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REQUEST FOR INFORMATION (RFI)
FOR
THE PROVISION OF FINANCIAL PLANNING AND ANALYSIS TOOL

Request for Information (RFI) No.:	RFI-000379
Issued:	March 12, 2021
Question Deadline:	March 19, 2021 11:00AM ET
Addenda (answers provided by CMHC) deadline:	March 25, 2021 5:00PM ET
Submission Deadline:	March 31, 2021 11:00 AM ET
Address Inquiries to RFI Contact:	Tim Webster
Email:	tjwebste@cmhc-schl.gc.ca

1. INTRODUCTION

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 wide choice of quality, affordable homes. It is a Crown Corporation, with a Board of Directors, reporting to Parliament through the Minister of Families, Children and Social Development, and Minister responsible for Canada Mortgage and Housing Corporation.

CMHC has 2,000 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.

A comprehensive Company profile of CMHC can be found at www.cmhc-schl.gc.ca

2. DEFINITIONS SUMMARY

CMHC	Canada Mortgage and Housing Corporation
DCFO	Deputy Chief Financial Officer
FP&A	Financial Planning & Analysis
Industry	Companies with expertise in developing financial planning tools
RFI	Request for Information
RFP	Request for Proposal
Respondents	Potential vendors submitting a response to the RFI
Proponents	Potential vendors submitting a proposal to the RFP

3. PURPOSE

The purpose of this RFI is to seek information from the Industry on its ability to provide a FP&A tool to CMHC. With this RFI, CMHC is seeking feedback, innovative ideas and solutions from the Industry on how best to standardize, streamline and automate its workflow and the management thereof and propose either an existing and/or the development of a tool to support FP&A in its mandate as outlined in Section 4 below.

While CMHC has been conducting secondary research on the available options in the marketplace, this RFI represents an opportunity to learn in greater detail about the capabilities of different solutions available from the Industry. The result of the research conducted through this RFI will support the development of the requirements through a potential subsequent public procurement process.

4. BACKGROUND/CURRENT STATE

CMHC's DCFO division has the primary responsibility for all financial forecasting, planning, analysis, and reporting on behalf of the corporation. To perform its work, the division relies primarily on an excel-based planning & reporting tool that draws data from a variety of other systems from across CMHC as well as manually uploaded input schedules of additional data from non-financial business systems.

The DCFO division is in the process of modernizing many of its processes and services to the rest of the corporation. As part of this journey, it is interested in examining the potential to transition to a new Financial Planning & Analysis tool or enhancing our current tool. This tool would serve as the primary interface for all of the forecasting, planning, and financial analysis conducted by the team. It would also supplement or replace the tools currently used (SAP Business Planning and Consolidation and Excel) to generate management and external financial reporting.

5. REQUIREMENTS

CMHC has developed the following initial direction of the scope and the technical requirements:

In Scope of Work:

At minimum, any considered tool must support the following:

- Facilitate the budget development of the annual budget and 5-year financial plan process across the corporation, including but not limited to gathering inputs from budget owners, linking budgets to specific operational drivers, building budgets using a zero-based approach and facilitating aggregation in the final budget for CMHC's different operating units;
- Enable longer term planning (5+ years);
- Enable full Profit and Loss, Balance Sheet and Cash Flow forecasting and planning;
- Enable routine forecasting and the forecasting of different financial scenarios, based on changing economic conditions, differences in the operating environment, the introduction of new products / programs, and modifications to their variables and assumptions;
- Provide a flexible platform for conducting a wide variety of analysis of financial performance, including but not limited to variance analysis, correlation and trend analysis, and identification of efficiency opportunities;
- Deliver financial reporting to support management decision making and meet external disclosure requirements;
- Respondents must be able to provide a solution that ensures that all CMHC data must reside and is accessed from within Canada; and
- Respondents must be able to comply with, and facilitate CMHC's compliance with the applicable Canadian privacy and access to information legislation if selected from a potential subsequent competitive procurement process.

Please refer to Annex B for CMHC's required feedback questions.

Out of Scope of Work:

There are several systems within CMHC's environment that will not be re-evaluated, replaced, or reassessed as part of this FP&A tool project, including:

- Microsoft Dynamics 365 (Finance and CRM)
- Enterprise Data Lake

Additional details on the architecture and configuration of these systems will be provided to Proponents at the appropriate stage in the potential subsequent competitive procurement process. This information is not required for responses to this RFI.

6. ACQUISITION STRATEGY

CMHC intends to conduct a three (3)-stage procurement process under Solicitation Number RFX-000379

Stage 1:	Seek capable companies	→	Request for Information (RFI)
Stage 2:	Select company(ies)	→	Request for Proposals (RFP)
Stage 3:	Contracting	→	Agreement negotiation and ratification

Stage 1: RFI

Responses submitted under this RFI are non-binding. The issuance of the RFI is not to be considered in any way as a commitment by CMHC or as authority to undertake any work described under Section 5 above.

The main purpose of this RFI is to obtain feedback from Respondents regarding the FP&A tool as outlined above. Please refer to Annex B for required Industry feedback.

Stage 2: RFP

Full proposals will be evaluated in accordance with the evaluation criteria identified in the potential subsequent RFP.

Stage 3: Contracting

The selected proponent(s) from the RFP may enter into negotiations with CMHC and sign an agreement.

7. INDUSTRY ENGAGEMENT OBJECTIVES

This RFI is being posted on www.buyandsell.gc.ca to allow for the public and private sectors to review the RFI and provide feedback. The responses received will be used to assist CMHC in finalizing requirements and in developing achievable objectives and deliverables for a potential subsequent competitive procurement process.

8. RECOMMENDATIONS FROM INDUSTRY

Industry recommendations that do not restrict the level of competition will be given consideration. Recommendations that favor a particular solution will be entertained, however CMHC reserves the right to accept or reject any recommendation(s) at its discretion.

9. REVIEW OF THE RFI

CMHC reserves the right to request additional information for clarification during the review of the responses to this RFI, and/or to consider a subsequent modification of the response put forward by a Respondent.

No payment will be made by CMHC for any costs incurred and associated with the preparation and submission by the Respondent of responses to this RFI. All costs are the sole responsibility of the Respondent.

10. NO OBLIGATION

The issuance of this RFI does not create an obligation for CMHC to issue a subsequent competitive procurement process and does not bind CMHC legally or otherwise, to enter into any agreement or to accept any suggestions from Respondents.

This RFI process is not a bid solicitation and a contract will not result from this request.

Respondents are advised that any information submitted to CMHC in response to this RFI may be used by CMHC in the development of a subsequent competitive procurement process. However, CMHC is not bound to accept any of such information and/or expression of interest or to consider it further in any associated documents such as a RFP.

11. CONFIDENTIALITY

Information provided by Respondents through their RFI response is subject to the Access to Information Act. Respondents should identify any submitted information that is to be considered as either company confidential or proprietary. CMHC will not reveal any designated confidential or proprietary information.

12. INFORMATION WILL NOT BE RETURNED

The RFI response and any accompanying information or documentation provided by a Respondent will not be returned.

13. INFORMATION IN RFI ONLY AN ESTIMATE

CMHC make no representation, warranty or guarantee as to the accuracy of the information contained in the RFI or issued by way of addenda. Any quantities shown or data contained in this RFI, or provided by way of addenda, are estimates provided only as general background information.

14. LANGUAGE

RFI responses are to be provided in one of the two official languages of Canada (English or French).

15. GOVERNING LAW

This RFI process will be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

16. RFI RESPONSE OBJECTIVES

This RFI is being posted on buyandsell.gc.ca to allow for the public and private sectors to review the RFI and provide feedback. The responses received will be used to assist CMHC in finalizing the requirements and in developing achievable objectives and deliverables.

17. PROCUREMENT PROCESS

By this open RFI CMHC is seeking technically experienced, capable and financially stable companies to submit their interest in responding to a subsequent RFP for the provisions of the above mentioned requirements.

18. RFI CONTACT

All enquiries and other communications related to this RFI must be directed to the RFI Contact as follows:

Tim Webster
CMHC Procurement Officer
Email: tjwebste@cmhc-schl.gc.ca

19. TERMS OF REFERENCE

- Respondents may submit questions to this RFI to the RFI Contact by **March 19, 2021 11:00 AM ET**. An addendum with all accumulated questions and answers will be published on www.buyandsell.gc.ca by **March 25, 2021 5:00 PM ET**.
- In order for interested Respondents qualifications to be considered, CMHC requests that the RFI responses be provided to the RFI Contact at the following address:
EBID@cmhc-schl.gc.ca
The subject line of the transmission must state: RFI-000379, Financial Planning and Analysis Tool
- CMHC requests that RFI responses be provided by 11:00 am ET on March 31, 2021;
- CMHC reserves the right to request supporting details and validate any information, qualifications and capabilities provided by the Respondent(s);
- CMHC reserves the right to cancel this RFI at any point and/or refrain from issuing a RFP;
- Neither this RFI nor any subsequent selection process will in any way impose an obligation or responsibility on CMHC (i) to execute any contract with any Respondent and (ii) for any costs incurred by a Respondent to respond to this RFI. By submitting a response to this RFI, Respondents waive any right to seek costs or damages or any other remedy against CMHC with respect to this RFI or any subsequent RFP or other selection process.

20. RFI RESPONSE

The Respondent's RFI response should include the following items:

- A signed copy of the Expression of Interest (form provided below in Annex A);
- A description of the Respondent's capabilities on delivering a FP&A tool, as per the requirements outlined in Section 5 above (maximum fifteen (15) pages total on the Respondent's letter head); and
- Detailed feedback and answers to the questions outlined in Annex B below.

ANNEX A- EXPRESSION OF INTEREST

This form is used to confirm your company’s intent to respond to a subsequent Request for Proposal.

RFI No.: 000379

Dear Sir or Madam:

We hereby confirm our interest in responding to a RFP. We acknowledge and warrant that we meet the mandatory requirements stated in this notice, and possess the requisite experience and expertise, as well as the financial stability to (i) fulfill the service; or (ii) supply the good.

Please indicate language of preference for documents issued through a potential subsequent public RFP process:

English; or

French.

Signed:	
Name & Title: (point of contact)	
Company:	
Address:	
Telephone:	
Mobile:	
Email:	
URL:	

ANNEX B- INDUSTRY ENGAGEMENT

Areas we need your input:

Please submit your recommendations in writing. It is not expected that all questions will elicit a response, neither should the written submissions be constrained by the below questions:

1. Describe your proposed solution to CMHC for the scope of work identified in *Section 5 - Requirements*. Note that industry solutions are not to be constrained and/or limited by CMHC's current state.
2. **Technology.** CMHC is interested in solutions that offer a scalable, modern technical architecture that can be hosted in a cloud-based environment. Please describe the fit of your solution with this vision, as well as other technical attributes of the solution including:
 - a. Integration approach and capabilities, specifically with Microsoft's D365 Finance & CRM;
 - b. Solution customization required vs. implementation readiness "off the shelf";
 - c. Technology product roadmap and planned future enhancements;
 - d. Any other relevant technical specifications (e.g., system requirements, data storage needs);
 - e. Implementation timelines, resource requirements, project plans, and typical market costs; and
 - f. Recommended operating model and team configurations.
3. **Support & Implementation.** Please describe the customer support provided for the solution as well as the typical operating model and team configurations used by clients/ users of the solution. Additionally, please outline the typical timelines, resource requirements, project plans and market costs of implementing the solution.
4. **Data Residency.** Please confirm your proposed solution will ensure all of CMHC data resides and is solely accessed from within Canada.
5. **Data Privacy.** In the event CMHC must share documents containing sensitive and/or protected information (including personal information) with the selected Proponent (following a potential subsequent competitive procurement process), the selected Proponent must be able to comply with, and facilitate CMHC's compliance with the applicable Canadian privacy and access to information legislation and warrants that it has all necessary safeguards in place to protect CMHC Data (including personal information) in its computer network. Please confirm.
6. **Intellectual Property Rights.** Following a potential subsequent competitive procurement process, the selected Proponent must be able to comply with the following: All material, reports and other work product produced under the Agreement will become the sole property of CMHC upon coming into existence and CMHC will hold all intellectual property rights therein. Nothing in the Agreement is intended to affect the pre-existing intellectual property rights of the parties. Please describe your capabilities to comply with this requirement.
7. **Company Profile.** Please provide background information on your firm including company size, numbers of employees, years in business, address of head office and subsidiaries.