of the Services by unauthorized replacement persons. CMHC may order that any individual identified in the Agreement to perform the Services or any part thereof or, if applicable, a replacement, stop performing the Services. In such a case, the Contractor shall immediately comply with the order and submit the name, qualifications and experience of a proposed replacement for CMHC's review and approval. The fact that CMHC does not order that any individual stop performing the Services does not relieve the Contractor from its responsibility to meet the requirements of the Agreement.

**Section 14.11 Successors and assigns**

This Agreement shall be binding upon the Parties, their heirs, executors, administrators, successors and assigns.

**Section 14.12 Changes to the Agreement**

This Agreement may only be amended or modified in a writing that specifically states that it amends this Agreement and is signed by an authorized representative of each party.

**Section 14.13 Independence of the Parties**

It is understood by the Parties that the Contractor shall act as an independent contractor for the purposes of this Agreement. Contractor and its Contractor Personnel are not engaged as employees of CMHC. The Contractor agrees to so advise its Contractor Personnel. Without limiting the generality of the foregoing, the Contractor shall retain complete control of and accountability for its Contractor Personnel.

**Section 14.14 Contractor's Authority**

The Contractor agrees that it has no authority to give any guarantee or warranty whatsoever expressed or implied on behalf of CMHC and that it is in no way the legal representative or agent of CMHC and that it has no right or authority to create any obligation on behalf of CMHC or to bind CMHC in any way.

**Section 14.15 No Public Announcements**

No party to this Agreement shall make any public announcements in respect of this Agreement or the transactions contemplated hereby or otherwise communicate with any news media without the prior written consent of the other party

**Section 14.16 Subcontractors**

- (a) The Contractor must obtain CMHC's written consent, which may be given or withheld in CMHC's sole discretion, prior to entering into agreements with or otherwise engaging any person or entity, including all subcontractors and affiliates of the Contractor, other than the Contractor's employees, to provide any Services to CMHC.
- (b) The Contractor shall remain fully responsible for the performance of each Contractor Personnel including any Permitted Subcontractor and for their compliance with all of the terms and conditions of this Agreement as if they were the Contractor's own employees.
- (c) Nothing contained in this Agreement shall create any contractual relationship between CMHC and any Contractor Personnel.
- (d) The Contractor shall require Contractor Personnel to be bound in writing by the Security and Confidentiality provisions of this Agreement, and, upon CMHC's written request, to enter into a non-disclosure or Intellectual Property assignment or license agreement in a form that is reasonably satisfactory to CMHC before sharing any information with relation to the Services;
- (e) The Contractor shall ensure that all Contractor Personnel or anyone acting for or on behalf of the Contractor, are properly licensed, certified, or accredited as required by Applicable Law and are suitably skilled, experienced, and qualified to perform the Services.

**Section 14.17 Time is of the Essence**

The Contractor acknowledges that time is of the essence with respect to the Contractor's obligations hereunder and that prompt and timely performance of all such obligations, including all performance dates, timetables, project milestones and other requirements in this Agreement is strictly required.

**Section 14.18 Exclusivity**

CMHC preserves the right in its sole and absolute discretion to perform itself or acquire Services from any other providers that are similar to or identical to the Services, and CMHC shall not be liable to the Contractor in any way for exercising this right.

**Section 14.19 No Third-Party Beneficiaries**

This Agreement is for the sole benefit of the parties hereto and their respective successors and permitted assigns and nothing herein, express or implied, is intended to or will confer upon any other

person or entity any legal or equitable right, benefit or remedy of any nature whatsoever under or by reason of this Agreement.

#### **Section 14.20 Choice of Law and Forum**

This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada as applicable. The Parties attorn to the jurisdiction of either the Federal Court or the courts of the Province of Ontario as appropriate. The Contractor shall give all notices and obtain all licenses, permits and authorizations required to perform the Services. The Contractor shall comply with all the laws applicable to the Services or the performance of this Agreement.

#### **Section 14.21 Counterparts**

This Agreement may be executed in counterparts, each of which is deemed an original, but all of which together are deemed to be one and the same agreement. A signed copy of this Agreement delivered by facsimile, email or other means of electronic transmission is deemed to have the same legal effect as delivery of an original signed copy of this Agreement, if the party sending the facsimile, email or other means of electronic transmission has received express confirmation that the recipient party received the Agreement (not merely an electronic facsimile confirmation or automatic email reply).

#### **Section 14.22 Force Majeure**

In the event that a Party is prevented from fulfilling its obligations under the terms of this Agreement by a force majeure or act of God (an event or effect that cannot be reasonably anticipated or controlled), the impacted Party shall notify the other Party in writing as soon as reasonably possible. The written notice shall be sent by registered mail or email and shall outline the circumstances that constitute a force majeure or an act of God, which may include, but are not limited to, war, serious public disturbances, epidemic, impediments arising from orders or prohibitions of public authority, actions of public enemies, strikes, lockouts and other labour disputes, riots, flooding, hurricane, fire, explosion or any other natural disasters over which the Party has no reasonable control. The Contractor's economic hardship or changes in market conditions are not force majeure events. The Contractor shall use all diligent efforts to end the failure or delay of its performance, ensure that the effects of any force majeure event are minimized and resume performance under this Agreement.

Where CMHC concludes, in its sole discretion, that the Contractor will not be able to fulfill its obligations under this Agreement, CMHC may terminate this agreement and, or secure the services of other Contractors to perform the Services without further compensation, penalty or obligation to the Contractor.

#### **Section 14.23 Headings**

The clause headings used herein are inserted only as a matter of convenience and for reference and shall not affect the construction or interpretation of the Agreement.

#### **Section 14.24 Language**

CMHC as a federal crown corporation is governed by the Official Languages Act and as such must provide services to the public in both official languages, English and French. Therefore, if the Contractor, acting on behalf of CMHC, is required to communicate with, or provide services or products to CMHC clients or the public, it must do so in the official language chosen by the person receiving the communication, service, or product in a timely and equivalent manner. The Contractor must also be capable of providing services in both official languages to CMHC employees in a timely and equivalent manner. All complaints received by the Service Provider pursuant to the *Official Languages Act R.S.C. , 1985, c. 31* shall be forwarded to CMHC within one (1) business day of receipt. CMHC shall have the right to monitor the Services provided by the Service Provider in both official languages.

#### **Section 14.25 Order of Precedence**

The documents comprising the Agreement are complementary and what is called for in any one shall be binding as if called for by all. The Agreement documents shall be interpreted as a whole and the

intent of the whole shall govern. In the event of a conflict between them, the Agreement documents shall have following order of precedence the order of precedence is: (a) this Agreement as amended from time to time; (b) Any schedules, work orders, to this Agreement that are duly executed by both parties, as amended from time to time, to the extend of the inconsistency between the terms.

**Section 14.26 Entire Agreement**

This Agreement, including any documents incorporated herein by reference, constitutes the sole and entire agreement of the parties, and supersedes all prior or contemporaneous understandings, written or oral. These Terms prevail over any terms and conditions contained in any other documentation and expressly exclude any of the Contractor's general terms and conditions or any other document issued by the Contractor in connection with this Agreement, not incorporated herein. In case of conflicts between the Contractor's documents and CMHC's documents, CMHC's shall govern.

[Signatures on the following page]

**IN WITNESS WHEREOF:**

This Agreement has been executed by duly authorized officers of the Parties as follows:

**NAME OF CONTRACTOR**

**CANADA MORTGAGE AND  
HOUSING CORPORATION**

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I have the authority to bind the Contractor.



## **SCHEDULE A – THE SERVICES**

THE SERVICES (I.E. THE SCOPE OF WORK, KEY ELEMENTS OF SERVICES TO BE PROVIDED, DEFINITION OF “DELIVERABLES”, PROJECT MILESTONES, TIMING REQUIREMENTS, COMPLETION STANDARDS, SERVICE LEVEL AGREEMENTS, AND OTHER IMPORTANT ITEMS) TO BE NEGOTIATED WITH SELECTED PROPONENT.

## **SCHEDULE B – FEES**

CONTRACTOR'S RATES AND PAYMENT SCHEDULED WITH THE PAYMENTS TIED TO DELIVERABLES TO BE NEGOTIATED WITH SELECTED PROPONENT.

## SCHEDULE C - CMHC TRAVEL POLICY

The following is subject to change and updated quarterly based on Treasury Board Guidelines.

### Applicable to Contractors

1. **Air** – Contractors must select the most economical airfare available at the time of reservation.
2. **Car and Hotel**–Some suppliers have agreed to extend their government rates to contractors, consultants or advisors working under contract to CMHC and traveling on official CMHC business in performance of that contract. Upon request, CMHC will provide contractors, consultants or advisors with a letter, specifying the duration of their contract or specifying that they are on travel status on behalf of CMHC and their destination. Government rates for car rentals and hotel accommodations can be found on the following website - <http://rehelv-acrd.tpsgc-pwgsc.gc.ca/ACRDS/index-eng.aspx>. If not selecting a supplier from the list on that website, travellers must choose alternate suppliers with rates similar to those published government rates.
3. **Meal Allowance** - A contractor shall be reimbursed the lesser of the applicable meal allowance (described below, for each breakfast, lunch and dinner effective April 1st, 2021) based on CMHC's rates or the cost (net of taxes) of the meal to the contractor, while on travel status. A meal allowance shall not be reimbursed to the contractor with respect to a meal that has been provided or is claimed as a hospitality expense and does not include alcohol consumption.

Meal Allowances per diem for 2021 et seq. can be found at the following website: <http://www.njc-cnm.gc.ca/directive/d10/v238/s659/en>

Meal Allowance for Canada and USA (effective April 1 <sup>st</sup> , 2021)				
Private non-commercial accommodation allowance	Breakfast	Lunch	Dinner	Daily Totals – Meals
\$50.00	21.10	21.35	52.40	94.85

4. **Privately-owned vehicle and applicable Kilometer Rates** – The Contractor shall be reimbursed the lesser of the CMHC's rates or the cost (net of taxes) of the mileage to the contractor. The CMHC's kilometric rates payable for the use of privately owned vehicles driven on authorized corporate business, effective July 1, 2021 57.0¢/km for vehicles registered in Ontario and 54.5¢/km for vehicles registered in Quebec, as at July 1st, 2021 (rates include tax). The contractor shall use the most direct, safe and practical road routes and shall claim only for distances necessarily driven on business travel.

Contractors may use a privately owned vehicle for business purposes when its use is economical and practical as compared to renting a vehicle, commercial travel by airline carrier, train, taxi, etc. The following requirements must be adhered to when using a privately owned motor vehicle while travelling on Corporation business:

Any person (employee, contract employee, consultant) using a private vehicle on Corporation business, must ensure that the vehicle is protected by a minimum \$1,000,000 Public Liability and Property Damage Insurance.

Kilometer rates for 2021 et seq. can be found at the following website: <http://www.njc-cnm.gc.ca/directive/d10/v238/s658/en>

## SCHEDULE D - TRAVEL ESTIMATE FORM

# TRAVEL ESTIMATES FORM FOR CONTRACTORS

CONTRACTOR INFORMATION		
Company Name		Number of travellers
CMHC Contracting Authority	Division	RC
TRAVEL INFORMATION		
Region of travel	Contract Start Date	Contract End Date
Purpose of Trip / Objective		
Explain why virtual presence or other remote meeting solutions were not used.		
Provide rationale for the mode of transportation selected.		
TOTAL ESTIMATED COST BEFORE TAXES		
		\$ CAD
Transportation Type (Air, Rail or Car)		
Accommodation		
Meals		
Miscellaneous (Detail required)		
<b>Total</b>		

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Approved by: (CMHC financial authority signature)

**SCHEDULE E - BUSINESS CONTINUITY MANAGEMENT ATTESTATION FORM**  
FORMS TO BE PROVIDED TO AND TO BE COMPLETED BY SELECTED PROPONENT.

## **SCHEDULE F - PRIVACY AND SECURITY REQUIREMENTS**

**“Affiliate”** means any legal entity controlling, controlled by, or under common control with a Party to this Agreement. Control shall exist through direct ownership of more than fifty percent (50%) of the nominal value of the issued equity share capital or of more than fifty percent (50%) of the shares entitling the holders to vote for the election of directors or persons performing similar functions or to rights by any other means to elect or appoint directors or persons who collectively may exercise such control or through indirect ownership of all of the issued equity share capital.

**“Authorized Person”** means officers, employees and contractors of the Contractor who have a need to know to the Information.

**“Contractor Personnel”** means all personnel who provide Services to CMHC that: (i) are employed by the Contractor; or (ii) are employed by an Affiliate of the Contractor.

**“Data Custodian”** means Contractor or Contractor subcontractor who is granted access to CMHC Information and assumes the responsibilities set out in Exhibit 1 to this **SCHEDULE F** of this Agreement

**“Identified Person”** means an Authorized Person whose current work-related responsibilities require access to the CMHC Information.

**“Logical Access Controls”** means the process of enforcing proper identification, authentication and accountability with respect to access to a computer system, based on the latest information technology (IT) security guidance. These include:

- individual user accounts;
- complex passwords eight (8) characters minimum, lower and upper case, numbers, special characters);
- access-based on role (privileged vs. non-privileged); and
- auditing.

**“Portable Storage Devices (PSDs)”** means devices that are portable and contain storage or memory into which users can store information, including, but not limited to, laptops, CD-ROMs, flash memory sticks, backup media and removable hard disks.

**“Protected B”** means a security level assigned to information or assets that, if compromised, could cause serious injury to an individual, organization or government.

**“System”** means a single IT-related device, a component of such a device or a group of IT-related devices that may be used to receive, store, process or transmit information. This includes, but is not limited to, personal computers, servers, laptops, tablets, smart phones, virtual computers and cloud based virtual systems.

**“Visitor”** means an individual, other than an Authorized Person, who has been invited into the secure area by an Authorized Person, as permitted by Contractor’s access policies.

### **Privacy and Security Requirements**

The Parties are required to protect the CMHC Information in accordance with applicable direction and guidelines from the Treasury Board of Canada (“TBS”), or their equivalent in the case of the Contractor, with respect to the protection of “Protected B” data, including guidance from CSE (ITSG-33) which aligns with the ISO 27001 framework. Further as a federal government institution, the Contractor acknowledges that CMHC is subject to the *Access to Information Act* (Canada) and the *Privacy Act* (Canada) and therefore the Contractor agrees to submit to whatever measures are

necessary in order to ensure that CMHC can comply with these laws and their related regulations, policies, and directives (“ATIP Legislation”).

As such, the Contractor agrees: (i) to protect any Personal Information that it may access from CMHC Information provided through this Agreement in a manner that is compatible with provisions of ATIP Legislation; and (ii) will ensure that it has in place appropriate privacy protection measures to safeguard all CMHC Information that it has access to under this Agreement. More specifically, Contractor shall, as required by the provisions of Article VII of this Agreement, comply with the security requirements described below at all times:

### **Physical Access:**

1. CMHC Information will be accessed within a secure location that allows unescorted access only to Authorized Persons. All Visitors to the secure location will be escorted by an Authorized Person at all times. The secure location can be within a series of buildings, one entire building, an entire floor within a building, or a single room. Once the perimeter of the secure location is defined, these requirements apply to all areas within the perimeter. Where a series of buildings is involved, a secure perimeter will be defined for each building. CMHC may approve other secure environments that provide a similar level of protection to CMHC Information.
2. Access to CMHC Information is limited to Identified Persons. The duties of the Data Custodian, as stated in **Exhibit 1 to this SCHEDULE F**, include maintaining an auditable trail on access to CMHC Information by Identified Persons. Under no circumstances may Visitors be permitted to access CMHC Information.

### **IT Storage and Transmission:**

1. The Contractor shall ensure that CMHC Information remain in Canada and expressly agrees to logically segregate CMHC Information that is in electronic form and physically segregate CMHC Information in physical form. All Systems with access to CMHC Information will employ Logical Access Controls at the device and network level and will have functional and current antivirus software.
2. Where CMHC Information is held on PSDs, complex passwords with encryption will be used. The encryption level will meet the latest communications security establishment standards for Protected B” information which aligns with the ISO 27001 framework. This applies equally to backups of CMHC Information stored on PSDs.
3. Servers storing and transmitting unencrypted data, where used, will be located in a secure, controlled-access area, preferably in the same area where CMHC Information is accessed. If located in a separate area, controls will be in place to ensure that only Identified Persons can access the server. Unless CMHC Information is encrypted continuously while outside the secure area, a conduit will be used for all cabling and all cross-connect areas will be physically secured.
4. Network firewall rules will be in place such that no System processing CMHC Information can communicate at the network layer with any system that can be accessed by non-Identified Persons.  
Network firewall rules will also be in place such that no System processing CMHC Information can be accessed at the network layer by a System outside of the secure area. CMHC Information may be stored on and transmitted over networks not meeting these requirements, provided that it is encrypted, except when at rest and in use by an Identified Person. Alternatively, CMHC Information may be stored on a stand-alone computer in a secure area with no external connections, or on a closed network within the secure area. When the network transmits information that leaves a secure area (for example, when a series of buildings house employees within a single organization), the CMHC Information will be encrypted whenever it is outside the secure area.

**Physical Storage:**

1. When not in use, PSDs containing CMHC Information will be stored in secure containers. This applies equally to backups of CMHC Information.
2. CMHC Information will not be removed from the secure area (as described in point 1 above) in any format (e.g., printouts, PSDs, etc.), and in accordance with this **SCHEDULE A**. When not in use, printed documents containing CMHC Information will always be stored in secure containers.

**Information Copying and Retention & Record Management:**

1. Copies and extracts of CMHC Information may only be made for the purposes of carrying out the permitted purposes as covered by this Agreement. When no longer needed, any such copies or extracts will be destroyed in a secure manner as required under this Agreement.
2. Paper documents containing CMHC Information will be destroyed (shredded) in a secure manner before disposal. All electronic storage media used in the processing of CMHC Information, including all back-up, PDSs, photocopiers and other electronic media where CMHC Information has been electronically stored, will be sanitized or destroyed, in accordance with the latest communications security establishment standards for "protected B" information when disposing of such media, or when return or destruction of CMHC Information is required pursuant to this Agreement.
3. The Contractor's Data Custodian agrees to establish and maintain an inventory of all data files received from CMHC, as stated in "EXHIBIT 1 TO SCHEDULE F".



## “EXHIBIT 1 TO SCHEDULE F”

### RESPONSIBILITIES OF THE DATA CUSTODIAN

The Data Custodian, designated by the Contractor will implement the following requirements:

1. Prepare a document for the use of the Contractor’s employees and contractors engaged by the Contractor, outlining the terms and conditions governing the use of CMHC Confidential Information, as well as the procedures to send, receive, handle and store CMHC Confidential Information (hereinafter the “Confidentiality Document”). The Confidentiality Document will include the following terms and conditions of this Agreement:
  - i. Confidentiality of CMHC’s Confidential Information, as specified in the Agreement;
  - ii. Use of CMHC’s Confidential Information, as specified in the Agreement;
  - iii. Access to CMHC’s Confidential Information, as specified in the Agreement; and
  - iv. Security Requirements, as specified in the Agreement
1. Prior to granting access, the Data Custodian will ensure that every employee and every contractor engaged by the Contractor who accesses CMHC Information has agreed in writing to comply with confidentiality terms no less strict than this Agreement.
2. Acknowledge receipt of each data file received from CMHC pursuant to this Agreement, and maintain a register of all such files, containing the following information:
  - Date received;
  - File name and reference period;
  - Employee of Contractor who received the file;
  - Employee of CMHC who sent the file;
  - Employee of Contractor responsible for safekeeping of the file; and
  - Date the file was destroyed or returned to CMHC (if applicable).
3. Maintain a register of all Identified Persons who have been granted access to the data files received from CMHC by the Contractor, containing the following information:
  - a) File name and reference period;
  - b) Name of employee or/and contractors engaged by the Contractor to whom access is given;
  - c) Justification for access;
  - d) Name of delegated manager who authorized access and date of authorization; and
  - e) Start and end dates of period for which access is authorized.

**SCHEDULE G - SERVICE PROVIDER VACCINATION COMPLIANCE ATTESTATION**

**VACCINATION COMPLIANCE ATTESTATION**

**CMHC SERVICE PROVIDER**

**TO: Canada Mortgage and Housing Corporation (“CMHC”)**

**RE: CMHC Vaccination Requirements for Service Providers**

1. The Service Provider represents and warrants that any employees, agents and representatives of the Service Provider will be **fully vaccinated\*** in the following circumstances:

- a. Where the performance of the services requires access to any CMHC workspace at any time, for any reason; or
- b. Where the services involve interaction with the public on CMHC’s behalf in a physical setting.

\* An individual is considered **fully vaccinated** when they have received both doses of a Health-Canada approved vaccine series/combination, with 14 days having elapsed after the final dose. This definition may be updated in accordance with public health guidance.

2. The Service Provider expressly acknowledges and understands that:

- a. It is the responsibility of the Service Provider to comply with CMHC’s vaccination requirements, as updated from time to time, and as applicable to the services.
- b. Absent proof of vaccination, access to any CMHC physical workspace will be denied; and
- c. Where the vaccination measures apply, non-compliance by the Service Provider will give rise to any rights or remedies available to CMHC pursuant to its applicable contracting documents with Service Provider, applicable law or government mandated measures.

3. It is the express wish of the undersigned that this attestation be drafted in English. Le soussigné a exigé que cette attestation soit rédigée en langue anglaise.

*I am duly authorized to confirm and certify the foregoing on behalf of the Service Provider.*

Name of authorized officer: \_\_\_\_\_

Job Title: \_\_\_\_\_

Organisation: \_\_\_\_\_

Date and Signature: \_\_\_\_\_

# APPENDIX E - PRIVACY/SECURITY CONTROLS QUESTIONNAIRE

PRIVACY/SECURITY CONTROLS	RESPONSE/CONFIRMATION OF EXISTING CONTROLS <i>***Please provide detailed responses – a YES or NO is not sufficient***</i>
<p><b>1. Privacy Governance - Responsibility and Accountability for Policies and Procedures</b></p> <p>Responsibility and accountability are assigned to a person or group for developing, documenting, implementing, enforcing, monitoring, and updating the organization's privacy policies and procedures.</p> <p><i>*For CMHC Internal Use: PIA Sections: 1.1, 1.2, 1.4, 6.1</i></p>	
<p><b>2. Privacy Incident and Breach Management</b></p> <ul style="list-style-type: none"> <li>▪ A documented privacy incident and breach management program has been implemented that includes, but is not limited to, the following: Procedures for the identification, management, and resolution of privacy incidents and breaches;</li> <li>▪ Defined responsibilities;</li> <li>▪ A process to identify incident severity and determine required actions and escalation procedures;</li> <li>▪ A process for complying with breach laws and regulations, including stakeholders and breach notification, if required;</li> <li>▪ An accountability process for employees or third parties responsible for incidents or breaches with remediation, penalties, or discipline as appropriate;</li> <li>▪ A process for periodic review (at least on an annual basis) of actual incidents to identify necessary program updates based on: incident patterns and root cause; and changes in the internal control environment or external requirements (regulation or legislation);</li> <li>▪ Periodic testing or walkthrough process (at least on an annual basis) and associated program remediation as needed.</li> </ul> <p><i>*For CMHC Internal Use: PIA Sections 1.3, 1.4, 2.1, 3.1</i></p>	
<p><b>3. Compliance, Monitoring and Enforcement</b></p> <p>Compliance with privacy policies and procedures, commitments, service-level agreements, and other contracts will be reviewed and documented, and the results of such reviews reported to management. If problems are identified, remediation plans are developed and implemented.</p> <p><i>*For CMHC Internal Use: PIA Sections 1.4, 2.1, 3.1, 6.1, 10</i></p>	
<p><b>4. Privacy Training</b></p> <p>A privacy education and communication program is in place and supported by a monitoring system that confirms all employees and/or contractors are trained.</p> <p><i>*For CMHC Internal Use: PIA Sections 1.5, 3.1, 3.2</i></p>	
<p><b>5. Third Party Protection of Personal Information</b></p>	

<p>The organization has procedures in place to evaluate that the third parties have controls to meet the terms of the CMHC agreement, instructions, or requirements.</p> <p><i>*For CMHC Internal Use: PIA Sections 1.2, 1.6, 3.1, 4.1</i></p>	
<p><b>6. Privacy by Design (PbD)</b></p> <p>Privacy by Design is proactively embedded in the proposed program/activity throughout the entire life cycle end to end. Therefore it is ensured that privacy is built into the design, operation, and management from the start. The organization can also articulate and demonstrate the “positive sum” (e.g. no trade offs; win/win) characteristics of program/activity.</p> <p><i>*For CMHC Internal Use: PIA Sections 1.2, 1.7, 2.1, 3.1, 3.2, 4.1</i></p>	
<p><b>7. Retention and Storage of Personal Information</b></p> <p>Please describe your policies and procedures.</p> <p><i>*For CMHC Internal Use: PIA Sections 4.1, 5.1, 5.2, 5.3</i></p>	
<p><b>8. Disposal, Destruction and Redaction of Personal Information</b></p> <p>Personal information no longer needed is de-identified, anonymized, disposed of, or destroyed in a manner that prevents loss, theft, misuse, or unauthorized access.</p> <p><i>*For CMHC Internal Use: PIA Sections 5.1, 5.4</i></p>	
<p><b>9. Security in Privacy Policies</b></p> <p>The organization’s privacy policies (including any relevant security policies), address the security of Personal Information.</p> <p><i>*For CMHC Internal Use: PIA Section 7.1</i></p>	
<p><b>10. Safeguarding of Personal Information</b></p> <p>Personal information is protected, from start to finish, using administrative, technical and physical safeguards to prevent loss, misuse, unauthorized access, Disclosure, alteration, and destruction. Please explain how you meet security controls based on a security framework, such as or equivalent to:</p> <ul style="list-style-type: none"> <li>▪ ISO27001:2013</li> <li>▪ ITSG-33</li> <li>▪ SOC 1 Report</li> <li>▪ SOC 2 Report</li> <li>▪ CSEA 3416</li> <li>▪ SSAE 18</li> </ul> <p>Alternatively, if you are using a third-party provider to manage your network (such as Bell Canada or Rogers or Microsoft), SOC reports are available through your provider and will satisfy this requirement.</p> <p><i>*For CMHC Internal Use: PIA Section 7.2</i></p>	
<p><b>11. Logical Access to Personal Information</b></p>	

<p>Logical access to Personal Information is restricted by procedures that address the following matters:</p> <ul style="list-style-type: none"> <li>a) Authorizing and registering internal personnel and individuals;</li> <li>b) Identifying and authenticating internal personnel and individuals;</li> <li>c) Making changes and updating access profiles;</li> <li>d) Granting privileges and permissions for access to IT infrastructure components and Personal Information;</li> <li>e) Preventing individuals from accessing anything other than their own personal or sensitive information;</li> <li>f) Limiting access to Personal Information to only authorized internal personnel based upon their assigned roles and responsibilities;</li> <li>g) Distributing output only to authorized internal personnel;</li> <li>h) Restricting logical access to offline storage, backup data, systems, and media;</li> <li>i) Restricting access to system configurations, super user functionality, master passwords, powerful utilities, and security devices (for example, firewalls); and</li> <li>j) Preventing the introduction of viruses, malicious code, and unauthorized software.</li> </ul> <p><i>*For CMHC Internal Use: PIA Section 7.3</i></p>	
<p><b>12. Physical Access Controls</b></p> <p>Physical access is restricted to Personal Information in any form (including the components of the entity's system(s) that contain or protect Personal Information). Controls are in place to ensure the confidentiality, availability and integrity of the Personal Information.</p> <p><i>*For CMHC Internal Use: PIA Section 7.4</i></p>	
<p><b>13. Environmental Safeguards</b></p> <p><b>Corresponding sections: 7.5</b></p> <p>Personal information, in all forms, is protected against accidental Disclosure due to natural disasters and environmental hazards.</p> <p><i>*For CMHC Internal Use: PIA Section 7.5</i></p>	
<p><b>14. Transmitted Personal Information</b></p> <p>Personal information collected and transmitted over the internet, over public and other non-secure networks, in the cloud and over wireless networks is protected.</p> <p><i>*For CMHC Internal Use: PIA Section 7.6</i></p>	
<p><b>15. Storage of Personal Information/Technical Safeguards</b></p> <p>Personal information is stored securely. For example:</p>	

<ul style="list-style-type: none"> <li>▪ Biometrics;</li> <li>▪ Passwords;</li> <li>▪ Passwords changed every 90 days;</li> <li>▪ Password protected screensavers;</li> <li>▪ Session time out security;</li> <li>▪ Firewalls;</li> <li>▪ Intrusion detection systems;</li> <li>▪ Virtual private networks (VPN);</li> <li>▪ GoC(Government of Canada) Public Key Infrastructure Certificates;</li> <li>▪ External Certificate Authority (CA); and</li> <li>▪ Audit trails.</li> </ul> <p><i>For CMHC Internal Use: PIA Section 7.6</i></p>	
<p><b>16. Testing Security Safeguards</b></p> <p>Tests of the effectiveness of the key administrative, technical, and physical safeguards protecting Personal Information are conducted periodically including a Threat and Risk assessment (TRA) or similar security assessment.</p> <p><i>For CMHC Internal Use: PIA Sections 7.7, 7.8</i></p>	
<p><b>17.1 Openness</b></p> <p>Information about an organization’s privacy policies and procedures, including the name of the Privacy Officer and their responsibilities, are user-friendly, communicated and made readily available to the public, internal personnel and third parties who need them.</p> <p><i>For CMHC Internal Use: PIA Sections 8.1, 8.2</i></p>	
<p><b>17.2 Openness</b></p> <p><b>Corresponding sections: 8.1</b></p> <p>Privacy policies are documented in writing, made publicly available, and are current and up-to-date, which demonstrate commitments to protect privacy, in user-friendly terms.</p> <p><i>For CMHC Internal Use: PIA Section 8.1</i></p>	