



Social Inclusion Thematic Evaluation – Management Response and Action Plan

Objective of the Evaluation: This evaluation examined the relevance, and effectiveness and impact, and efficiency and sustainability of Social Inclusion concepts in NHS programs.

Evaluation findings, recommendations, and Management Response and Action Plan Presented to CMHC’s Executive Committee on: May 29, 2025

Recommendation	Management Response	Action Plan	Responsibility		Timeline
			Lead	Support	
<p>Recommendation 1:</p> <p>Consider enhancing knowledge mobilization of findings from research, data and innovation activities under the National Housing Strategy (NHS) Research and Data Initiative (RDI) programs to scale and/or implement solutions to improve social inclusion and to inform future program design.</p>	<p>We agree with recommendation 1.</p> <p>Research-focused:</p> <p>In recent years, CMHC’s Research Division has dedicated greater attention to knowledge mobilization both internal to government and to housing system stakeholders to ensure the research, data and insights we produce are impactful. We continue to explore new and innovative ways to develop, tailor and mobilize our knowledge products to better meet the needs of CMHC business lines and federal partners (e.g. Housing, Infrastructure and Communities Canada), and other key stakeholders to support and inform evidence-based decision-making.</p> <p>A notable example is the <u>Universal Design Guide*</u> published in 2023 which outlines approaches to design and build more accessible dwellings for people with a range of diverse abilities. The Guide was actively promoted via the publication of an Observer Article (2023), newsletters, e-blasts, and <u>Ask a Housing Expert video (2024) Can we build homes that work for everyone?*</u> The Guide is being referenced in leading research from accessibility experts and the Guide now informs accessibility criteria in a number of CMHC housing programs.</p> <p>CMHC also continues to amplify knowledge mobilization of externally funded research programs under the RDI, including the Research and Planning Fund, the Collaborative Housing Research Network and the Housing Awards and Scholarships programs. The research produced through these programs is owned by funding recipients. The Research and Planning Fund and the Collaborative Housing Research Network include eligible costs for knowledge mobilization, which is led by funding recipients, as they are best positioned to tailor knowledge mobilization to their key audiences.</p>	<p>Research-focused:</p> <ol style="list-style-type: none"> 1. Develop a research impact framework for the Research Division which will include new and innovative knowledge mobilization tools, channels, and outreach strategies to grow the awareness, relevance and impact of research within CMHC and in the Canadian housing sector. 2. For NHS externally funded research programs under the RDI, continue and explore new opportunities to amplify recipient-led knowledge mobilization plans within CMHC and the housing sector. This includes publication of knowledge products produced under the programs in CMHC’s Housing Knowledge Centre, publication of project profiles on CMHC’s website, and webinars within CMHC and on the Expert Community on Housing platform. 3. For the purposes of informing future policy and program design, explore opportunities to strengthen networking and more effectively coordinate mobilization of research, data and insights generated under the externally funded programs to relevant CMHC business lines, HICC and other government partners (within available budget). 	<p>Research and Innovation</p>	<p>Communications and Marketing</p>	<p>Q1 2026</p>

* <https://www.cmhc-schl.gc.ca/professionals/industry-innovation-and-leadership/industry-expertise/accessible-adaptable-housing/universal-design-new-multi-unit-residential-buildings/universal-design-guide>

** <https://www.youtube.com/watch?v=N-HYsblx3p0>

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	<p>We acknowledge that CMHC can amplify these knowledge mobilization activities both within the organization and with key partners and stakeholders in the housing sector. Program staff continue to work with CMHC’s Communication and Marketing team to support ongoing knowledge mobilization efforts, through initiatives such as the Expert Community on Housing (ECOH) webinars, internal CMHC presentations, project profiles on the CMHC’s website, and profiling stories (through The Housing Observer).</p> <p>We acknowledge the value of strengthening the mobilization of research knowledge to appropriate business lines within CMHC and to key federal partners (e.g. HICC) to ensure that research, data and insights generated under the programs has the opportunity to inform future policy and program decisions.</p> <p>Innovation-focused:</p> <p>Similar to the Research Division, Innovation programs under the RDI will continue to expand their Knowledge Mobilization offerings to funding recipients as well as to other business lines and federal partners. A dedicated team and strategy for CMHC-led knowledge mobilization of the program outputs and impact was in development within the Innovation team shortly after this review was conducted.</p> <p>Innovation program staff works closely with funding recipients on the development of their Knowledge Mobilization plans, products and dissemination strategies, leveraging CMHC channels and expertise whenever possible. We will continue to do so, with an enhanced effort in delivering findings to key audiences. See Action plan for more details.</p>	<p>Innovation-focused:</p> <p>Further develop and deliver the Innovation Knowledge Mobilization Strategy which includes:</p> <ol style="list-style-type: none"> 1. Developing, publishing and tracking standardized knowledge products, in collaboration with funding recipients, for broad and targeted dissemination across various channels, including CMHC-led channels. 2. Uploading proponent-led and relevant CMHC-led knowledge products to the CMHC Housing Knowledge Centre and/or Expert Community on Housing platform, for all finalist projects, and cluster by theme (including SI), program and region/population. 3. Supporting, reviewing and aligning proponent-led knowledge mobilization plans with CMHC-led knowledge mobilization activities. Capture audience reach and relevance of CMHC Knowledge Mobilization opportunities and support provided. 4. Performing cross-program portfolio analyses on priority themes, with Social Inclusion as a sub-category in each review. Resulting deliverables to be used for internal and external dissemination and potential influence on program design, new investment and replication/scaling. 5. Improving knowledge management and coordination through internal cross-functional and cross-departmental groups to relay critical knowledge and insights about funded projects and application gaps. 			Q1 2026
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