

Canada Mortgage and Housing Corporation
Société canadienne d'hypothèques et de logement



cmhc.ca

REQUEST FOR PROPOSAL (RFP)

to

**Establish and Operate an Indigenous National Housing Centre
to Deliver Funding under the Urban, Rural, and Northern
Indigenous Housing Strategy**

Request for Proposal (RFP) No.: RFx002627
Issued: January 22, 2024
Submission Deadline: March 4, 2024
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PART 1 – SUBMISSION INSTRUCTIONS

1.0 OBJECTIVE OF THIS RFP

With this RFP the Canada Mortgage and Housing Corporation (CMHC) is seeking prospective Indigenous proponents “Proponents” to submit proposals for the establishment and operation of a National Indigenous Housing Centre (NIHC) to Deliver Funding under the Urban, Rural, and Northern (U.R.N.) Indigenous Housing Strategy that would support those in greatest need and narrow the gap between Indigenous and non-Indigenous peoples in core housing as further described in the RFP Specifications APPENDIX C.

In accordance with Action Plan item 88 of the *United Nations Declaration on the Rights of Indigenous Peoples Act* Action Plan 2023-2028, this RFP is part of the Government of Canada's response to its commitment to implement an Urban, Rural, and Northern Indigenous Housing Strategy.

It is CMHC’s intention to enter into an agreement on a non-exclusive basis with the successful proponent, “Proponent”. The term of the agreement resulting from this RFP is to be for a period of eight (8) years.

This Centre will be Indigenous led and hence seeks to reflect the Government of Canada’s procurement strategy for Indigenous business. It is therefore a requirement for participating Proponents to provide proof of Indigenous certification in good standing by time of contract execution as per Part II Mandatory Criteria.

1.1 CMHC OVERVIEW

Canada Mortgage and Housing Corporation (“CMHC”) is the Government of Canada’s National Housing Agency, with a mandate to help Canadians gain access to a variety of affordable housing options. It is a Crown Corporation, with a Board of Directors, reporting to Parliament through the Minister of Housing, Infrastructure and Communities of Canada.

CMHC has approximately 2,300 employees located at its national office in Ottawa, and at various business centres throughout Canada. The business centre areas are divided into five regions: Atlantic; Quebec; Ontario; British Columbia; and Prairies & Territories.

1.2 RFP CONTACT

For the purposes of this procurement process, the “RFP Contact” will be:

Christine Brown, Sr. Procurement Advisor

CMHC Procurement

ccbrown@cmhc-schl.gc.ca (Business e-mail)

and the procurementsourcingteam@cmhc-schl.gc.ca (Group mailbox)

Except as specifically set out in the RFP, Proponents and their representatives are not permitted to contact any employees, officers, agents, appointed officials or other representatives of CMHC or the Government of Canada, other than the RFP Contact, concerning matters regarding this RFP. All enquiries relating the RFP should be conducted in the manner specified in RFP Section 2.2.1. Proponents and their representatives Proponents are prohibited from lobbying any employee, officer, elected or appointed official or other “public office holder” as defined in the Lobbying Act, agent or contractor of the CHMC with respect to CMHC’s administration of the RFP process, including any stage of the procurement process or resulting Services Agreement award, including any member of the Evaluation Committee, or communicating with the media regarding the RFP, proposals or the Agreement award, or otherwise attempting to influence CMHC’s administration of the RFP process or Agreement award. **Failure to adhere**

to this RFP Section rule may result in the disqualification of the Proponent and the rejection of the Proponent’s proposal, at CMHC’s sole, absolute and unfettered discretion.

1.3 TYPE OF CONTRACT FOR DELIVERABLES

Following the process set out in Part 3 of the RFP, the Proponents will then be requested to enter into direct contract negotiations to finalize a Services Agreement with CMHC for the provision of the scope of work and deliverables (collectively the “Deliverables”) as set out in APPENDIX C.

1.4 RFP PROCESS TIMETABLE

Issue Date of RFP	January 22, 2024
Information Session Will be held to provide information on the RFP process to potential Proponents.	January 24, 2024
Deadline for Enquiries relating to RFP (Section 3.2.1)	February 12, 2024
Deadline for Issuing Addenda or responses to Enquiries	February 19, 2024
Proposal Submission Deadline	MARCH 4, 2024, at 2:00 PM EST
Evaluation of Proposals	March 5 – 19, 2024
Presentations relating to Proposal Evaluation	March 11 – 15, 2024
Notification of Selection of Top Ranked Proposal	March 20, 2024
Estimated Services Agreement Negotiation Period	March 21, 2024 – May 28, 2024
Estimated Execution of Services Agreement and Notice of Contract Award Posted on Canada Buys	June 3, 2024
Debriefing	June 17, 2024
Proposal Validity Period	One year from Submission Deadline Date

The RFP Timetable is tentative only and may be changed by CMHC at any time by providing notice to Proponents in accordance with Section 2.2.2. Following the completion of any stage of the procurement process, only those Proponents who were successful at that stage and progressed to the next stage will receive notices.

1.5 SUBMISSION OF PROPOSALS

1.5.1 Canada Buys Online Procurement Services

CMHC publishes its procurement opportunities on CanadaBuys, the online procurement service offered by Public Services and Procurement Canada (PSPC). Proponents can access the RFP documents on the CanadaBuys website but must first register for an SAP Ariba account. Please access the following web link to register: <https://canadabuys.canada.ca/en/getting-started/preparing-sell-government>

1.5.2 Proponent’s Eligibility

This procurement has been set aside under the federal government's Procurement Strategy for Indigenous Business (PSIB). In order to be considered, a Proponent must certify in APPENDIX A – Submission Form, that the legal entity that is acting as Proponent has the legal capacity to contract with

CMHC and that it qualifies as an Indigenous business as defined under PSIB and that it will comply with all requirements of PSIB. If Proponents cannot submit certification as part of the Submission Form at Submission Deadline, they must provide the certification in a Revised Submission Form before the conclusion of the Services Agreement, CMHC reserves the right to disqualify a Proponent/Proponents if they cannot provide certification prior to conclusion of the Services Agreement. A Proponent/Proponents must submit certification before an agreement is awarded if they are the winning Proponent. In addition to the general rights to verify and clarify Proponent submissions, CMHC can, at its discretion and at any time prior to execution of the Services Agreement, require Proponents to supply supporting documentation supporting their certification regarding legal capacity and status as an Indigenous Business, including, but not limited to, information about their legal structure, shareholdings and shareholders rights, corporate registrations, including for their corporate name and place of business, and evidence that the Proponents are in good standing. Failure to provide proof satisfactory to CMHC, in its sole, absolute and unfettered discretion by the deadline stated by CMHC in its information request may result in disqualification of the Proponent.

1.6.3 Proposals to be submitted at the prescribed location in prescribed manner

The Proposal must be emailed to BOTH of the following email addresses (Submission Email Addresses):

- (a) EBID@cmhc-schl.gc.ca
- (b) procurementsourcingteam@cmhc-schl.gc.ca

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 body of the email. Individual files are to be submitted in Word, PowerPoint, Excel or pdf format.

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

Proposals received at one or both of the Submission Email Addresses will be considered to be delivered to CHMC. Upon receipt of proposals, an automated confirmation will be issued by EBID to the sender's e-mail address. It is strongly recommended that Proponent follow up with the RFP Contact should they not receive said confirmation within thirty (30) minutes of their submission.

1.6.4 Proposals to be submitted on time

Proposals must be submitted pursuant to Section 1.6.3 above and on or before the Proposal set out in the RFP Process.

Proposals submitted after the Proposal 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 email the proposals well before the Proposal Submission Deadline. Proponents will be deemed to be received when they enter into CMHC's systems. For the purposes of this section, the time of delivery is deemed to be the time recorded by CMHC's systems.

1.6.5 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.

1.6.6 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 as identified on the Submission Form of the Proponent. CMHC is under no obligation to return withdrawn proposals.

[End of Part 1]

PART 2 – TERMS AND CONDITIONS OF THE RFP PROCESS

2.1 GENERAL INFORMATION AND INSTRUCTIONS

2.1.1 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.

2.1.2 PROPOSALS IN ENGLISH OR FRENCH

Proposals may be submitted in either English or French.

2.1.3 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.

2.1.4 PAST PERFORMANCE

In the evaluation process, CMHC may consider the Proponent's past performance or conduct on previous contracts with CMHC or other institutions. CMHC may in its sole and unfettered discretion disqualify Proponents if their past performance on CMHC contracts or contracts with other government departments evidences misconduct, material breaches having led to termination, or loss to CMHC or the Government of Canada.

2.1.5 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.

2.1.6 PROPONENTS TO BEAR THEIR OWN COSTS

The Proponent will bear all costs associated with or incurred in the preparation and virtual presentation of its proposal.

2.1.7 PROPOSAL TO BE RETAINED BY CMHC

All physical documents related to the proposals shall remain under CMHC's physical possession, custody and control and will not be returned to the Proponent; CMHC will only grant access to and make disclosures related to submitted proposals when required under statute or ordered by a court of law to do so.

2.1.8 TRADE AGREEMENTS

This RFP procurement process is being set aside under the federal government's Procurement Strategy for Indigenous Business (PSIB). As a result, it constitutes a measure adopted with respect to Indigenous peoples and a set aside for Indigenous businesses. The RFP procurement process is therefore not subject to the procurement provisions in any trade agreement, including in the Canadian Free Trade Agreement as well as and the Comprehensive Economic and Trade Agreement between Canada and the European Union.

2.1.9 NO GUARANTEE OF VOLUME OF WORK

CMHC cannot guarantee the value or volume of Deliverables to be assigned to the successful Proponent.

2.2 COMMUNICATION AFTER ISSUANCE OF RFP (QUESTIONS)

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information (Enquiries) in writing by email to the RFP Contact on or before the Deadline for Questions, pursuant to Section 1.2 of this RFP. No such communications are to be directed to anyone other than the RFP Contact. CMHC will review all requests for additional information if directed properly to the RFP Contact but cannot accept an obligation to provide additional information. 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.

2.2.1 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 on the Canada Buys website. In the Submission Requirements Form APPENDIX A, Proponents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

2.2.2 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.

2.2.3 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 requirements set out in Part 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.

2.3 NOTIFICATION AND DEBRIEFING

2.3.1 NOTIFICATION TO OTHER PROPONENTS

Once an agreement is executed by CMHC and a Proponent, the other Proponents will be notified by a Notice of Contract Award posted on Canada Buys.

2.3.2 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.

2.4 CONFLICT OF INTEREST AND PROHIBITED CONDUCT

2.4.1 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 Requirements Form APPENDIX A.

2.4.2 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 (Sections 2.4.3 to 2.4.7).

2.4.3 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 Requirements Form APPENDIX A.

2.4.4 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.

2.4.5 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).

2.4.6 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.

2.4.7 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.

2.5 CONFIDENTIAL INFORMATION

(a) 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:

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

(b) 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 which may include other federal government entities, 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.

2.6 PROCUREMENT PROCESS NON-BINDING

2.6.1 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:

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.

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.

2.6.2 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.

The execution of any written agreement by CMHC is at all times subject to CMHC obtaining appropriate approvals to do so from the Minister of Housing or such official as may be designated by the Minister, notwithstanding any successful negotiation with a Proponent.

2.6.3 CANCELLATION

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

2.6.4 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.

2.6.5 MANDATORY SUBMISSION REQUIREMENTS

Each proposal must be completed and include in Proponent(s) proposal:

- (1) SUBMISSION REQUIREMENTS FORM APPENDIX A
- (2) PRICING FORM APPENDIX B
- (3) RESPONSE TO THE MANDATORY AND RATED CRITERIA APPENDIX C

2.7 GENERAL RESERVATION OF RIGHTS - RFP PROCESS

2.7.1 Without derogating from and in addition to any other rights of CMHC specified in this RFP or elsewhere, CMHC reserves the right, in its discretion, to do any one or more of the following:

- (i) determine the composition, from time to time and at any time, of one or more Evaluation Committees to evaluate proposals;
- (ii) extend or amend, from time to time, any date, time period or deadline provided in the RFP upon written notice to all Proponents;
- (iii) reject any or all proposals received in response to the RFP in accordance with this RFP;
- (iv) enter into negotiations with Proponents on any or all aspects of their proposal;
- (v) cancel or otherwise de-scope any Deliverable at any time, including during any active negotiations;
- (vi) cancel the RFP at any time, including during any active negotiations;
- (vii) reissue the RFP;
- (viii) if no responsive proposals are received and the requirement is not substantially modified, reissue the RFP by inviting only the Proponents who submitted proposals to resubmit proposals within a period designated by CMHC;

- (ix) if a successful Proponent is selected, negotiate any aspect of their proposal;
- (x) extend the Services Agreement Negotiation Period with any successful Proponent; and
- (xi) negotiate and execute a Services Agreement whose scope and pricing differs from that included in this RFP or in the Proponent's Proposal if, in CMHC's discretion, such Services Agreement provides best value to CMHC.

[End of Part 2]

PART 3 – EVALUATION, NEGOTIATION AND AWARD

3.1 STAGES OF EVALUATION AND NEGOTIATION

The RFP process is a multi-staged evaluation process, as more fully described below. CMHC will establish an Evaluation Committee and reserves all rights with respect to the constitution of the Evaluation Committee, which may be changed from time to time at the discretion of CMHC. CMHC, in its discretion, may engage third party subject matter experts to advise the Evaluation Committee.

Based on the results of the proposal evaluations, the Evaluation Committee will determine the overall Proponent score and the ranking based on those Proponents that meet the requirements of the RFP.

The Evaluation Committee must adhere to the evaluation process as stated in this RFP. The legal principles and case law related to competitive bidding anticipate that all Proponents will be evaluated fairly according to the same criteria and process. All Proponents will have an equal opportunity, and none will be given a special advantage or benefit over another. This means that criteria and evaluation methodology has been fully disclosed in the RFP with pre-defined scoring assigned. Each Evaluator will approach each proposal independently and evaluate information against the established criteria in order to avoid bias. Only information provided in the solicitation document may be used in the evaluation of the Proponent's proposal.

Evaluators must consider only the information received via the RFP process and score criteria strictly on the content of the proposal. If the RFP process provides more information via external references, interviews, or Proponent presentations, this information may be considered, however must be specified in the tender document. An evaluator may not consider information from sources, records, experiences or prior knowledge of the Proponent from outside of the formal RFP process.

The Evaluation Committee may seek clarification on a Proponent's proposal which will be facilitated through the RFP Contact, however, new information may not be included.

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

3.1.1 EVALUATION OF PROPOSALS

Proposals will be evaluated in the following stages:

(a) Stage 1 - Submission Requirements

Stage 1 will consist of a review to determine which proposals comply with all of the Submission Requirements shown in APPENDIX A due at time of submitting the proposal. 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 demonstrate they meet this requirement. Proponents may be disqualified if they fail to provide the required response within 48 hours or if the response fails to demonstrate compliance with the Submission Requirements, at the discretion of CMHC. Only Proponents who meet the Submission Requirements will move on to the next stage described below.

(b) Stage 2 – Mandatory Criteria Evaluation

The Evaluation Committee will review the proposals to determine whether the Mandatory Criteria, as detailed in the RFP Specifications APPENDIX C – Part II, Table 7, have been met. The Mandatory Criteria 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 Criteria will be subject to the verification and clarification process set out in Section 2.2 of the RFP. Only Proponents who meet the Mandatory Criteria will move on to the next stage.

(c) Stage 3 – Rated Criteria Evaluation

CMHC will evaluate the Proposals Rated Criteria of this RFP also set out in APPENDIX C Part II, Table 8, by the scoring methodology described in 3.2 and 3.3 below.

(d) Stage 4 - Presentation Evaluation

Proposals who meet the Submission Requirements and Mandatory Criteria will be invited to make a Presentation during the period specified in the RFP Timetable. The purpose of the Presentation is to allow the qualified Proponents to address the major elements of their proposal and for the for the Evaluation Committee to obtain any required clarification of the Proponent’s proposal.

Presentations will be evaluated using the same Scoring Matrix Table in Section 3.2. The Presentation overall scoring will be weighted as shown in Section 3.2 Table 2. The Presentation Table in APPENDIX C – Part II, Table 9 sets out the point scores for the Presentation.

In advance of the Presentation, each Proponent invited to make a presentation will receive in writing an agenda for the Presentation. The Presentation is estimated to take 90 minutes.

(e) Stage 5 - Pricing Evaluation

The scoring of the submitted pricing shown in the Pricing Form will be evaluated for each qualified proposal by the scoring methodology described in this Section 3.2 Table 2.

Proponents must complete the Pricing Form attached as APPENDIX B.

3.2 SELECTION, RANKING AND AGREEMENT NEGOTIATIONS**(a) Scoring By The Evaluation Team**

The following scoring matrix has been developed to assist the Evaluation Committee in the scoring process of the Rated Criteria and Presentations detailed in APPENDIX C.

Individual Proponent scores will be reviewed and tabulated to reach a total points score multiplied by the percentage sub-weighting for each rated criteria and overall weighting of the rated criteria, the presentation and the pricing evaluation.

Table 1 – Scoring Matrix Table

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	Good

SCORE	EVALUATION CONCLUSION	DESCRIPTION
3-4	would not pose any significant risk to the Proponent's ability to satisfy the requirement. <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 was provided to assess the Proponent's ability to meet the criteria.	No Response

(b) Ranking Of Proponents

The proposals will be ranked as set out in Table 2 below.

Table 2 – Weighting of Proposal

RANKING DESCRIPTION		WEIGHTING(%)
1	Rated Criteria Rated Criteria will have sub-weightings assigned to each criteria. Please refer to APPENDIX C - RFP Specifications.	70%
2	Presentation	15%
3	Pricing	15%
	TOTAL	100%

Table 3 below illustrates an example where all three example proposals are responsive and the selection of the successful Proponent is determined by the combined ratio of Rated Criteria (70%), Presentation (15%) and Price (15%), respectively. The lowest evaluated price is \$45,000,000,00 from Proponent 1. The winning Proponent in the example is Proponent 3 due to the overall scoring that reflects their higher score based on rated criteria as opposed to price alone.

Table 3 – Example of Scoring Results

Note that these amounts are for demonstration purposes only and are in no way reflective of costs for this RFP.

	Proponent 1	Proponent 2	Proponent 3
Rated – 70%	$8/10 \times 70 = 56$	$5/10 \times 70 = 35$	$10/10 \times 70 = 70$
Presentation – 15%	$7/10 \times 15 = 10.5$	$6/10 \times 20 = 9$	$4/10 \times 15 = 6$
Example Price	\$45,000,000.00	\$55,000,000.00	\$60,000,000.00
Pricing Calculation 15%	$\$45M/\$45M \times 15 = 15$	$\$45M/\$55M \times 15 = 12.3$	$\$45M/\$60M \times 15 = 11.3$
Total Points	81.5	56.3	87.3

(c) Selection of Top-Ranked Proposal

The Proponent who receives the highest overall score will be selected to enter into negotiations for a Services Agreement.

3.4 SERVICE AGREEMENT NEGOTIATION PROCESS

Any negotiations will be subject to this Section and to the process rules contained in the Terms and Conditions of the RFP process. 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 the Services Agreement.

Any concluded Services Agreement will cover the Deliverables included in the Statement of Work. The terms and conditions listed in SCHEDULE A - Terms and Conditions Matrix will be negotiated into the final Services Agreement.

As a part of the negotiation process, CMHC may request supplementary information from the Proponent to verify or clarify the information provided in its proposal. CMHC may also request improved performance terms from the Proponent. If CMHC requests or requires information from a Proponent, the Proponent must provide the requested information within the time period specified by CMHC. If no time period is provided, the required information must be provided within two (2) Business Days of the request. If the Proponent is unable to provide the required information within the time period specified, it must provide notice to CMHC explaining why the information cannot be provided in the time period required and a proposed new time period for delivery, which CMHC is under no obligation to accept. Failure to provide the information within the time period specified by CMHC may lead to disqualification of the Proponent.

3.5 TIME PERIOD FOR NEGOTIATIONS

CMHC intends to conclude negotiations and finalize a Services Agreement with the top-ranked Proponent during the Services Agreement Negotiation Period, in accordance with the RFP Timetable timeframe outlined under Section 1.4 of this RFP. Proponents should therefore be prepared to: (i) satisfy the any pre-conditions of award listed in the RFP Specifications APPENDIX C and in the Submission Requirements APPENDIX A, (ii) provide requested information in a timely fashion, and (iii) conduct negotiations expeditiously. CMHC, in its discretion can extend the Service Agreement Negotiation Period (and any subsequent step) by providing notice in the manner specified in Section 1.4 of the RFP.

3.6 FAILURE TO ENTER INTO AN AGREEMENT

If any pre-conditions of award detailed in the RFP are not satisfied or if the parties cannot conclude negotiations and finalize an agreement for the Deliverables within the contemplated Service Agreement, then CMHC may, in its discretion, discontinue negotiations with the top-ranked Proponent ("Discontinuance") by communicating such Discontinuance in writing to the top-ranked Proponent and may invite the next best ranked Proponent to enter into negotiations. This process will continue until an agreement is finalized; there are no more Proponents remaining that are eligible for negotiations; or CMHC may, at its discretion, cancel the procurement.

3.7 EXECUTION OF THE SERVICE AGREEMENT

Upon successful conclusion of the negotiations and execution of a Services Agreement, the unsuccessful Proponents will be notified of the outcome of the negotiations and signing of the Services Agreement.

End of Part 3

APPENDIX A – SUBMISSION REQUIREMENTS FORM

Each proposal must include a Submission Requirements Form completed and signed by an authorized representative of the Proponent.

Table 4 Proponent Information Table

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.

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.	
Indigenous Certification	<input type="checkbox"/> Yes – Certified <input type="checkbox"/> No– agrees to be certified prior to awarding of any agreement resulting from this RFP.
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. Procurement Set Aside for Indigenous Business (PSIB)

For each procurement under the PSIB, Proponents will be required to provide with their proposal a certification stating that they meet the definition, and an undertaking that the business will continue to meet the definition throughout the life of any resulting agreement awarded, of an Indigenous business as defined in PSPC's Standard Acquisition Clauses and Conditions (SACC) Manual, Annex 9.4 Requirements for the Set-aside Program for Indigenous Business, which sets out the definitions of an "Indigenous business" and an "Indigenous person."

For further information and access to the Indigenous certification process, please refer to the following website:

https://canadabuys.canada.ca/en/how-procurement-works/policies-and-guidelines/supply-manual/chapter-9-annexes#_9-4

3. Indigenous Certification

The Proponent must, upon request by CMHC, provide all information and evidence supporting this certification. The Proponent must ensure that this evidence will be available for audit during normal business hours by a representative of CMHC, who may make copies and take extracts from the evidence. The Proponent must provide all reasonably required facilities for any audits.

By submitting a proposal, the Proponent certifies that the information submitted by the Proponent in response to the requirements of 2 and 3 is accurate and complete.

4. Submission of Financial Information

The Proponent must, upon request from CMHC, provide financial information to demonstrate financial viability and good standing with applicable authorities. Financial information may include for for-profit primary financial statements such as balance sheets, income statements, statements of cash flow, and statement of changes in equity. Non-profit entities use a similar but different set of financial statements.

5. 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.

6. 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.

7. Firm 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.

8. Addenda to RFP

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.

9. No Prohibited Conduct

The Proponent declares that it has not engaged in any conduct prohibited by this RFP as listed in Section 2.4 of the RFP.

10. 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 1.1 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:

11. 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.

12. 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, will potentially come into contact with sensitive information, including personal information protected by privacy legislation, related to their clients and therefore recognize that, at the request of CMHC, security screening may be necessary. Ordinarily, CMHC requires security screening to be performed as set forth in APPENDIX C. CMHC invites interested Proponents in submitting alternative security screening capable of attaining an equivalent level of security validation as Reliability status required by the Government of Canada.

13. Privacy and Security Control Questionnaire – Exhibit 1 to APPENDIX A.

The Privacy and Security Control Questionnaire must be completed and submitted with Proponents proposal.

14. Authorized Signature(s)

Proponent Representative

Witness

Signature:

Signature:

Name & Title:

Name & Title:

Date:

Date:

15. Indigenous Certification

I am an owner of _____, and an Indigenous person, as defined in Annex 9.4 of the SACC Manual entitled "Requirements for the Set-aside Program for Indigenous Business".

I certify that the above statement is true and consent to its verification upon request by Indigenous Services Canada.

Signature:

Name & Title:

Date:

**EXHIBIT 1 TO APPENDIX A
PRIVACY & SECURITY CONTROLS QUESTIONNAIRE**

	PRIVACY PRINCIPLE	PRIVACY / SECURITY CONTROLS	RESPONSE/CONFIRMATION OF EXISTING OR PROPOSED CONTROLS ***Please provide detailed responses identifying how you are currently meeting these controls or propose how you intend to incorporate them once you are operationalized.***
1	Accountability	<p>1.1 Designated Privacy team: 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. Demonstrate adherence to leading industry frameworks such as the <i>Personal Information Protection and Electronic Documents Act</i> (PIPEDA).</p> <p>1.2 Internal Oversight: Describe your internal processes for monitoring adherence to your privacy policies and procedures.</p> <p>1.3 Training & Awareness: Describe your privacy and security training and privacy awareness / upskilling programs for staff.</p> <p>1.4 Third-Party / Vendor Management: How do you oversee third-party / vendors or subcontractors for privacy adherence and ensure compliance to CMHC’s terms, agreements, and requirements?</p> <p>1.5 Communicate Changes: Is there a process for notifying CMHC if there are new or changed arrangements with third parties or sub-contractors accessing Personal Information?</p> <p>1.6 History of Sharing:</p>	

		How do you maintain a history of Personal information sharing – including dates and categories of information transferred, to whom and where it was transferred, and the purpose?	
		<p>1.7 Global Compliance:</p> <p>Do you adhere to other jurisdictional privacy laws (e.g., GDPR, CCPA)? Provide evidence or certifications of compliance.</p>	
2.	Identifying Purposes	<p>2.1 Purpose Determination & Documentation:</p> <p>Describe the processes and criteria your organization uses to determine and document the purposes for which personal information is collected, used, or disclosed.</p>	
3.	Consent	<p>3.1 Obtaining Consent:</p> <p>Describe how you obtain consent for the collection, use, or disclosure of personal information. Include processes for both implicit and explicit consents.</p>	
4.	Limiting Collection	<p>4.1 Data Minimization:</p> <p>Describe your measures to ensure that only the necessary personal information is collected.</p>	
5.	Limiting Use, Disclosure, and Retention:	<p>5.1 Use & Disclosure:</p> <p>How do you ensure personal information is only used or disclosed for the purposes initially intended?</p>	
		<p>5.2 Retention and Storage:</p> <p>Explain your retention policies, processes, schedule, and monitoring.</p>	
		<p>5.3 Secure Disposition:</p> <p>How do you securely return, dispose of, destroy or de-identify personal information that is no longer required?</p>	
6.	Accuracy	<p>6.1 Data Quality:</p> <p>Describe how you ensure the personal information you hold is accurate, complete, and up to date.</p>	
7.	Safeguards	<p>7.1 Security in Privacy Policies:</p>	

		<p>The organization’s privacy policies (including any relevant security policies), address the security of Personal Information.</p>	
		<p>7.2 Protection Measures:</p> <p>Describe the technical, physical, and administrative security measures protecting personal information. Please detail mechanisms such as:</p> <ul style="list-style-type: none"> - Biometrics - Firewalls & Intrusion detection systems - VPNs - Session time-out securities - Data encryption methods - Audit trails 	
		<p>7.3 Security Assessments:</p> <p>Explain how you meet security controls for up to and including Protected A or B as per Government of Canada standards, such as or equivalent to:</p> <ul style="list-style-type: none"> - ISO27001:2013 - ITSG-33 - SOC 1 Report - SOC 2 Report - CSEA 3416 - SSAE 18 <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>7.4 Logical Access to Personal Information:</p> <p>Explain how Logical access to Personal Information is restricted by procedures that address the following matters:</p> <ol style="list-style-type: none"> a) Authorizing and registering internal personnel and individuals; b) Identifying and authenticating internal personnel and individuals; c) Making changes and updating access profiles; d) Granting privileges and permissions for access to IT infrastructure components and Personal Information; 	

		<p>e) Preventing individuals from accessing anything other than their own personal or sensitive information;</p> <p>f) Limiting access to Personal Information to only authorized internal personnel based upon their assigned roles and responsibilities using techniques such as access management, de-identification;</p> <p>g) Distributing output only to authorized internal personnel;</p> <p>h) Restricting logical access to offline storage, backup data, systems, and media;</p> <p>i) Restricting access to system configurations, super user functionality, master passwords, powerful utilities, and security devices (for example, firewalls); and</p> <p>j) Preventing the introduction of viruses, malicious code, and unauthorized software.</p> <p>k) Preventing co-mingling of personal information collected from this initiative with that of other organizations.</p>	
		<p>7.5 Physical Access Controls:</p> <p>How physical access to Protected A or B information is restricted</p>	
		<p>7.6 Environmental Safeguards:</p> <p>Explain how personal information, in all forms, is protected against accidental Disclosure due to natural disasters and environmental hazards.</p>	
		<p>7.7 Incident Management:</p> <p>Does your organization have an incident management policy and process that includes defined processes for problem identification, risk mitigation, remediation, and timely notification to CMHC upon discovery?</p> <p>Have you had any data breaches (material breaches with a risk of harm and that were reported to TBS or OPC) in the past 24 months? If so, provide details on the incident and corrective measures taken.</p>	
		<p>7.8 Data Residency</p>	

		Do you have the infrastructure to store Personal Information collected as part of the CMHC initiative inside Canada? Protected Information must reside in Canada at all times.	
		<p>7.9 Testing Security Safeguards</p> <p>How do you test the effectiveness of the key administrative, technical, and physical safeguards protecting Personal Information are conducted periodically including a Threat and Risk assessment (TRA) Penetration testing, or similar security assessment.</p>	
8.	Openness	<p>8.1 Policy Availability:</p> <p>Can you ensure that information about your 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 CMHC, the public, internal personnel and third parties who require this information.</p>	
9.	Individual Access	<p>9.1 Access & Correction:</p> <p>Describe the process for individuals to access their personal information in your organization and correct inaccuracies.</p>	
10.	Challenging Compliance	<p>10.1 Complaints Process:</p> <p>Describe the process in place for individuals to challenge your organization's compliance with privacy principles.</p>	

APPENDIX B – PRICING FORM

1.0 Instructions on How to Complete Pricing Form

Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for HST, which should be itemized separately.

2.0 Pricing Information

Pricing 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.

3.0 How to determine pricing

The maximum funding range as well as the year-over-year amounts over the 7-year period have already been established by the Department of Finance in the Budget 2023 funding decision. The Proponent is expected to present a pricing model for the 7-year period of funding. The pricing model should clearly outline start-up costs as separate from ongoing operational costs, as well as estimates of funding disbursements to funding recipients for urban, rural and northern housing initiatives.

The Proponent must provide a response outlining the pricing of its proposed solution in a detailed manner, and consideration will be given to:

- (i) Level of detail;
- (ii) Reasonableness of costing for the scope of the proposed activities of the Centre; and
- (iii) Cost-effectiveness.

4.0 Pricing Table

For the provision of the Services and Deliverables described in the APPENDIX C – Statement of Work, Proponents will set out their fees (defined as Operational funding) as shown in the Table 5 below. This includes activities as listed in the Operational funding definition under Statement of Work 1.0 Definitions below.

Table 5 – Deliverables from The Statement of Work

No.	Annual Fee	Description of the Services and Deliverables	Fee \$CAD (Please itemize as required)
1	Year 1		
2	Year 2		
3	Year 3		
4	Year 4		
5	Year 5		

6	Year 6		
7	Year 7		
TOTAL			

5.0 Value-Added Services or Optional Deliverables

The National Centre may choose to utilize operational funding for:

- (i) Provision of training and education in the areas of construction, maintenance, portfolio management and others as per Statement of Work section 4.3.
- (ii) Coordination of Services/Resources
- (iii) Capacity Building and Research and Data Collection

Proponents are welcome to identify any other key activities they feel would advance the Centre's vision and objectives.

For other the value-added services or optional deliverables offered by the Proponent, the applicable fees (defined as Operational funding) should be set out in in Table 6 below - Optional Deliverables.

Table 6 – Optional Deliverables

No.	Annual Fee	Description of the Services and Deliverables	Fee \$CAD (Please itemize as required)
1	Year 1		
2	Year 2		
3	Year 3		
4	Year 4		
5	Year 5		
6	Year 6		
7	Year 7		
TOTAL			

APPENDIX C – RFP SPECIFICATIONS

PART I - STATEMENT OF WORK

1.0 DEFINITIONS

The following definitions are provided for terms specific to this RFP:

Urban, Rural, Remote, and Northern areas (“U.R.N.”) – defined as:

- (a) Urban centres having a population of at least 10,000 (Census Metropolitan Areas (CMAs) of 100,000 plus and Census Agglomerations (CAs) of 10,000 plus), excluding regions covered under the definition of the North;
- (b) Rural centres of less than 10,000 outside of CMAs, CAs, and the North;
- (c) Remote centre is any geographic area outside of CMAs, CAs, and the North with an additional locational distinction based on the federal Remoteness Index; and
- (d) The North consisting of the territories (Yukon, Northwest Territories and Nunavut) as well as Inuit Nunangat – the four Inuit Treaty Organization regions (Nunavik, Nunatsiavut, Inuvialuit, and Nunavut).

Urban, Rural, Remote and Northern Areas Indigenous Housing Fund, the (“Fund”) – established under the Strategy, providing funding/assistance to U.R.N. Indigenous organizations, housing and service providers, and their partners (“Recipients”) for eligible activities that reduce the core housing need gap and sustain improved housing outcomes for Indigenous Peoples.

Urban, Rural, and Northern Areas Indigenous Housing Strategy, the (“Strategy”) – The Strategy is an Indigenous led approach that will involve the establishment of a National Indigenous Housing Centre and direct funding to rights-based partners with the ultimate goal of reducing core housing need between Indigenous and non-Indigenous people living in U.R.N. areas. This goal will be achieved through the implementation of the Strategy Framework.

U.R.N. Indigenous Housing Strategy Framework, the (“Framework”) – based on what we heard through engagement with Indigenous partners (as detailed in 3.3 Background), the Strategy Framework outlines the scope, vision, objectives, target recipients, and key activities to be undertaken as part of the overall objective of reducing core housing need and supporting sustained housing outcomes for Indigenous Peoples living in U.R.N. areas. This Framework can be seen as the basis for activities and recipients that may be funded under the Strategy.

National Indigenous Housing Centre, the (“Centre”) – refers to the incorporated entity to be established and through this RFP that will provide URN Indigenous Housing Funds to identified Recipients for activities that align with the U.R.N Strategic Framework.

Operational Funding – Type and nature of operating expenditures to build and formalize the governance, management, and operational structures of the National Centre, including, but not limited to, operating costs related to:

- (a) salaries and benefits
- (b) professional fees
- (c) facilities
- (d) equipment and supplies
- (e) communications
- (f) travel
- (g) meetings

- (h) legal fees
- (i) administration costs

Program Funding – federal funding under the U.R.N. Strategy that flows to Rights based holders and the National Centre to provide to recipients for eligible activities. For the purposes of this RFP Program funding will refer only to funding flowing the National Centre.

The Centre will receive between \$2.5B to \$3B of the U.R.N. strategy funding with most of this allocated to Program funding for eligible recipients. Any applicable Operating funding for the Centre is separate to the Program funding and forms the basis of the pricing proposal APPENDIX B submitted by the Proponent. Please note that the Operating funding will be deducted from the above-mentioned amounts.

Proponent Eligibility –

(1) To be eligible to enter into an agreement with CMHC subsequent to this RFP, the winning Proponent (or lead Proponent on a team) must:

- (a) Provide proof of Indigenous certification in good standing by time of contract execution from any of the following entities:
- (b) Canadian Council for Aboriginal Business (CCAB);
- (c) Canadian Aboriginal and Minority Supplier Council (CAMSAC);
- (d) Government of Canada’s Procurement Set Aside Program for Indigenous Business.

OR

(2) Be listed on the Indigenous Business Directory (IBD) at the time of Contract execution. In order to be listed on the IBD, a business must be at least 51% owned and controlled by Indigenous peoples. An Indigenous business can be:

- (a) a band as defined by the Indian Act
- (b) a sole proprietorship
- (c) or a limited company
- (d) a co-operative
- (e) a partnership
- (f) a not-for-profit organization in which Indigenous persons have at least 51% ownership and control
- (g) or a joint venture consisting of 2 or more Indigenous businesses or an Indigenous business and a non-Indigenous business, provided that the Indigenous business or businesses have at least 51% ownership and control of the joint venture.

AND

(3) Provide proof of the following documents:

Proof of Aboriginal heritage of owner(s), acceptable documents include:

- (a) Indian Status Card or valid identification provided by the following:
 - Métis National Council Governing Membership
 - Inuit Beneficiary Card
 - Congress of Aboriginal Peoples (CAP) Affiliate Membership
 - Northwest Territories Land Claim Settlement Beneficiaries
 - Confirmed Alberta Métis Settlement Members
 - Northwest Territory Métis Nation Membership
- Membership in a historic Métis community recognized as independent and rights-bearing by a provincial or Canadian federal government.

(4) Proof of ownership and control documents listed (based on the Ownership Structure Type)

Recipients – refers to Indigenous housing and service providers, Indigenous governments and partners and any other eligible entities that receive U.R.N. Funding from the Centre to undertake Centre-approved activities aligning with the objectives of the Strategy Framework. Funding is intended to primarily support First Nations Peoples living off reserve; Inuit beneficiaries living outside of Inuit Nunangat; Métis citizens living in urban, rural, and northern areas; Modern Treaties or Self-Government Agreement holders for citizens living outside of their community; and, Métis, Inuit and Non-Status Indian who self-identify and are not covered by existing distinctions-based funding and Métis and Non-Status “Indians”/ First Nations organizations advocating for a direct role in delivering housing.

For the north, flexibilities will be afforded to support activities in Inuit Nunangat that are not duplicative of the existing Inuit Housing Strategy. Eligible activities include those that narrow the core housing need gap between U.R.N. Indigenous and non-Indigenous peoples as well as sustain housing outcomes achieved.

Indigenous Housing Providers – refers to Indigenous led organizations or those serving populations that are greater than 50% Indigenous, that own, lease, manage or develop housing.

Indigenous Service Providers – refers to Indigenous led organizations or those serving populations that are greater than 50% Indigenous, that develop, deliver, and administer affordable and social housing as well as other housing-related social service programs.

Indigenous governments – any Indigenous government or representative organization applying to undertake activities for their members, citizens, and beneficiaries in U.R.N. areas.

Partners – Third party entities/organizations, businesses etc. identified and endorsed by Indigenous housing and service providers that have capacity and mechanism to undertake the activity to support the Centre. Examples may include (but are not limited to) regional, municipal, territorial, or provincial governments, for profit organizations with specific expertise in the housing sphere e.g., construction, finance, portfolio management, etc.

Core Housing Need – Core Housing Need refers to whether a private household's housing falls below at least one of the indicator thresholds for housing **adequacy, affordability, or suitability**, and would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds). Approximately 12.2% of Indigenous households in U.R.N. areas are in core housing need versus 9.6% for non-Indigenous households. This gap varies significantly across Indigenous identities and geography. (statcan.gc.ca)

Adequacy – need for major repairs such as defective plumbing, electrical wiring, or structure repairs.

Suitability – often referred to as crowding, based on the availability of enough bedrooms according to the National Occupancy Standard (NOS).

Affordability – proportion of total household income spent on shelter costs.

Sustained housing outcomes – improved housing outcomes (reduction in core housing need, improved housing conditions, advancement along the housing continuum to more stable, long term, affordable housing, etc.) are sustained through a range of activities such as coordination of wrap-around services, enhanced coordination among agencies, governments, and private sector, capacity development on aspects of housing and portfolio management and research and data collection.

Wrap around services (ancillary housing services) – services designed to provide comprehensive supports and resources to address challenges that interfere with long-term housing stability including but not

limited to mental health and addiction supports, financial and social assistance, disability supports, seniors and childcare supports, psychosocial education, employment services, transition services and legal aid. *Note: while the Strategy Framework highlights the need for wrap around services to ensure sustained housing outcomes, U.R.N. **program** funding can only be used to support partnerships and coordination of existing wrap around (ancillary housing) services as opposed to funding these services directly. Other federal, provincial, territorial, regional, and municipal programs are available to support this.*

2.0 PURPOSE

The goal of this Request for Proposal (RFP) is for CMHC to establish a contractual arrangement with an Indigenous led organization to:

- (a) Develop, implement, and operate a National Indigenous Housing Centre (“Centre”)
- (b) Develop an approach, methodology, and criteria for identifying and prioritizing U.R.N. activities for program funding.
- (c) Administer the program funding under the Urban, Rural, and Northern (“U.R.N.”) Strategy (“Strategy”).
- (d) Contribute to the achievement of outcomes relating to the Strategy Framework through the activities of the Centre.
- (e) Report on these activities and outcomes on an annual basis.

It is understood at this time that the overall vision for the National Indigenous Housing Centre’s structure, governance, partnerships, and other activities beyond the administration of U.R.N. Funds and reporting is to be developed and proposed by RFP Proponents. As such there is no one concept on how the Centre is to structurally look, operate, develop a mandate, collaborate with partners, choose funding recipients, disburse funding, or provide additional services.

3.0 BACKGROUND

3.1 Core Housing Need for U.R.N. Indigenous Peoples:

U.R.N. Indigenous Core Housing Need ranges from 13% in urban centres, to 10% in rural areas, to 17% in the north outside of Inuit Nunangat (41% inside). First Nation, Métis, and Inuit Peoples in Core Housing Need that are not covered by a distinction-based housing strategy represent 40%, 8% and 1% respectively, self-identified Indigenous Peoples not affiliated with the above represent 51%. Core Housing Need for Indigenous Peoples is exacerbated by the national housing and homelessness crisis and by inadequacies in distinctions-based funding. This contributes to Indigenous Peoples leaving or unable to return to their communities due to inadequate or unavailable housing.

3.2 U.R.N. Strategy and National Indigenous Housing Centre:

In response to calls to address the housing needs of Indigenous Peoples living in U.R.N. areas, the Government of Canada has mandated CMHC to create a National Indigenous Housing Centre and co-develop with Indigenous partners an U.R.N. Indigenous Housing Strategy. Budget 2023 proposed an additional \$4 billion over 7 years starting in 2024-25 for the implementation of the broader Strategy. The creation of a National Indigenous Housing Centre, through this RFP, is a key deliverable of this Strategy.

The co-development of a U.R.N. Indigenous housing strategy as well as the creation of a national Indigenous Housing Centre is additional to other government initiatives including funding initiatives to address immediate, urgent, and unmet housing needs of Indigenous Peoples in U.R.N. areas.

3.3 Engagement with Indigenous Partners:

Through a series of cross-country engagements, Indigenous partners identified short- and long-term key U.R.N. housing priorities including:

- (a) **Reducing core housing need** through improved affordability, repairs and reduced overcrowding;
- (b) **Ensuring improved housing outcomes** are sustained through coordination of housing services and programs that would support Indigenous Peoples as they move along the housing continuum, support capacity development and research and data collection;
- (c) **Supporting those in greatest need** – including youth aging out of care, unhoused/homeless, students, elders, and particularly women, girls and 2SLGBTQI+ people;
- (d) **Promoting equitable funding allocation** or program supports in a way that recognizes and accounts for regional disparities; and
- (e) **Ensuring there is access to culturally appropriate housing for Indigenous Peoples across the housing continuum.**

3.4 Strategy Framework:

Based on this engagement and reflecting what we heard from participants who shared their vision for a U.R.N Strategy, CMHC has developed a Strategy Framework which outlines the key housing priorities, strategic objectives, and activities to achieve these outcomes in U.R.N. areas. (Exhibit 1 to APPENDIX C) F). Recognizing that Indigenous Partners have their own unique identified needs and priorities and are best placed to address them, this Framework should be used as a basis for the National Indigenous Centre's mandate, funding administration, and organizational set-up.

4.0 SCOPE OF WORK

In addressing the purpose of this RFP (Section 2.0) the Centre will be responsible for the following:

4.1 Development of organizational structure, governance, and mandate:

The Centre is expected to develop and finalize an organizational structure and governance model that provides for adequate representation across:

- (a) All geographic regions of Canada
- (b) All Indigenous identities
- (c) Demographic populations – Indigenous Women, 2SLGBTQI+ people, unhoused/homeless, youth, students, elders, etc.
- (d) Urban, rural, remote, and northern population centres

The Centre is expected to develop and share the organizational mandate, vision, and strategic activities that reflect the Strategic Framework.

4.2 Administration of U.R.N. Program Funding:

The Centre is expected to administer and deliver U.R.N. program funding to Recipients across the country that will assist them in narrowing the gap in housing need between Indigenous and non-Indigenous people living in U.R.N. areas while increasing their capacity to address the Strategic Actions outlined in the U.R.N. Strategy Framework (Exhibit 1 to APPENDIX C).

Region - The Centre is expected to consider how U.R.N. funding may be allocated to urban centres, rural and remote centres across the south, as well as the North including centres in the Territories. Where needed, the CMHC data team can provide analysis based on Census 2021 data that showcase housing need for the regions by housing affordability, suitability and adequacy need as well as by Indigenous identity.

Northern consideration – given the unique needs of the north the Centre is expected to ensure that at least 12% of Program funding is made available to recipients for projects that support the north.

Greatest Need - The Centre is also expected to consider addressing the housing needs of those in greatest need. As identified in the Strategy Framework (Exhibit 1 to APPENDIX C) Indigenous engagement respondents highlighted the needs of those most vulnerable including Indigenous Women, 2SLGBTQI+ people, unhoused/homeless, youth, students, elders, etc.

4.3 Eligible Activities under Program and Operational Funding:

Recognizing the goal of the U.R.N. Strategy Framework is to reduce core housing need it is expected that the majority of program funding will be spent on projects that narrow the housing gap. The Centre is expected to flow funding to eligible activities that would see Indigenous housing and service providers :

- (i) Increase their capacity to support U.R.N. Indigenous Peoples through development of new or expansion of successful existing housing programs;
- (ii) Build/acquire/convert housing and land for the purposes of shelters and affordable housing across the spectrum for those in greatest need;
- (iii) Repair, operate and maintain housing units and particularly preserve existing social housing stock; and
- (iv) Develop new or augment existing housing affordability support tools – including but not limited to rent supplements, rental subsidies, or allowances.

Funding is available for activities associated with new or enhanced housing related projects, including building purchase, new construction, repairs, and renovations.

Housing, new construction: Planning, design, construction and acquisition of new housing units. Housing units include single units, multi-units, mobile homes, as well as special needs housing such as homes for the elderly, group homes, and homes for people who require assisted living but not medical care and housing and land for the purposes of shelters and affordable housing across the spectrum for those in greatest need;

Housing, repairs: Repairs of existing housing units and particularly existing social housing stock. The types of housing units covered are described under the Housing, new construction.

Housing, renovations: Renovations of existing housing units. The types of housing units covered are described under the Housing, new construction.

Funding can also be used to support capacity of U.R.N. Indigenous housing and service organizations through development, augmentation and/or provision of education and training supports in the areas of:

- (a) Construction, operations, and maintenance;
- (b) Housing portfolio management and administration; and
- (c) Housing-related program development, service delivery and research which could include financial literacy, home buying guidance, tenancy rights;
- (d) Training for community housing inspectors, and life-skills training for residents related to housing for residents; and
- (e) Supporting research and data development and collection to identify housing and service delivery gaps and inform progress on addressing this through U.R.N. funding.

A maximum of 15% of program funding can go to support the coordination of wrap-around (ancillary housing) services, and enhanced coordination among agencies, governments, and the private sector that help sustain positive housing outcomes for Indigenous Peoples along the housing continuum.

Additionally, the National Centre may choose to utilize operational funding for:

- (a) Provision of training and education
- (b) Coordination of Services/Resources
- (c) Capacity Building and Research and Data development and collection

Proponents are welcome to identify any other key activities they feel would advance the Centre's vision and objectives.

*Note: U.R.N. **program** funding can only be used to support partnerships and coordination of existing wrap around (ancillary housing) services as opposed to funding these services directly. Other federal, provincial, territorial, regional, and municipal programs are available to support this.*

4.4 Ineligible Activities

Ineligible expenditure includes:

- (i) stipends for attendance in training, conferences/workshops
- (ii) compensation for the recipient's board member's time in the administration of, or participation in, an initiative
- (iii) compensation for an individual's administration of, or participation in, an initiative where they are already receiving compensation (salary, honoraria or per diem) for the same period of time
- (iv) international travel
- (v) contingency/miscellaneous fees
- (vi) deficit recovery
- (vii) purchase of capital assets with a market value in excess of \$5,000
- (viii) purchase of automobiles, land, or buildings

4.5 Responsiveness:

The Centre is to be responsive to changing business requirements, and funding allocations and to provide cost-effective services. It is anticipated that the Strategy Framework may change over time to better reflect Indigenous needs and priorities and the Centre will show flexibility in responding to these.

4.6 Access to the Centre:

The Centre provide access points in the delivery model; for example, web, call centre, walk-in centre. CMHC is flexible as to the model, however the Centre must, at a minimum, be able to clearly demonstrate the ability to serve clients across Canada through a web-based entry point and have the ability to address the needs of those that will not have access to web services, such as in rural, remote, and northern communities.

4.7 Official Language

The Centre will conduct activities in accordance with the Official Languages Act and its Regulations. Information materials and communications are to be made available to clients in their choice either English or French.

5. ACTIVITIES AND DELIVERABLES:

It is recognized that there are potentially a range of ways for Proponents to design a Center such that it can meet the priorities and delivery requirements outlined within this RFP. The following describes the Proponent activities and deliverables, irrespective of the Centre's structure:

- (a) Vision, mandate, scope
- (b) organizational structure, governance, core functions, representation
- (c) organizational set up and service delivery
- (d) program funding allocation and methodology
- (e) partnerships and stakeholder engagement
- (f) accountability, performance measurement framework and reporting

5.1. Vision, mandate, scope

- (a) Development of a Vision and mandate for the National Centre
- (b) Development of proposed scope of activities undertaken by the Centre through Operational funding

5.2 Organizational structure, governance and representation design and initial set-up:

- (a) Development/confirmation of organizational structure, governance model, core functions, member representation, and mandate.

5.3 Organizational set-up and service delivery:

Development and finalization of operating plan for the Centre.

- (a) Proposed annual operating budget and financial plan.
- (b) Annual work plan.
- (c) Human Resources plan – staff complement, wages, etc.
- (d) IT Plan to ensure privacy compliance and security.
- (e) Risk management plan.
- (f) Development of an outreach and communications plan.
- (g) Development of a Partnership and Stakeholder engagement plan as needed.
- (h) Development and implementation of web site reflecting U.R.N. Indigenous Housing Strategy branding.
- (i) Initial data collection / system set-up.
- (j) System set-up finalized and implemented.
- (k) Security safeguards implemented.
- (l) Development of an inventory of existing sector housing and wraparound services.
- (m) Identify gaps in the sector relating to housing and service provision.
- (n) Development of plan to address sector gaps.
- (o) Confirm/establish partnership arrangements.
- (p) Ensure accessibility considerations are taken into account – for both onsite physical structure and all communications and related materials.

5.4 Program funding allocation and methodology:

- (a) Development of a process for determining how program funds will be disbursed to Recipients (including eligibility criteria and terms and conditions for funding) to ensure broad inclusion as per Section 4.2 and 4.3.
- (b) Execution of funding agreements.
- (c) Administration and disbursement of program funding including review of client invoices.

- (d) Funding announcements.
- (e) Tracking of contribution budgets.

5.5 Partnership and Stakeholder Engagement:

Proponents are encouraged to outline their objectives for partnership development with Indigenous organizations and governments; private sector; and other levels of government (federal, provincial, territorial, regional, and municipal) that may, for example:

- (a) Leverage, without duplicating, funding, programming, and other existing housing and service delivery supports;
- (b) Improve coordination amongst service delivery agencies including the development of Navigator roles; and
- (c) Increase collaboration/relationship building amongst Indigenous organizations and governments that serve to strengthen Indigenous led approaches to housing and advance Indigenous rights under the United Nations Declaration Act (UNDA).

6.0 REPORTING REQUIREMENTS

The following is an outline of reporting requirements for the performance and service standards. Detailed reporting requirements will be finalized with the successful Proponent during negotiations of the Services Agreement resulting from this RFP.

6.1 U.R.N. Indigenous Housing Strategy Objectives:

- (a) To narrow the core housing need gap between Indigenous and non-Indigenous households in urban, rural, and northern areas.
- (b) Sustain positive housing outcomes by supporting the coordination of existing wrap around-supports.

These objectives will be supported by:

- (a) Ensuring there is access to housing for Indigenous Peoples across the housing continuum;
- (e) Providing funding and supports for those in greatest need including – Indigenous Women, 2SLGBTQI+ people, unhoused/homeless, youth, students, elders, etc.;
- (b) Promoting funding allocation or program supports in an equitable way that recognizes and accounts for regional disparities; and,
- (c) Recognizing that Indigenous partners have their own unique identified needs and priorities and are best placed to address them.

6.2 Service Standards:

- (a) Service standards will be developed jointly by CMHC and the successful Proponent for key activities of the Centre such as, but not limited, to the following:
- (b) Vetting and monitoring of accuracy of application information.
- (c) Determination of advances including review activities invoiced.
- (d) Turnaround time for reporting and taking action on occurrence of material risk incidences to CMHC
- (e) Turnaround time for file retrievals. All client files must be maintained in paper form with signed contribution applications, agreements, etc. The Proponent shall be the custodian of all paper records.
- (f) Turnaround time for client requests
- (g) Data retention in accordance with CRA rules (7 years) and audit purposes.

6.3 Quarterly Reporting

The Centre will provide quarterly reporting each year, beginning when the first projects are approved and receive funding commitments; the reporting will cover the quarterly periods up to March 31st, June 30th, September 30th and December 31st, and is due on the 15th of the following month.

Reporting will consist of quantitative measures reported against performance indicators outlined in the Centre's service agreement, as well as a narrative to describe progress toward Strategy objectives and priorities that contribute to narrowing the gap in core housing need between Indigenous and non-Indigenous households in U.R.N. areas and sustaining positive housing outcomes.

Metrics will include output indicators relating to the activities funded by the Centre and related outcome indicators to measure achievement of U.R.N. Strategy strategic actions outlined in the Strategy Framework (Exhibit 1 to APPENDIX C – Statement of Work).

For the purpose of reporting on achievement of outcomes and to inform future policy design, the following information, at a minimum, will be reported at the project level:

- (a) Funding amount requested, approved, and disbursed
- (b) Project status
- (c) Project type
- (d) Proponent type
- (e) Indigenous identity of the target population
- (f) Project address
- (g) Indigenous identity of the Proponent organization
- (h) Vulnerable population groups targeted
- (i) Proponent and third-party funding details by use, type, and source
- (j) For new construction and repair projects: project type, housing type, number of units, number of units with affordability commitments, average rent for affordable and market units, number of accessible units, construction costs
- (k) For subsidy projects/programs: number of units subsidized, average monthly subsidy (\$ and % of rent), subsidy determination mechanism (e.g., RGI, cost based), agreement start date, agreement end date
- (l) For direct-to-household rent supplement: number of households provided with supplements, average gross income of households provided with supplements, duration of supplement (months), average monthly supplement amount (\$)
- (m) For housing-related supports: number of households provided with supports, average support amount (\$)
- (n) For homebuyer support: number of households in need assisted in buying a home, average amount of assistance (\$ and % of sale price)
- (o) For coordination of housing-related services: number of individuals who accessed coordination services, by support type
- (p) For research and data projects: topic
- (q) For capacity development projects (training): subject, number of attendees

The Centre is also requested to track contact information of applicants for use in evaluations.

These indicators may be modified jointly by CMHC, and the Centre, and additional performance metrics may be developed and included in the detailed reporting requirements.

CMHC will use this information to report publicly on targets and indicators for the U.R.N. Indigenous Housing Strategy and related horizontal reporting frameworks, as applicable.

The Service Provider's performance will be measured against service standards (e.g., % of applications processed within established timelines; % of funds disbursed within established timelines) that will be established in the agreement between CMHC and the successful Proponent.

6.4 Annual Reporting

The Centre will provide a budget for the upcoming fiscal year on an annual basis.

The Centre will provide an annual report for each fiscal year ending March 31. The annual report may include, but is not limited to:

- (a) Annual Audited Statement of Disbursements
- (b) Activity & results reporting (by region, urban, rural and northern and remote)
- (c) Program Activity Effectiveness
- (d) Client Feedback – Feedback and complaints received from clients, the public and elected officials and how those complaints were resolved.
- (e) Partnership activities, e.g.,
- (f) Funding leveraged from other sources (incl. amount, type, and use)
- (g) Other activities to improve coordination amongst service delivery agencies and outcomes of these activities.
- (h) Ability to receive and respond to client inquiries.

6.5 Ad Hoc Reporting

The Centre will be required to participate in audit(s) and evaluations of U.R.N. Indigenous Housing Strategy performance, including the performance and operations of the Centre.

EXHIBIT 1 TO APPENDIX C - U.R.N. INDIGENOUS HOUSING STRATEGY FRAMEWORK

This Annex outlines the Urban, Rural, and Northern Indigenous Housing Strategy Framework (the “Strategy Framework”) that was developed by the Government of Canada that reflects what was heard through engagement with Indigenous Partners and builds on previous recommendations, reports and strategies on U.R.N. Indigenous Housing (Annex C) including: PBO (2021), AHMA (2022), Pauktuutit (2021), NWAC (2018), CAP (2020), MMIWG (2019), LFMO (2021), CHRA (2019), and HUMA (2021).

It is acknowledged that the current Strategy Framework represents the government's attempt in developing a U.R.N. Strategy. However, in the spirit of reconciliation and self-determination, the Strategy will ultimately be directed and managed by Indigenous partners who will identify priorities and evolve the Strategy to continue to respond to changing needs. This commitment is reflected in Strategic Action #15.

1.0 VISION

Indigenous Peoples in Canada living in urban, rural, and northern areas have an affordable, adequate, culturally supportive, and safe place to call home.

2.0 OBJECTIVES

The two main objectives of the U.R.N. Indigenous Housing Strategy are:

- (a) Narrow the core housing need gap between Indigenous and non-Indigenous households in urban, rural, and northern areas.
- (b) Ensure improved housing outcomes are sustained through the provision of wrap around service and supports.

These objectives will be supported by:

- (a) Ensure there is access to housing for Indigenous Peoples across the housing continuum.
- (b) Provide funding and supports for those in greatest need specifically women, girls and 2SLGBTQI+ people.
- (c) Promote funding allocation or program supports in an equitable way that recognizes and accounts for regional disparities.
- (d) Recognize that Indigenous Partners have their own unique identified needs and priorities and are best placed to address them.

3.0 GUIDING PRINCIPLES

Recognition and implementation of human rights, as outlined in the UNDRIP, which includes the rights to housing, self-determination, responsibility, and mobility of rights. This means the right to safe, secure and affordable housing must be respected wherever individuals or families reside.

- (a) Housing as the foundation for everything.
- (b) Housing in the spirit of reconciliation.
- (c) Fair, inclusive, equitable, reactive, proactive, and flexible.
- (d) Strong relationships, respect, and co-development.
- (e) Focused on affordable and adequate housing that takes a wholistic approach including culture, family space and aging in place.
- (f) Focused on safety, protection, and advocacy that utilizes a gender-based lens.

4.0 INTENDED RECIPIENTS

The Strategy is intended to support Indigenous Peoples living in urban, rural and northern areas which include:

- (a) First Nations Peoples living reserve, ;
- (b) Inuit beneficiaries living outside of Inuit Nunangat;
- (c) Métis citizens living in urban, rural, and northern areas;
- (d) Modern Treaties or Self-Government Agreement holders for citizens living outside of their community; and,
- (e) Métis, Inuit and Non-Status Indian who self-identify and are not covered by existing distinctions-based funding and Métis and Non-Status “Indians”/ First Nations organizations advocating for a direct role in delivering housing.

The Strategy also includes the North, noting situations where funding may be allocated to service hubs in the North to support individuals who have left their home communities to access key services (e.g., healthcare, education, justice, etc.) or to address gaps in distinctions-based and other housing strategies as determined by Rights Holders.

STRATEGIC PRIORITIES	
FUNDING AND STRUCTURE	
STRATEGIC ACTION #1: Support the Establishment of an Indigenous Housing Centre	
<i>Establish a National Indigenous Housing Centre through an open and transparent process</i>	
<p>What We Heard:</p> <ul style="list-style-type: none"> • Responding to Parliamentary Committee findings, longstanding calls from Indigenous housing providers, and reaffirming commitment to advance Indigenous rights, the 2021 mandate letter of the Minister of Housing and Diversity and Inclusion committed to co-develop and create a National Centre with Indigenous partners. 	<p>Considerations:</p> <ul style="list-style-type: none"> • The National Centre structure will be determined by those responding to the selection process, e.g., it may be one centre or a federation of existing organizations with an oversight body or some other entity. The overall mandate will focus on those in greatest need and reducing core housing need. • Initially, the federal government will play a liaison and reporting role for the National Centre while ensuring due diligence over the U.R.N. funding through appropriate reporting and monitoring mechanisms. • The National Centre’s mandate will initially be to act as a funding body to U.R.N. activities though this may expand based on responses to the selection process or evolve over time
STRATEGIC ACTION #2: Support the National Center with Funding	
<i>Through a National Centre provide U.R.N. funding to U.R.N. housing and service providers and organizations.</i>	
<p>What We Heard:</p> <ul style="list-style-type: none"> • Indigenous partners have requested that funding be: • multi-year • for longer-term housing plans and not just one-time projects; 	<p>Considerations:</p> <ul style="list-style-type: none"> • The National Centre will determine the best approach to providing funding to U.R.N. organizations – this may be on a project basis through an application process or another form of negotiated agreement.

<ul style="list-style-type: none"> indexed to follow inflation; follow a multi-year approach; more flexible and allows for carry-forward of funding; and based on population and needs – not application based. 	
STRATEGIC ACTION #3: Support Rights Holders with Funding	
<i>Through a National Centre, or via individual agreements with the Government of Canada, provide U.R.N. funding to Rights Holders for their members, citizens, and beneficiaries.</i>	
<p>What We Heard:</p> <ul style="list-style-type: none"> First Nation, Inuit, and Métis partners have requested consistent long-term funding based on identified notional allocations that use existing distinctions-based funding mechanisms. First Nation, Inuit, and Métis partners will determine their individual priority areas for funding through their own governance process and complement their existing distinctions-based housing strategies. 	<p>Considerations:</p> <ul style="list-style-type: none"> Capacity of individual rights bearing groups may vary, and funding will need to meet partners where they are at. First Nation, Inuit, and Métis partners have cited jurisdictional authority over members in U.R.N. areas.
STRATEGIC ACTION #4: Ensure Equitable Distribution for Urban, Rural, Remote and Northern Regions	
Allocate funding to urban, rural, and northern centres in greatest need.	
<p>What We Heard:</p> <ul style="list-style-type: none"> U.R.N. areas each have unique challenges and specific solutions given different regional contexts. Funding should be regionally based and community driven. The process for funding allocations should consider regional disparities and be flexible and based on both need and population. 	<p>Considerations:</p> <ul style="list-style-type: none"> Census 2021 data can be used to determine the respective areas across the country in greatest core housing need. This can be delineated by Indigenous identity and housing standard to ensure appropriate supports are provided. Funding may be allocated to service hubs in (MTSG) areas to support individuals who have left their home communities to access key services, or to address gaps in distinctions-based and other housing strategies as determined by Rights Holders
STRATEGIC ACTION #5: Ensure Equitable Distribution for Vulnerable Populations	
Allocate funding to housing and service support for vulnerable populations in greatest need.	
<p>What We Heard:</p> <ul style="list-style-type: none"> Common across engagements was a focus on those in greatest need, and vulnerable populations. ITK outlined the need to strengthen existing commitments and calls to action to meet the 	<p>Considerations:</p> <ul style="list-style-type: none"> Vulnerable populations cited across engagements include youth (especially those in care or aging out of care), Elders, women and girls (especially those escaping violence and human trafficking), non-binary and

<p>needs of the most vulnerable Inuit including Inuit women, girls, children, gender-diverse, Elders, and Inuit with mental health or physical health issues.</p> <ul style="list-style-type: none"> • Indigenous women's organizations outlined that Indigenous women require specialized supports such as shelters and emergency access to safe spaces and immediate supports to prevent exploitation, violence, sex trafficking, and the occurrence of MMIWG. 	<p>gender-diverse, 2SLGBTQI+ people, persons with disabilities, unhoused/homeless people, persons needing medical care.</p> <ul style="list-style-type: none"> • Intersectionality is important as those in the most need can fall into multiple categories.
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NARROWING THE HOUSING GAP

STRATEGIC ACTION #6: Increased Affordability

Improve affordability for U.R.N. Indigenous Peoples through the development of finance tools, rent subsidies, rent to own programs and grants across the housing continuum.

<p>What We Heard:</p> <ul style="list-style-type: none"> • A comprehensive suite of affordable housing options should be a top priority. • More affordable housing is needed for all incomes and ages to eliminate forced migration and foster continuity and healing. • Long wait lists and high rental costs shut people out of housing, put people at risk 	<p>Considerations:</p> <ul style="list-style-type: none"> • Ongoing funding for programs such as rent supplements or allowances and operations and maintenance versus capital costs for construction/acquisitions. • Opportunity to expand successful existing programs. The MNC (First Time Home Buyers Program), MMF (First Time Home Purchase Program (FTHPP) and Home Enhancement • Loan Programs (HELP)). The Ontario Federation of Indigenous Friendship Centres' (OFIFC) Urban Indigenous Homeward Bound Program and Reaching Home are already offered through select Friendship Centres. • Expansion of existing programs hindered without long-term funding. • Federal programs such as the RCFI and the new Co-op Housing program could also be leveraged.
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STRATEGIC ACTION #7: Increased Suitability

Increase affordable, sustainable, and appropriate housing supply across the continuum.

<p>What We Heard:</p> <ul style="list-style-type: none"> • Creation of new supply of housing across the continuum including transitional, supportive, shelters, deeply affordable housing, affordable housing, affordable home ownership. Main focus was on housing for those in greatest need. • New supply should be climate resilient, safe, and culturally supportive, and should 	<p>Considerations:</p> <ul style="list-style-type: none"> • Regional disparities, particularly in the North given high costs of rent and construction, the short construction season, and capacity of skilled labour. • Streamlined development and building processes that allow construction to begin quickly are needed. • Need to secure more land to better address housing needs.
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<p>meet the diverse needs of several groups (i.e., not just for individuals or large families).</p> <ul style="list-style-type: none"> BC FNHC noted a process for First Nations to acquire land off-reserve is needed. 	<ul style="list-style-type: none"> Community Land Trusts could be a solution to acquire more land. Land must be secured before getting construction proposals approved. CMHC could approve partial funding for land acquisition and land development, then the rest can follow.
<p>STRATEGIC ACTION #8: Increased Adequacy</p>	
<p><i>Ensure the existing housing stock is preserved, maintained, and improved.</i></p>	
<p>What We Heard:</p> <ul style="list-style-type: none"> Accelerated building deterioration linked to higher occupancy rates (overcrowding). Overcrowding and inadequate housing can exacerbate existing health issues and contribute to the development of new ones, particularly in the context of the Arctic climate. Need for proper ventilation, insulation for heating and cooling, clean water, and reliable construction. 	<p>Considerations:</p> <ul style="list-style-type: none"> Repair programs and capacity development needed. Linkages can be made with existing programs and training. Climate resiliency and energy efficiency need to be integrated and may be supported through existing federal and provincial programs. Seek options to preserve existing social housing stock – protect against for-profit redevelopment.
<p>SUSTAINED HOUSING OUTCOMES</p>	
<p>STRATEGIC ACTION #9: Housing Adjacent Supports and Services</p>	
<p><i>Increase provision of holistic, culturally supportive, wraparound housing services</i></p>	
<p>What We Heard:</p> <ul style="list-style-type: none"> Holistic wraparound services should provide a wide range of support depending on the client’s need. Drug and addictions, wellness, healing centres; childcare/childhood development centers, skills and development centers, financial literacy and life skills workshops, community resources and other supportive spaces needed. 	<p>Considerations:</p> <ul style="list-style-type: none"> Focus on addressing the need for supportive housing and connections to wraparound supports for vulnerable populations. Revisit the meaning of wraparound supports. Supports should be secure, available for as long as the client needs them, and needs - not timeline - focused.
<p>STRATEGIC ACTION #10: Capacity Development and Training</p>	
<p><i>Increase capacity of Indigenous organizations and Peoples.</i></p>	
<p>What We Heard:</p> <ul style="list-style-type: none"> Education and training support needed to improve housing outcomes for organizations and individuals. Organizational supports for housing and portfolio management, financial literacy, 	<p>Considerations:</p> <ul style="list-style-type: none"> Support required to expand successful programs for example, FNHPA and FNNBOA, First Time Home Buyers Program, Urban Indigenous Homeward Bound Program. Expanding existing distinctions or regionally based programs for a wider audience.

<p>construction, maintenance, housing administration.</p> <ul style="list-style-type: none"> • Individual supports for navigating rental market, pathways to homeownership. 	
<p>STRATEGIC ACTION #11: Anti-racism</p>	
<p><i>Combat racism and promote Indigenous skilled labour force</i></p>	
<p>What We Heard:</p> <ul style="list-style-type: none"> • Housing and service provision should be Indigenous led. • Where services are not Indigenous led, all staff should receive ongoing reconciliation and anti-racism training. • There is a need to prevent and remedy ghettoization which entrenches experiences of stereotypes, violence, poverty, ill health, exploitation, and systemic racism and discrimination. 	<p>Considerations:</p> <ul style="list-style-type: none"> • Proactively address racism within the systems and policies that influence Indigenous housing experiences and outcomes. • Indigenous led service delivery, advocacy, program development and research capacity will be supported through the National Centre and this Strategy. • Indigenous led service delivery provides ensures that indigenous partners choose locations that are culturally safe and reduce the incidence of racism.
<p>STRATEGIC ACTION #12: Coordination</p>	
<p><i>Improve agency coordination and further the role of navigators/hubs</i></p>	
<p>What We Heard:</p> <ul style="list-style-type: none"> • Increased coordination between service providers to connect people to the right services no matter where they live. • Coordinated access points (Navigators and/or HUBS) to connect people to the right services - inform them about the housing programs, supports and services that are available to address their unique housing challenges. • Distinctions-based groups desire to have their own navigators for community members. • BC FNHC noted the need to link navigators and housing managers (on-reserve). • The Gwich'in support the need for communications liaison and an advocate in each urban centre where many Gwich'in participants live. 	<p>Considerations:</p> <ul style="list-style-type: none"> • Structure currently exists to support these roles within current urban, rural and northern Indigenous housing organizations- need for increased capacity. • One-stop shop/portal where someone can be directed to the whole spectrum of services, including all government programs.
<p>STRATEGIC ACTION #13: Partnerships</p>	
<p><i>Work to build effective partnerships at all levels of government as well as private sector to leverage funding, programming, and other existing supports.</i></p>	

<p>What We Heard:</p> <ul style="list-style-type: none"> • Important partners that were identified include federal, provincial/territorial, and municipal governments; Indigenous nations and governments; Indigenous organizations, including Indigenous women’s organizations, and housing societies; agencies that provide wraparound supports, supportive and transitional housing; and other private and public sector institutions and organizations. 	<p>Considerations:</p> <ul style="list-style-type: none"> • Existing federal programs that directly or indirectly support identified priorities and could be leveraged to support the Strategy. For example: Reaching Home, Indigenous Skills and Employment Training (ISET), the Indigenous Shelter and Transitional Housing Initiative and the Housing 2030 Action Plan, Rapid Housing Initiative, National Housing Co-investment Fund, Reaching Home, Urban Programming for Indigenous Peoples, Indigenous Early Learning and Childcare, Indigenous Skills and Employment Training Program. • Similarly provincial, territorial, and municipal programs could be leveraged to support identified priorities – including operation and maintenance, housing supports and services, coordination, etc. • Partnerships with the private sector, particularly Indigenous businesses, would support Strategy outcomes.
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STRATEGIC ACTION #14: Research and Data

Support research and data collection that serves Indigenous U.R.N. needs.

<p>What We Heard:</p> <ul style="list-style-type: none"> • Increased research and data collection to empower Indigenous Peoples with the evidence necessary to inform planning and decision making. • AFN: Suggest database creation to track members, to be used for funding allocation and priorities on a Nation basis. • ITK and Pauktuutit: Importance of data sovereignty for Inuit. • MMF: need for Red River Métis specific data and recognition of data-sovereignty for self-determination. 	<p>Considerations:</p> <ul style="list-style-type: none"> • Using data and research to support decision-making and resource allocation. • Potential role of a National Centre in measuring and developing better data, information, research, and evaluation on U.R.N. Indigenous housing. • Alignment with existing data sovereignty initiatives underway – FN data governance strategy, etc. • Robust and culturally sensitive research and data collection methodologies that respect Indigenous principles (e.g. OCAP for FN).
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STRATEGIC ACTION #15: Indigenous self-determination

Support the transfer of the U.R.N. Strategy and National Centre to become fully Indigenous led.

<p>What We Heard:</p> <ul style="list-style-type: none"> • Government of Canada is committed to UNDA implementation and is actively taking steps to support Indigenous self-determination in housing e.g., ISC devolution mandate, direct distinctions- based investments. 	<p>Considerations:</p> <ul style="list-style-type: none"> • It is acknowledged that the current Strategy (outlined here) while based on recommendations from previous reports and engagement with Indigenous partners to date, represents the government's attempt in
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<ul style="list-style-type: none"> The current Strategy, while informed by engagement with Indigenous Partners, was not fully co-developed due to time constraints, leaving certain organizations out of the process. 	<p>supporting UNDA implementation and self-determination.</p> <ul style="list-style-type: none"> In the spirit of reconciliation and self-determination, the Strategy will ultimately be directed and managed by Indigenous partners who will identify priorities and evolve the Strategy to continue to respond to changing needs. While the process for standing up a National Centre will be supported by the federal government, the National Centre will evolve to become a stand-alone Indigenous led entity.
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PART II - MANDATORY AND RATED CRITERIA

1. MANDATORY CRITERIA

Proponents must demonstrate in their proposals that they meet all criteria listed in Table 2 below before the Rated criteria can be considered. Failure to adequately meet these requirements may result in disqualification of the proposal.

Proponents must affirm that they have met the criteria with a “Yes” in the Mandatory Table 7 below and substantiate in their proposal.

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

Table 7 – Mandatory Criteria

No.	Category	Criteria Description	Please affirm you have met the criteria with “Yes”	Page No. in Proposal
M1	Eligibility - Indigenous Certification	Proponent must provide proof of Indigenous certification in accordance with PSIB criteria described APPENDIX A at time of proposal submission or by execution of a Services Agreement resulting from this RFP.		
M2	Security	Must provide, or commit to implementing, a reasonably secure environment that protects data in transit, in use and at rest using industry acceptable practices.		
M3	Security	Proponent must have at a minimum federal government Reliability Status security clearance or equivalent background checks.		
M4	Official Languages	Proponent must be able to provide services and related materials in English and French		

2. RATED CRITERIA

Proponents will demonstrate in their proposals how they will meet the criteria listed in Table 8 below.

Table 8 – Rated Criteria

No.	Category	Rated Criteria Description	Total Overall Points Available	Weighting, if applicable
R1	Vision, mandate, scope	Demonstrated ability to align vision, mandate, and scope with the U.R.N. Strategy framework	10	10%
R2	Organizational structure, governance, representation	Demonstrated representation within proposed governance structure	10	5%
R3	Organizational set-up and service delivery	Evidence of robust operational plans	10	15%
R4	Program funding allocation and methodology	Provision of robust allocation methodology and plan for funding delivery	10	20%
R5	Partnership and stakeholder engagement	Demonstrated existing or plan for establishment of a range of key relationships across sectors, regions, and identities. Demonstrated knowledge of housing programs and services at all levels of government to develop affordable housing for urban, rural and northern Indigenous Peoples.	10	5%
R6	Reporting Requirements	Plan for meeting reporting requirements	10	5%
R7	Proponent capacity and expertise	Demonstrated expertise in housing and service-related activities (e.g., construction, financing, underwriting, IT, risk management, legal, housing finance, planning, delivery, administration, portfolio management and project maintenance systems, and ability to analyze, reason and work within	10	15%

		<p>complex frameworks.) in housing or through third party partnerships.</p> <p>Demonstrated expertise in funding delivery in house or through third party partnerships.</p> <p>Evidence of capacity (or partnership with 3rd parties having expertise) should be outlined in proponent and team biographies (including CVs), through examples of previous work plans or a plan on how expertise will be acquired to run these activities.</p>		
R8	State of Readiness or plan for readiness	Provision of robust proposal that achieves the activities under the statement of work under the timelines provided over the 7 years of funding.	10	20%
R9	Technical	Based on your proposed design of the Housing Centre, please demonstrate that will you be able to provide a technically viable solution that is secure and resilient.	10	5%

3. PRESENTATION CRITERIA

Proponents will demonstrate in the Presentations how they meet the criteria listed in Table 9 below.

Table 9 – Presentation Criteria

No.	Category	Presentation Criteria Description	Total Overall Points Available	Weighting, if applicable
P1	Demonstration of Proponent Proposal	Proponent to demonstrate that the criteria and requirements as set out in APPENDIX C - Statement of Work have been met including the Rated Criteria in Table 8 above.	10	N/A

SCHEDULE A – SUGGESTED AGREEMENT TERMS

Table 10 – Matrix of Agreement Terms

No.	Contra provision	Yes/no (Proponent to choose)	If Proponent indicates no, then: - Indicate language or concept that <i>would</i> be acceptable -Indicate rationale <i>why</i> concept is not acceptable or not applicable
1	<p>No fault termination [or “termination for convenience”]</p> <p>CMHC may terminate the Agreement for any reason, without penalty, charge, or liability, by giving sixty (60) calendar days’ written notice at any time during the Term.</p>		
2	<p>Termination for Cause with Notice</p> <p>CMHC may immediately terminate, without penalty, charge or liability, by giving five calendar days’ written notice for:</p> <ul style="list-style-type: none"> (i) Material breach of Contractor obligations (ii) Change of Control affecting Contractor (unless Contractor demonstrates to the satisfaction of CMHC that Change of Control does not adversely affect ability to perform Services) (iii) Contractor becomes bankrupt or insolvent, Receiver is appointed, or arrangement with creditors sought or resolution for winding up passed 		
3	<p>Termination for Cause without Notice</p> <p>CMHC may immediately terminate this Agreement without penalty or notice for any of the following reason:</p> <ul style="list-style-type: none"> (i) the Contractor has committed gross misconduct or fraud (ii) CMHC has insufficient appropriations from Parliament 		
4	<p>Termination Assistance</p> <p>Contractor to provide CMHC with reasonable termination assistance six months prior to expiration of the agreement’s term; termination assistance to ensure services continue without</p>		

	interruption and no adverse effect on public; orderly transfer to new Contractor		
5	Pricing Payment for services preformed up to total financial liability cap		
6	Invoicing Contractor to collect GST/HST or Provincial sales tax Contractor to include GST/HST/QST or other provincial tax no. on all invoices		
7	Data Residency and Security (i) CMHC Information to remain in Canada (ii) No Information Stored Outside of Canada Data integrity protection and security requirements to comply with guidelines from the Treasury Board of Canada in respect of Protected B data; level of data integrity and protection to be compliant with ITSG-33 (CSE) aligning with ISO 27001 framework		
8	Privacy Contractor must adhere to governance that ensures compliance with privacy regime Contractor agrees to comply with all applicable Canadian privacy legislation Contractor agrees to accept obligation to report and remedy any breaches of IT security and/or privacy Contractor to have data integrity or breach plan in place to respond to any data or privacy breaches		
9	Intellectual Property All Works or Derivative Work shall be owned exclusively by CMHC. Contractor to remain sole and exclusive owner of all right, title and interest in its pre-existing IP CMHC to be owner of all of the following (and IP Rights therein): - CMHC Information (i) Any copies of information provided (ii) All hardware, software, systems, documentation, trademarks, confidential information procured by CMHC (iii) All reports or summaries relating to the Service		

	any information, document or data submitted by Contractor as part of their response to the NRFP		
10	<p>Audit</p> <p>Contractor to keep all records relating to the services for a period of at least 2 years following the termination and permit access to these records by CMHC's internal and external auditors</p>		
11	<p>Indemnification</p> <p>Contractor agrees to indemnify, defend and hold harmless CMHC, its directors, officers, employees and agents from and against claims and losses</p> <p>No obligation to indemnify in the event of CMHC gross negligence or wilful misconduct or bad faith failure to comply with material obligations under the Agreement</p>		
12	<p>Limitation of Liability</p> <p>No limitation of liability of Contractor to CMHC</p> <p>Contractor liable for breaches of representations and warranties, confidentiality and privacy, information assets, fraud, personal injury or death, negligence and wilful misconduct</p> <p>CMHC, its employees, directors have no liability to Contractor arising out of or in connection with contractor performing Agreement except in case of CMHC gross negligence or wilful misconduct</p> <p>CMHC not liable for indirect, special, incidental, consequential or punitive damages</p>		
13	<p>Insurance</p> <p>Contractor to have commercial general liability insurance with a limit of not less than \$ 5m per occurrence, with an insurer licensed to do business in Canada. Inclusive for personal injury, bodily injury (including death) and property damage</p> <p>Contractor to have Professional Errors and Omissions Liability insurance with an insurer licensed to do business in Canada with a limit of not less than \$ 5m</p> <p>Computer Security and Privacy Liability with an insurer licensed to do business in Canada with a limit of not less than \$ 10m</p>		

<p>14</p>	<p>Dispute Resolution</p> <p>Priority to be given to mutual agreement and negotiation/mediation</p> <p>Litigation and arbitration only as a final resort</p>		
<p>15</p>	<p>General Terms</p> <p>(i) Contractor to agree to standard clauses for contracting by way of contract in Canadian jurisdictions (survival of certain clauses beyond term or termination, severability, equitable remedies)</p> <p>(ii) in addition, Contractor to agree to communicate with public in both English and French (allow CMHC to remain compliant with obligations under the Official Languages Act)</p> <p>(iii) Contractor to be compliant with the Conflicts of Interest Act</p>		
<p>16</p>	<p>Privacy and Security Requirements</p> <p>(i) Contractor to ensure compliance with industry norms with respect to Protecting personally identifiable information and/or sensitive information (e.g., Protected B data)</p> <p>(ii) Contractor to ensure compliance with ISO 27001 framework or equivalent norms in respect of Protected B data</p> <p>(iii) Contractor Personnel and facilities to be security cleared with Canada (Reliability or Secret)</p>		