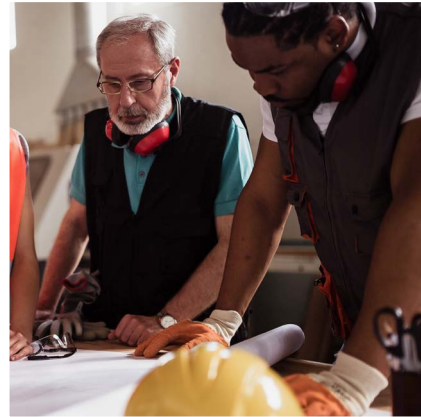


# NHS Demonstrations Initiative

APPLICANT GUIDE 2021



*Photos taken prior to COVID-19  
physical distancing safety measures*

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**Use of Information & Disclaimer:** Information contained in this Applicant Guide (Guide) is proprietary information to CMHC. It is made available and shall be used for the sole purpose of providing applicants with sufficient information to prepare responses to the NHS Demonstrations Initiative application process. You shall not make any other use of the information contained in this Guide.

## INTRODUCTION

This guide is your navigator to the NHS Demonstrations Initiative. It will help you in assessing if this initiative fits your needs, whether you are eligible and how to present your project in the best light.

Please ensure to read it carefully; the Initiative has been updated since the previous rounds.

## PART A—NHS DEMONSTRATIONS INITIATIVE & PROJECT ALIGNMENT

Projects submitted under the Demonstrations Initiative, one of the NHS Innovation and Research programs, aim to **demonstrate** a solution that supports housing affordability and NHS priority areas, population groups and outcomes; how such solutions are implemented in specific conditions; provide evidence on benefits; document outcomes; and develop tools and supports to foster adoption, transfer or adaptation in different contexts; as well as replication or scaling of such solutions. The Initiative is hence different from capital or seed funding programs, and adding complementary funds to undertake demonstration projects is permitted.

### A.1. What is a “demonstration”?

The NHS Demonstrations Initiative funds the demonstration, in a real environment, of solutions supporting housing affordability, the NHS priority areas, population groups and outcomes (see **Appendix 1**), which can encompass:

- Test or pilot a solution prototype in a real-world setting, documenting its performance and benefits based on evidence, including outcomes for its expected users and adopters, and NHS outcomes.
- Highlight promising innovations, build awareness and appetite to adopt and scale them.
- Show how to implement the innovation to potential adopters and replicators through knowledge transfer, capacity-building, adaptation and replication processes, as appropriate.
- Develop a scaling approach and implement it.

Starting with its 2021 call for proposals, the NHS Demonstrations Initiative is also adjusting its approach by focusing on specific themes to spur wider impact. It aims to:

- bring together problem solvers and solution implementers around a defined topic area—those who will offer the solution and those who will use it; the intended beneficiaries; hubs and networks that can expand the scope of impact; and decision-makers; and
- spur exchanges and collaboration around the topic area, incentivizing innovation and adoption around it.

For the 2021 call for proposals, the topic of focus is: *“Community land trusts and land assembly solutions for affordable housing.”*

## A.2. What kinds of solutions and projects are eligible for the 2021 call?

### A.2.1. Theme of focus: Community land trust (CLT) and land assembly solutions for affordable housing

Community land trusts (CLTs) can be defined as non-profit corporations created to acquire and hold land for the benefit of a community and provide secure affordable access to land and housing for community residents.<sup>1</sup> They can be sector-led or community-led.

Land assembly solutions, in general, can be defined as models or approaches for acquiring, holding and managing land for affordable housing developments, for the benefit of local community.

Examples of such solutions may include, without being limited to:

- land assembly for affordable housing led by public agencies
- land assembly for affordable housing on Indigenous-managed lands
- land assembly for affordable housing led by municipalities

For the purpose of this call for proposals, the proposed CLT or land assembly solutions **must** focus on affordable housing outcomes.

CMHC reserves the right to decide if a proposed solution is in scope for the 2021 call for proposals. Preliminary eligibility screening meetings will be offered to all interested applicant teams, to assess project fit and eligibility for the Initiative prior to the application deadline.

**Note:** CLT/land assembly solutions for affordable housing that focus on meeting the **specific needs of one or more of the NHS population groups** will be prioritized (See **Appendix 1**).

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<sup>1</sup> Source: U.S. Institute for Community Economics, Community Land Trust Handbook, 1982.

## A.2.2. Project types and streams

It is possible to demonstrate your CLT/land assembly solution for affordable housing at various stages, with a slightly different focus. Applicants to the NHS Demonstrations Initiative 2021 call for proposals **must** select one of the three following streams under which to submit their project proposal.

	Journey stream	Dissemination stream	Scaling stream
Objective	Demonstrate the process of implementing a CLT/land assembly solution, in a specific context	Demonstrate how it was done and results (expected/unexpected)	Scaling partnership: team with CLT/land assembly and scaling expertise supporting collaborators in transferring/adapting/replicating/scaling the approach (various scaling approaches can be considered)
Outcomes	<ul style="list-style-type: none"> <li>• Support testing of a CLT/land assembly solution</li> <li>• Document implementation process, challenges &amp; lessons learned</li> <li>• Build new evidence on early outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Document critical conditions for success, contextual factors, tools for scaling</li> <li>• Build new evidence on results</li> <li>• Increase awareness, knowledge, acceptance and interest for adopting</li> </ul>	<ul style="list-style-type: none"> <li>• Increased partnerships and collaboration across the sector</li> <li>• Direct capacity-building and support to scale by experts who went through the process</li> </ul>
Best choice if	You are ready to implement a land assembly solution for affordable housing. CMHC might consider projects aiming to refine/validate their solution prior to implementation (near ready) and will make the final decision on eligibility.	You have fully implemented, in an actual setting, a land assembly solution for affordable housing and are ready to document and evaluate its outcomes.	You are interested in developing and implementing a scaling approach for a CLT/land assembly model for affordable housing; or you already have developed a scaling approach for your solution and are mostly looking to apply it through partnerships and collaborations.
Feasibility considerations	The collaborations, funding, land assembly prototype need to be ready for implementation. The proposed land assembly solution aims to be implemented within a maximum of 36 months.	The proposed CLT/land assembly solution needs to be implemented when submitting the proposal. The outcomes must be documented within 24 months of the demonstration project; duration could go up to 36 months if justified by a strong rationale.	The development of the scaling approach (if applicable) and direct support to adapt/replicate/scale must be completed within 24 months, with documented outcomes; duration could go up to 36 months if justified by a strong rationale.

**If you are unsure** about which stream would best fit your project, or have questions related to the streams, you can schedule an appointment with CMHC as part of the preliminary eligibility screening process, to ensure you select the most appropriate option for your project.

After the application deadline, CMHC reserves the right to reattribute proposals to a different stream if there seems to be a better fit. In this case, applicants will be immediately notified and will have 48 business hours to accept or refuse the proposed reclassification.

### A.2.3. Role played by CMHC in the Initiative

#### During the application intake process (AIP):

- Acts impartially
- Cannot be listed as a formal partner in an applicant's submission
- Cannot comment on the content of the submissions while the application period is open
- Supports applicants in determining if their intended proposal meets the eligibility criteria
- Can comment on requests for clarification of the application process and/or answer application questions
- Applies the evaluation process to submitted eligible proposals

#### Once projects have been selected:

- Funds Demonstrations projects
- Develops and shares projects profiles on CMHC's website
- Displays funded knowledge-mobilization deliverables (case studies, recorded virtual workshops, etc.) on the Housing Knowledge Centre, as appropriate
- Highlights funded projects through various platforms such as, but not limited to, virtual webinars and electronic newsletters
- Connects all funded projects through at least one activity (virtual or in-person) annually, for the duration of said projects
- Fosters connections through the Expert Community on Housing (ECOH) CLT/land assembly community of practice (hosted on Microsoft Teams)
- Can participate as an observer in activities performed by the funded projects
- On a case-by-case basis and depending on the outcomes of the funded projects and available resources, CMHC might undertake additional activities to highlight or disseminate the funded projects.

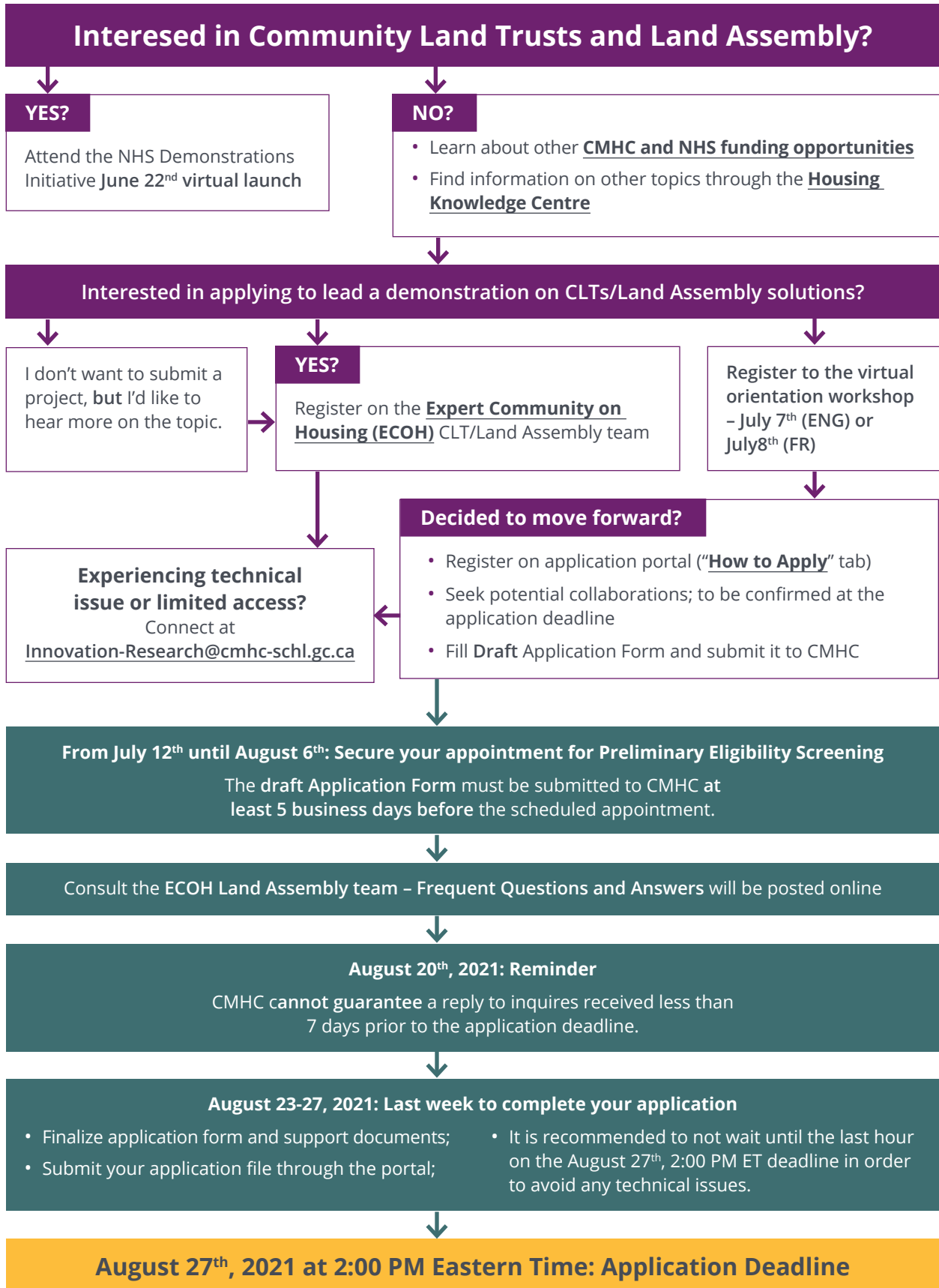
## A.3. Applicant pathway—mark the dates

If you think the NHS Demonstrations Initiative fits your interests and needs, we invite you to proactively save the dates indicated in the following applicant pathway, follow the recommended steps, and review carefully all of the information contained in this Applicant Guide.

The applicant pathway serves as a guide to ensure all potential applicants have an overview of the available supports for preparing their proposals and can plan ahead to use these resources and meet the final application deadline. The following identified **available supports** (virtual events, community of practice, stream validation and preliminary eligibility screening process with CMHC); are **not mandatory, but strongly recommended** as opportunities to strengthen your proposal.

However, the application process itself (i.e. the conditions that need to be met to submit your final proposal through the intake portal by the application deadline) **must** follow the **Application Intake Process (AIP) outlined in Part D of the Applicant Guide**. Not following the AIP will result in your application being ineligible.





## PART B—DEVELOPING YOUR PROPOSAL

This part will assist you in validating eligibility for the NHS Demonstrations Initiative and in presenting your application in the best light.

### B.1. Before applying: Your eligibility checklist

In preparing and submitting an application for a proposed demonstration, you must consider the following eligibility requirements under the NHS Demonstrations Initiative.

#### B.1.1. Who is eligible for the NHS Demonstrations Initiative?

Demonstrations projects are comprised of the following:

##### **1. Applicant**

The applicant is the organization submitting the application. The party who, should the project be recommended for funding, would be invited to enter into a contribution agreement with CMHC, identified as the funding recipient, and responsible for the project's management, funds, coordination, monitoring, risk mitigation and reporting.

##### **2. Collaborators**

Collaborators are defined as populations and organizations that will contribute to the project in various ways:

- By providing in-kind resources or funding, bringing in expertise and experience (including, where applicable, lived experience) that adds to the CLT/land assembly solution,
- Potential adopters who might be interested in adapting/replicating/scaling the solution, users of the solutions (e.g. municipal governments, grassroots organizations...) beneficiaries of the solutions (communities, NHS population groups), who sponsor and/or support the demonstration project.

Depending on the selected demonstration stream, collaborators may have diverse interests and roles:

- Providing feedback to evaluate and improve the implemented the CLT/land assembly solution, learning from these initiatives, ensuring it meets the needs of specific populations groups (as applicable),
- Transfer or adopt the solution, participate in scaling CLT/land assembly solution, etc.

**Note:** In the 2021 AIP, an applicant can submit a maximum of two (2) applications, for different projects only – not phases of a same project.

Eligible Applicants must be:

- based in Canada
- in good standing with CMHC

Eligible Applicants include:

- Affordable housing providers, non-profit affordable housing organizations and affordable housing cooperatives
- Government agencies and corporations — provincial, territorial, municipal

- Indigenous organizations — First Nations, Inuit, Métis
- Canadian companies, organizations, associations
- Non-profit and private builders and developers
- Non-governmental organizations (NGOs) seeking to demonstrate and scale CLT/land assembly solutions supporting affordable housing
- Agencies, associations and NGOs involved in NHS priority area activities—seniors associations, veterans associations, mental health advocates, homelessness hub, non-profit organizations, sustainability agencies
- Academic institutions and innovation hubs involved in NHS priority area activities and audiences, and/or interested in CLT/land assembly solutions

Note that partners in demonstration projects are not limited to these organizations; applicants are encouraged to engage with collaborators across all sectors, including with end users, or individuals with lived experiences that can provide first-hand expertise to the demonstration of CLT/land assembly solutions.

**Note:** International organizations and individuals may be collaborators or members of the demonstration team but **not** the applicant (i.e. they must partner as collaborators with a Canadian applicant).

### **B.1.2. Which projects are eligible under the NHS Demonstrations Initiative?**

To be eligible for funding under the NHS Demonstrations Initiative, demonstration projects must also be compliant with **all** of the following requirements:

- Demonstration project is based in Canada – one or multiple demonstration sites are allowed and can involve various provinces and/or territories.
- Project includes Canadian collaborators as a minimum (others can be included, but not required).
- Project supports outcomes related to at least one of the NHS priority areas and/or at least one of the NHS priority populations (see Appendix 1).
- Project involves or applies to affordable housing—including rental housing or affordable homeownership.
- Project will document impact of the demonstrated CLT/land assembly solution on housing affordability.

**Note:** Where a proposal claims to support specific needs and desired outcomes related to one or more of the NHS priority population groups, the project must document how the demonstrated CLT/land assembly solution impacts such population groups that are engaged through the project (for instance, when the project aims to demonstrate suitability of a CLT/land assembly solution to the specific needs of one or more of the NHS population group(s)).

**Note:** For adequate planning and to ensure proper engagement, sound ethics procedures and adequate risk mitigation strategy, we invite you to refer to the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans.

- The proposed solution is ready to be demonstrated, as defined for its related stream, as per **Part A.2.2**.

If the proposed CLT/land assembly solution is not ready for demonstration in a real-world environment, other research and innovation programs might be a better fit. If you are not sure, please validate with CMHC during the preliminary eligibility screening process (see **Part B 1.4**).

- Project duration is from 18 to 36 months.

**Note:** Projects submitted under the Dissemination & Scaling streams are expected to have a duration of 24 months; applicants under these streams requiring a longer duration need to provide their rationale on how it would best support the project's objectives. When estimating the duration of your project, please note that projects selected for funding are expected to start between November 2021/January 2022 at the latest.

- It is expected that requested CMHC funding contribution range from \$100,000 to a maximum of \$250,000 by project.

**Note:** NHS-funded projects (approved under Innovation Fund, Solutions Labs, Co-investment, Lands, Community Housing Transformation Centre and Sector Transformation Fund, and Rental Construction Fund (RCF)) that meet or exceed the minimum requirements for energy efficiency, accessibility and affordability are eligible to demonstrate, where applicable, CLT/land assembly solutions for affordable housing that support better outcomes for the populations served.

A lack of clarity or not meeting these requirements will likely result in the project being ineligible.

### **B.1.3. Which activities are eligible under the NHS Demonstrations Initiative?**

This part provides examples of eligible demonstration activities that may be funded under the various streams; that is, activities to document and assess the implementation of CLT/land assembly solutions; evaluate and disseminate implemented CLT/land assembly solutions; scale CLT/land assembly solutions that support affordable housing and NHS priority populations groups.

Eligible activities are primarily associated with (depending on stream selected) developing new information, evidence and data related to CLT/land assembly solutions (such as, but not limited to, elements listed in **Part D 2.21**); engaging in collaborative work with an expanded group of stakeholders; disseminating information, knowledge, transferring capacity and expertise related to CLT/land assembly solutions; developing adapted scaling approaches to expand impact of CLT/land assembly solutions; mobilizing stakeholders for scaling such solutions.

As such, eligible costs may include direct labour, staffing, material, equipment, and administrative costs. Eligible costs may also include research, consultation/engagement and capacity-building activities, or development of a post-project strategy (e.g. for the journey stream) to ensure sustainability, or development of a knowledge mobilization strategy (e.g. for the dissemination stream), or development of a scaling strategy (e.g. for the scaling stream).

Eligible costs can also include developing, operating and maintaining the demonstration platforms (e.g. websites, staffing, webinars, workshops, etc.), and disseminating information using knowledge products such as videos, case studies, presentations, best-practice guides, etc.

Data collection and documentation activities for CMHC to provide information about audience and stakeholder impacts including surveys, user/beneficiaries experiences, housing provider feedback, etc. Eligible activities also include monitoring and reporting activities which are important for acquiring insights into the outcomes of the CLT/land assembly solution and the measure of, and attribution of success – information that will feed into the final CMHC report (see **Part D 2.20**).

Designing, developing and delivering of knowledge transfer products such as; case-studies, posters, videos, photos, 3-D virtual models, educational seminars, presentations, on-line forums, information sharing platforms, etc.; through a variety of mediums such as social media, industry, partners, academia, etc.

Design and development of the demonstration project including design services, professional consultations, technical advice, implementation strategies, printing production, documentation activities (e.g. video, photos), presentation materials, site preparation and clean-up (specific to the demonstration project), project management, consultations, diversity and inclusion, knowledge dissemination, capacity-building methodologies, collaborative approaches, scaling expertise, and any other activity that can be convincingly demonstrated to be integral to the delivery of the project.

The above list of eligible activities is not exhaustive nor comprehensive; the applicant may propose other activities for eligibility. However, in doing so, the applicant must clearly demonstrate in the application that the proposed activity is associated only with the demonstration project and supports and enhances its design, development, delivery and implementation. Applicants are reminded that selecting applicants for the Initiative is a competitive process and CMHC will be assessing the relative value for money offered in each applicant's application.

### ***Ineligible demonstration activities and costs***

The following are examples of activities that are not eligible for funding under the NHS Demonstrations Initiative:

- Tasks or work related to demonstration projects and activities initiated and/or completed prior to the submission and acceptance of the application by CMHC
- Affordable housing project developments, including asset investments (for example, buildings, land, construction materials, etc.), except those directly related to the demonstrated land assembly solution
- Project development activities, such as site preparation, lot servicing, project design, construction or renovation, that are outside the demonstration project scope (e.g. capital costs related to construction activities and purchase and installation of technologies), except those directly related to the demonstrated practice, program, policy, etc.
- Research and development activities related to developing a prototype CLT/land assembly solution
- The development of policies, programs and strategies. (The subjects of the demonstrations must be ready to be demonstrated.)
- Advocacy products (e.g. briefing notes, position papers, etc.) and activities (e.g. any activity that would require a declaration to the Registry of Lobbyists)
- Product marketing and commercialization costs
- Costs associated with patent submissions
- Costs associated with certification processes or compliance with various “labeling” systems

Any other costs not directly associated with assessing a prototype CLT/land assembly solution, demonstrating, scaling and reporting on the demonstration project as outlined in **Which activities are eligible under the NHS Demonstrations Initiative?** (above) will likely be ineligible.

### **B.1.4. Preliminary eligibility screening process**

If you are unsure regarding the fit or eligibility of your project to the Initiative, we invite you to take advantage of the **Virtual Orientation Workshop** provided to potential applicants and collaborators, and to **book an appointment** with the NHS Demonstrations Initiative team to discuss your project eligibility and best stream fit as suggested in **Part A 3. Applicant Pathway**.

**From July 12th until August 6th:** Secure your appointment for Preliminary Eligibility Screening:

- This process aims to ensure that your project meets the Demos eligibility criteria. Hence, applicants need to fill in the Application Form to describe their project at a high level and the information must be sufficient to have a preliminary assessment on eligibility; it is understood that the Application Form will be refined after the assessment.
- Presenting the **expected applicant and collaborators** (which can be confirmed afterwards), **project stream** and **objective, solution description** and **project description, high-level activities** with those **that would require CMHC funding** is key to a preliminary eligibility assessment.
- The draft Application Form must be submitted to CMHC **at least 5 business days** before the scheduled appointment; see **Part B 2** to fill your Application Form;
- CMHC will support applicants in validating applicant’s eligibility, project eligibility and proposed activities eligibility, as per the Applicant Guide; CMHC can also support applicants in ensuring they select the project stream that best meets their project objective.
- CMHC will review the draft application and confirm if the applicant meet the eligibility criteria; and if required, will provide feedback or clarification on eligibility criteria.
- Although appointments can be taken until August 6<sup>th</sup>, it is recommended to not wait too long before securing your appointment, so you can have enough time to ensure you meet all eligibility requirements.
- Appointment timeslots are secured on a first-come first-serve basis; CMHC will offer 1 meeting per team aiming to submit a proposal.

**Note:**

- This preliminary eligibility screening process is only intended for applicants to determine whether or not their project might be eligible for round 2021 of the NHS Demonstrations Initiative and provide them with the opportunity, as might be required, to meet the program’s eligibility criteria prior to the application deadline.
- CMHC will only speak about the **eligibility** of the proposal and will not comment on the **merit** of the proposal, or on how proponents could strengthen their proposal in view of the evaluation criteria. All applicants can consult the Applicant Guide and Orientation Workshop for information on the selection criteria and how to put together their proposal.
- Feedback provided by CMHC through the preliminary eligibility screening process does not guarantee that the project will meet the eligibility criteria after the application deadline; applicants remain, at all times, fully responsible for ensuring that their proposal meets the eligibility criteria.

## B.2. Ready to apply: How to submit an application

The NHS Demonstrations Initiative involves an on-line application intake process (AIP). See **Part D 2.3** of this guide for information on obtaining an application form and the intake portal for submitting the NHS Demonstrations Initiative application.

The application form must be submitted in accordance with the conditions and requirements as set out below and as stated in **Part D 2** in order to be considered for evaluation by CMHC.

### **Application Form—Section 1: General information**

General information regarding the proposed demonstration, including the identification and contact information of the applicant, as well as the key personnel representing project collaborators and other contributors to the proposed demonstration is required in Section 1.

#### ***Application Form—Section 1.1: Eligible applicants***

Once you have reviewed eligibility criteria and confirmed that this program is a good fit to support your project (see **Parts A & B**), please fill in this section.

**Reminder:** The applicant is the organization submitting the proposal on behalf of the project and all of its partner and collaborators; should the proposal be selected for funding, this organization would be the one invited to enter into a contribution agreement with CMHC; responsible to fulfill the requirements in terms of insurance coverage, monitoring and reporting to CMHC; accountable on the risks, deliverables and responsibilities related to the project. Hence, the partners need to ensure that the party submitting the proposal on behalf of the project can meet these requirements.

**Applicant name:** Please ensure to include the **legal** name of your **organization** in this field.

**Applicant contact:** Name of the **person** who is responsible for submitting this application for your organization.

**Project location (scope) (City, Province/Territories):** This is not the location where the lead organization is based, but rather the **location where project** activities are expected to take place; they can encompass various locations. Regarding **virtual collaborations**, applicants should indicate the project scope. For instance, if virtual collaborations are deployed from a specific city, but intend to reach collaborators and/or audience across various provinces and territories, then project location (scope) would be “National”; if the virtual activities are intended for a provincial/territorial audience, then the project location (scope) would be the applicable province or territory.

**Start and End dates:** Project start date should be **between November 2021 – January 2022**; since project duration has an expected maximum of 24 to 36 months (depending on stream selected), the end date should be calculated accordingly. Projects submitted under the **Journey stream** (pilot implementation of a CLT/land assembly solution) are expected to last longer, while projects submitted under the **Dissemination and Scaling streams** are expected to be under 24 months; such projects may submit a longer timeline but would need to **provide a rationale** for it in **Section 2.3 – Project description**.

#### ***Application Form—Section 1.2: Eligible collaborators***

There are no restrictions in the NHS Demonstrations Initiative with respect to joint ventures, partnerships and collaborations with third parties. In fact, partnership arrangements are encouraged. However, the application must clearly articulate the key roles and contributions each individual participant brings to the project and how working as a team brings added value to the demonstration project.



In the context of CLT/land assembly solutions, collaborations can include those parties directly engaged in developing the land assembly model, along with affordable housing developers and providers; research, innovation and scaling consultants, as applicable; community representatives, adopters, end users and beneficiaries (including people with lived experience), etc. Depending on the stream selected, collaborators can directly participate in implementing the solution and/or provide feedback or specific expertise to scale, adapt or replicate a given land assembly model.

**Reminders:**

- Please include all collaborators, **including the applicant**, in this section.
- Collaborators may or may not be “Team Members” to be included in Section 2.4, but are generally considered to be those parties with a strategic interest in the project, co-funders, advisors but not necessarily members of the team actually undertaking the demonstration project.

**Characteristics of a strong proposal**

Strong proposals state clearly:

1. the **type** of partner organization (private enterprise, municipal government, indigenous community, etc. as appropriate);
2. the **role** of each collaborator (are collaborators participating as parties who implement the solution, as expected users or beneficiaries of the solution, as experts, as potential adopters or replicators of the solution, scaling partners?);
3. and their **specific contribution** to the project (in terms of bringing expertise, knowledge, professional experience, lived experience, feedback on the proposed solution, in-kind or financial resources, etc. as appropriate).

**Note:** For **projects related to Indigenous housing or Indigenous populations groups**, the selection committee will prioritize those projects where the Indigenous organizations and populations lead the demonstration project or play a substantial role into it; as such, detailing how they would participate as collaborators (if they are not leading the project) will be key.

Consider the following items in completing this section of the application:

- How well do the proposed collaborators align with the demonstration objectives (i.e. are they a good fit)?
- To what degree will the collaboration activities enhance outcomes, bring value to the project, and increase the probability of success, without undue risk by partnering?
- Do the partnerships strengthen leveraged outcomes through collaboration?

Providing a clear explanation of the **degree of involvement** of each collaborators (are they providing feedback at some milestones points across the project? Are they participating in all activities, from conception to completion? Are there perspectives for further involvement in deploying the project (if it is a success?) will strengthen your proposal.

Providing letters who confirm each collaborator’s support to the project, as well as how they expect to support the project (e.g. sharing their expertise, resources, in-kind of funding contributions, as applicable) will strengthen your proposal.



### ***Application Form—Section 1.3: Funding requests from other organizations***

Demonstration projects applying for funding or receiving funding from other institutions, organizations, programs, etc., are eligible to apply for NHS Demonstrations Initiative funding.

However, this section of the application form is intended to highlight whether the proposed demonstration project is subject to and contingent upon any pre-existing funding arrangements or funding requests that may impact the feasibility or viability of the proposed demonstration project proceeding, whether or not the granting of funds from the NHS Demonstrations Initiative is successful.

If so, the applicant must provide key information regarding the external affiliations, including contact information and details surrounding the other funding application(s), including funding amounts, status of application, type of funding, etc. As part of its due diligence process, CMHC may contact these other potential funders, unless instructed otherwise by the applicant (with reasons provided).

During the application evaluation, consideration may be given with respect to the dependency on external (or third-) party funding arrangements or approvals to realize the undertaking and completion of the proposed demonstration project. If there are dependencies to consider, it is recommended to explain the scope of potential impact – should the complementary funding be denied - and to present a mitigation strategy, i.e. what would happen if you are recommended for funding by CMHC but denied the requested complementary funding?

Eligible applicants must indicate any relevant project funding that they have applied for, been approved for, or have received. Also indicate partner or co-applicant funding and include funding from other NHS initiatives (for example, Innovation Fund, Co-investment, Lands, Community Housing Transformation Centre and Sector Transformation Fund and Rental Construction Fund (RCF)).

The NHS Demonstrations Initiative does allow stacking with other funding programs, but will not fund the same activities that are already covered by other funding, only complementary activities.

#### **Characteristics of a strong proposal**

Strong proposals state clearly that project feasibility is **not** dependent on pending confirmation from any other submitted complementary funding.

### ***Application Form—Section 1.4: First Nations, Inuit or Métis engagement pre-consultation analysis and planning considerations***

- If your project is executed within or adjacent to First Nations, Inuit or Métis government or community territories, or if these governments/communities may be impacted by your project, consultation may be required. Please identify the First Nations, Inuit or Métis government(s) or communities and describe discussions that have occurred to date related to your project undertaking. If discussions that have occurred indicate there is no need for consultation, or you have received consent from the First Nations, Inuit or Métis government(s) or communities to proceed with the project, please indicate this in your narrative, and provide any required supporting documentation.
- For those projects that may require further consultation with First Nations, Inuit or Métis governments or communities, please indicate the governments/communities that would be involved, should the project proceed, the consultation process to be used, and confirmation of ethics guidelines to be followed. Projects having validated that aspect (i.e. performed pre-consultation analysis and planning considerations, if applicable) prior to submitting an application will be prioritized.
- **Note:** If the demonstration project supports First Nations, Inuit and/or Métis government(s) or communities as an NHS priority area or priority population group, the applicant must provide support letters from all applicable communities as part of the application documentation.
- **Projects related to the NHS Indigenous Housing priority area or Indigenous population groups with a First Nations, Inuit and/or Métis firm or organization as the applicant (i.e. leading the project) will be prioritized.** Co-design of the demonstration project with identified First Nations, Inuit or Métis governments or communities is strongly encouraged and, as a minimum, said groups must be included as key collaborators of the project.  
**Note:** Failure to provide support letters will disqualify the demonstration project for funding.
- If your project doesn't affect or apply to First Nations, Métis, or Inuit communities and is not related to their territories, simply indicate **"Not applicable"** in this section.

#### **Characteristics of a strong proposal**

Explain clearly which steps and activities you have undertaken to engage with Indigenous communities and/or authorities who might be affected by your project; if your project involves Indigenous collaborators, explain how you engaged with them to discuss how your partnership would unfold and how the required collaborations would take place.

Having support letters from Indigenous partners confirming not only their approval of the project, but also the extent of their involvement, role and contribution to the project will strengthen your proposal.

## Application Form—Section 2: Project details

In this section, you are invited to provide detailed information regarding the nature and extent of your proposed demonstration project and the roles and contributions of the key players in the design, delivery and implementation of the project.

### **Application Form—Section 2.1: Project objective**

(250 words, maximum)

#### **Select your stream**

In this section, you must indicate under which stream you submit your proposal. Refer to **Section A.2.2**.

#### **Describe project objective**

Please provide a statement explaining the demonstration project objectives (purpose), its expected impact and outcomes.

#### **Characteristics of a strong proposal**

- The demonstration project’s objectives clearly align with the stream selected;
- The demonstration project’s expected impact and outcomes are well aligned with the NHS demonstrations initiatives objectives.

### **Application Form – Section 2.2: Solution Description**

(2,500 words maximum)

Please describe here the level of readiness and key features of your CLT or land assembly solution, taking into account the stream under which you submit (journey, dissemination, scaling). Use the Applicant Guide **Part A 2.2** to ensure you answer the required questions for the stream that applies to your project.

#### **Characteristics of a strong proposal**

The CLT/land assembly solution is presented with sufficient details to ensure proper understanding by reviewers.

- Clear description of the level of readiness of the solution, confirming that the solution is ready to be demonstrated, in line with stream selected;
- Clear description of the nature of the CLT/land assembly solution:
  - key characteristics include type of land assembly solution (e.g. sector-led or community led);
  - financing model;
  - governance model;
  - innovative features of the solution, as applicable.
- Clear description of the suitability of the solution with regards to its context of implementation:
  - municipal, provincial/territorial context;
  - consideration of sex, gender and diversity in the solution design, if applicable;
  - regulation or policy;
  - potential for adoption, adaptation, replicability or scaling (as appropriate, and depending on stream selected).
  - specific needs of populations expected to benefit from the solution, as applicable;

**Application Form—Section 2.3: Demonstration project description**

(2,500 words, maximum)

Please use the check boxes to indicate what type(s) of solution(s) the demonstration project will highlight. Multiple choices can be selected.

This section is, effectively, the presentation of the “Statement of Work” which provides a detailed breakdown of all the relevant and key activities, tasks, milestones involved in the design, delivery and implementation of the demonstration project including the knowledge dissemination and reporting activities. In preparing the detailed breakdown, consideration should be given to the packaging of activities/tasks/milestones/etc., so that it is presented in a manner that it can be easily transferred to the summary tables provided in **Section 2.5**, as well as in **Section 3.1** Project Costs.

The following bullets are key questions to be considered in the preparation of the project details:

- How will the demonstration be carried out, and by whom?
- How will the required collaborations take place?
- What are the different phases, milestones, tasks, activities, and any stage gates or dependencies including proposed start-end timelines?
- Identify the purchase of outsourced products/services/activities, etc.

**Characteristics of a strong proposal**

The demonstration project is presented with sufficient details to ensure proper understanding by reviewers.

- Explains clearly how the demonstrated solution answers key demand or interest from the land, financing and/or affordable housing sectors;
- Explains clearly how NHS population groups will be engaged or fully participate through the demonstration project (where applicable);
- Specifies which knowledge transfer activities will be undertaken and how will they improve awareness, knowledge and acceptance from decision-makers and affordable housing stakeholders;
- Describes how the immediate outcomes and longer-term success of the demonstration will be assessed;
- Describes the accountability framework and the communication strategy that will ensure progress feedback;
- As applicable, describes the type of housing forms addressed as part of this project and the level of affordability it supports (in terms of number of implemented/planned affordable units, benefits on promoting housing affordability, etc.);
- Provides clear start-end dates;
- Accounts for dependencies, partnerships and relationships appropriate to support sound delivery of the demonstration project;
- Offers a well-constructed, coherent and comprehensive strategy for implementing and assessing the demonstration.

## ***Application Form—Section 2.4: Team members***

The purpose of this section is to provide comprehensive details of the skills and competencies of the project team members that will design and implement the demonstration activities described above.

List all the key members of the project team, providing descriptions of each individual's expertise and experience with respect to their respective roles and functions on the team. Also, list the tasks and responsibilities assigned to each of the team members and describe how their involvement will lead to a successful completion of the project. Providing references to previously completed projects of a similar nature in which the team members participated in a similar capacity would be useful in demonstrating the team's capabilities.

If any key activities are to be outsourced to external resources (e.g. hiring the services for videography, writing, presentations or capacity-building workshops, scaling consultants, etc.) or project partners (e.g. an NGO, housing provider, or government agency) that will be undertaking particular demonstration activities please describe the expertise and experience profile for these resources as well.

In the area under this heading, you have the opportunity to highlight previous examples of when and how the "team" has worked and collaborated together on other projects of similar scope and size to successfully complete the project and achieve the desired outcomes (as applicable).

**Note:** It is required that, barring unforeseen events that could reduce their capacity, the applicant attest that they have and will retain, over the lifetime of the project, the technical and personnel capacity to undertake and complete the project, along with their collaborators, and that they have contingency plans in place to minimize, as far as possible, the impact of any unforeseen events.

### **Characteristics of a strong proposal**

The CLT/land assembly solution is presented with sufficient details to ensure proper understanding by reviewers.

- The team description displays clearly the expertise and experience from the various members, including how they complement each other;
- The displayed expertise covers all of which is required to implement the demonstrations activities, considering their nature (i.e. if the demonstration is aimed at scaling, there is scaling expertise among the team & collaborators; if the solution aims at answering the specific needs from NHS populations groups, then diversity, inclusion and/or GBA+ expertise, along with lived experience, is represented across the team; etc.) Team expertise should cover both demonstration project management expertise and required CLT/land assembly technical expertise.
- The proposed team is adequate considering the project objectives and scope (i.e. resources are not over-extended).

***Application Form—Section 2.5: Project activity summary***

In this section of the application form, provide a summary of the “Main Activities” and their associated “Sub-Activities” to create a high-level design and implementation schedule based on the Project Description in Section 2.3. Full descriptions of each activity are not required if detailed in project description above. Ensure the activities indicated are in alignment with each phase or segment of the project (i.e. design, implementation, demonstration, knowledge products, information dissemination, wrap-up activities, reporting). Enter “Start Date” and “Completion Date” for each of the main activities. Also, indicate the outputs associated with each activity (e.g. knowledge product, user/beneficiary engagement, webinar, capacity-building, case study, scaling workshop, etc.).

***Application Form – Section 2.6: Knowledge Dissemination Plan***  
(1,000 words maximum not including tables)

This section of the application form allows you to describe, in detail, your communication plan and information dissemination strategy surrounding the demonstration project, and the key outcomes the demonstration project is aiming to address within the broader affordable housing sector – taking into consideration alignment with the stream selected for your project.

The production of a case study is a minimum requirement in terms of knowledge dissemination deliverables that should be included in the Plan, as explained in Part D 2.21.

The Plan should describe how knowledge gained and lessons-learned from the demonstration will be communicated to targeted audiences, include activities during the demonstration period as well as at any period of time after the actual demonstration has been completed and describe how the information and knowledge generated over the course of the demonstration will be transferred to raise awareness, knowledge and uptake of the CLT/land assembly solution demonstrated.

The Plan can be broken down into three (3) key areas; knowledge products, dissemination channels, and target audiences.

- The following are examples, of knowledge products that may be produced/developed/created as part of the NHS Demonstrations Initiative: reports, case studies, presentations, displays, best-practice guides, interactive web site, infographics, photography, web applications, video.
- A variety of delivery mediums and channels may be suitable to relay the information packages to the broader affordable housing sector, including: Internet – including web-sites, podcasts, webinars, social-media, YouTube, On-site public tours, open-houses, expert communities, industry events, newspaper/journals.
- A variety of key audiences can be targeted to focus knowledge dissemination activities, including: housing providers, technical experts, housing NGOs, builders, various levels of government, socio-economic policy and program developers, associations representing one or more NHS populations groups, people “face-to-face” videos (including interviews with subject-matter experts, persons with lived-experience).
- Information seminars, conferences, workshops, public engagements, housing forums.

## Target audiences

The plan should include products and dissemination channels for three types of target audiences:

1. **Decision-makers** – Entities with the authority to support CLT/land assembly solution(s) implementation, adoption, replication and/or scaling (as applicable).
2. **Peers and users** – Stakeholders that will be closely connected to demonstration activities performed on the ground; potential adopters and replicators; users and residents who would benefit from the CLT/land assembly solution being demonstrated.
3. **Networks or Platforms** – Instances with direct access to connections or platforms with proven capacity or potential to significantly increase awareness, adoption, replication and/or scaling of the proposed CLT/land assembly solution at an extended level.

The plan must clearly articulate the value added by the proposed product, the efficacy of the delivery medium, and the appropriateness of the key audiences. The plan must also address how the demonstration project outputs will inform and enhance the uptake of the CLT/land assembly solution, within the housing sector in the long term.

The table in Section 2.6 of the Application Form contains information derived from the knowledge dissemination plan, which summarizes:

- each of the key knowledge products together with both the intended dissemination channels and key target audiences and the expected product release date(s); and
- each knowledge transfer activity, together with the location and duration of each activity.

### Characteristics of a strong proposal

- The knowledge dissemination plan provide a thorough and well-constructed overview of the knowledge transfer products and activities, channels and targeted audiences;
- the chosen products, activities and channels are effective in **raising awareness** in the sector and **transferring knowledge** that, **fosters uptake of the CLT/land assembly solution** demonstrated or scope of its impact;
- the plan shows a comprehensive stakeholder engagement strategy;
- the plan sufficiently address interdependencies and potential barriers or limitations that would adversely impact the communication and outreach strategy.

## **Application Form—Section 3: Project funding**

This section of the application form highlights the financial considerations of the demonstration project.

### ***Application Form—Section 3.1: Project costs***

Section 3.1, provides a summary of the “Project Costs” associated with each of the demonstration activities/tasks/milestones/etc. that were previously described in detail in Section 2.3 Project Description, and summarized in Section 2.5 Project Activity Summary together with a detailed breakdown and description of all costs that are included in the total. An example of a demonstration cost breakdown table is provided in **Appendix 2** of this guide. For each activity, the total cost is required, as well as the funds being requested from CMHC with respect to that activity. This allows CMHC to evaluate and assess the compliance of the activity for purposes of eligibility and the reasonableness of the associated costs.

### ***Application Form—Section 3.2: Proposed funding contributions***

Section 3.2 is a summary of the funding resources and contributions, from all sources (including Collaborators, CMHC, others) that are required to pay for the design and implementation of the proposed demonstration project in accordance with the proposed Project Description (Section 2.3), Project Activity Summary (Section 2.5) and Knowledge Dissemination Plan (Section 2.6).

The applicant must ensure that Total Project Costs (in Section 3.1) are the same as the Total Project Contributions (in Section 3.2).

The applicant will identify, in the table provided, the funding contribution provided from all resources (including the applicant and collaborators). Funding contributions earmarked for specific activities should also be clearly identified in the tables. The demonstration project funding contributions may be provided in the form of “cash” or “in-kind” amounts, defined as follows:

**Cash contribution** refers to the provision of actual dollars (currency) used to offset and pay for project expenses incurred during the design, delivery and implementation of the project. The request for CMHC’s contribution to the demonstration project will be in the form of a cash contribution that may be used to cover expenses associated only with eligible activities.

**In-kind contribution** refers to the dollar value (as determined by CMHC) of labour, services and resources team members contribute towards the design, delivery, information dissemination, and reporting aspects of the demonstration project, or specific activities within the overall project, in lieu of cash or in lieu of services necessary to the design, delivery and implementation of the demonstration project that would have otherwise been purchased. A breakdown of all in-kind contributions (staff time, labour rates, expenses, etc.) together with the associated activity, will be required for the review and consideration by the evaluation committee.



## Application Form – Section 4: Project Relevance

### **Application Form Section 4.1: NHS Priority Area(s)**

In this section please check off all appropriate boxes indicating which applicable NHS Priority area(s) the demonstration project is aligned with (see Appendix 1 for more information).

### **Application Form Section 4.2: Project Alignment with NHS Priority Area(s) and/or Population(s) and Desired Outcomes**

(2,000 words maximum)

Please provide details on the project's alignment to the NHS priorities and expected outcomes (see **Appendix 1** for more information), including the project's relevance to priority populations, as applicable. The supporting information should substantiate project relevance to the NHS vision, themes and outcomes. The information should also demonstrate how the project will contribute to the development of sustainable housing and other social, economic and environmental goals. Indicate how the CLT/land assembly solution could support a better quality of life by improving housing conditions for Canadians and how the solutions will substantively impact the outcomes for NHS priority populations, as applicable.

Demonstrate alignment with broad NHS themes and indicate how the project will address: housing affordability; the vitality of the housing sector; the distinct needs of NHS population groups reached by your solution (as applicable); and any innovative strategies that increase affordability.

High value will be attributed to applications that can demonstrate strong connections between the project's potential impacts and NHS priorities. The information provided should explain how the project outputs are linked to NHS shared objectives, specifically those that lead to sustainable housing and communities, including:

- **Homelessness** is reduced year over year
- Affordable housing **promotes social and economic inclusion** for individuals and families.
- Housing outcomes in **Canada's territories and for Indigenous peoples** are improved year-over-year.
- Affordable housing **contributes to environmental sustainability** and is a source of stability for the Canadian economy.
- **Partnerships are built, strengthened and mobilized** to achieve better outcomes.
- **Horizontal collaboration/alignment** across the federal government result in more holistic responses.
- Greater support of Government of Canada **Gender and LGBTQ2+ focused initiatives**.
- **Housing affordability and condition** is improved.
- **Expertise and capacity** is enhanced in the housing sector.

### **Characteristics of a strong proposal**

Demonstrations that address NHS priorities with the prospect of deep and enduring impacts will offer the most value for housing stakeholders. Provide details of how the project answers a critical need or demand, how they will enhance NHS desired housing outcomes, including increased accessibility, affordability, energy efficiency or social inclusivity (as applicable).

You can review the **NHS website** and relevant background documents in order to demonstrate that the project aligns with the NHS priorities and expected outcomes.

## Application Form – Section 5: Affordable Housing Sector Impacts

(2,500 words maximum)

### ***Consider this section – Affordable Housing Sector Impacts – the most important!***

Does the design, delivery and implementation of the proposed demonstration project, including the knowledge transfer plan, have the potential to significantly impact the adoption or scaling of your CLT/land assembly solution within the affordable housing sector?

Provide an overview of the short-, mid- and long-term impacts that will improve housing conditions and meet the needs of Canadians, particularly the housing needs of vulnerable people. Additionally, provide evidence of sector demand, capacity and interest to use the results of the demonstration project. Include a rationale that justifies the funding request in terms of the benefits, and describe the impacts of the knowledge outputs as they are replicated and scaled on a broader level.

### **Characteristics of a strong proposal**

- Provides a detailed description on how the demonstration would benefit affordable housing stakeholders and housing affordability across the sector, and others (as applicable);
- provides details on the impact process flow, from demonstration activities to knowledge dissemination, that will support a culture of innovation by creating a more knowledgeable and capable housing sector;
- describes the sound value of the project to the affordable housing sector in terms of:
  - i) magnitude of impact (i.e. is it a solution for a specific stakeholder vs. all housing providers);
  - ii) depth of impact (i.e. spurs the sector to adopt long-term solutions to a chronic, long-standing problem vs. a limited short-term solution);
  - iii) demonstration impacts (e.g. target audience, duration, level of public exposure, etc.);
  - iv) knowledge dissemination impacts (e.g. knowledge gaps, implementation barriers, sector uptake expectations, etc.);
- when available, early indicators or supporting evidence that substantiates claims will add value to the proposal.

## Application Form—Section 6: Project risks

(1,000 words, maximum)

All projects, activities and tasks carry inherent risks that impact their ability to be successfully completed. In this section, detail the risks at various stages of the proposed demonstration project, from design and development to deployment and implementation, and propose corresponding strategies to mitigate and/manage those risks to a reasonable degree.

### Characteristics of a strong proposal

The risk assessment identifies a diversity of risks: operational, reputational, and business risks to demonstration delivery, taking into account:

- complexity of the project;
- the number and magnitude of project unknowns and uncertainties;
- internal-external dependencies (i.e. reliance on certain events outside the control of the project team) that may impact the demonstration delivery;
- lack of expertise (amongst the project team members) in certain areas of the application impacting project delivery or attaining desired outcomes;
- outsourcing elements of the demonstration project to third (external) parties;
- financial strength of the application; includes both accuracy and reliability of the project cost assessment as well as the capacity and ability of the project partners to deliver on the required funding amounts;
- potential damage to property or injury to collaborators, stakeholders and the public;
- disruption to property or operations due to the installation or deployment of demonstration activities;
- unintended consequences from demonstrating the CLT / land assembly solution;
- reputational risk (to the applicant, the collaborators, the population groups or CMHC) resulting from the demonstration failing to achieve its desired objectives and intended outcomes.

For each risk that is identified, mitigation strategies are provided by the project team, which may require:

- dedicated project management resources and methodologies;
- communication strategy;
- monitoring of outputs and impacts;
- oversight mechanisms; and timely communication and reporting.

## Application Form—Section 7: Applicant’s attestation

In this section, the applicant provides their signature confirming the terms outlined within this section.

### B.3. Useful resources

Additional information regarding the NHS Demonstrations Initiative can be found under the “Resources” tab at: [www.cmhc-schl.gc.ca/en/nhs/demonstration-initiative](http://www.cmhc-schl.gc.ca/en/nhs/demonstration-initiative)

### B.4. Application checklist

Please ensure your application includes all the following information. Incomplete applications will not be considered.

- Completed Application Form with Signed Applicants Attestation in Section 7
- Signed support letters from collaborators (.PDF only) (**mandatory** for projects supporting First Nations, Métis or Inuit housing as an NHS priority area or priority population groups; otherwise facultative, but will strengthen your application)
- Budget table (**mandatory**—SEE Appendix 2)
- Performance measurement framework (**mandatory**—SEE Appendix 3)

**Reminder:** Please do not include any additional material as it will not be assessed by the evaluation panel.

## PART C—SELECTION PROCESS

This part provides information on the selection process once applications have been submitted.

### C.1. Selection process

Applications are assessed in the subsequent weeks, with a notice of decision anticipated 8 weeks post-application deadline.

CMHC will first screen all applications to ensure they meet the eligibility requirements and that they are complete. CMHC will only contact you to let you know if your application is not eligible to move to the evaluation committee.

CMHC's review process is supported by reviewers with relevant experience and subject-matter expertise who will assess the quality of the applications. The applications received will be reviewed, scored and prioritized based on merit.

- Only applications scoring 80% or higher as global evaluation score will be considered for funding.
- Recommendation for funding will be provided to the highest scoring applications, based on budget available.
- There is no limit to the number of projects that may be recommended for funding per stream; the 2021 AIP aims to select at least one project per stream, provided that they reach the required 80% threshold.

**Note:** While applicants can submit up to 2 applications, funding decisions may consider diversifying applications to demonstrate a breadth of land assembly solutions.

### C.2. Evaluation scale and criteria

There are two (2) parts to the evaluation criteria: a) point value from 0-2; b) assigned weight of importance.

#### Point values

Each criteria is to be scored in on a scale of 0 to 2, which can be generally characterized as follows:

- 0 – Insufficient;** does not meet the evaluation criteria
- 1 – Concerns;** partially meets the evaluation criteria
- 2 – Good;** meets well the evaluation criteria

Providing sufficient evidence to support all evaluation criteria will strengthen your application. Reviewers will base their evaluation on the contents of the Application Forms and eligible complementary documentation, so it is important to answer all elements on the application form, with clear descriptions, focusing on intended outcomes and impacts.

Application Form Section	Points (0-2)	Weighted Value (%)
<p><b>1.2 &amp; 1.4 Collaborators</b></p> <p>How well do the proposed project’s collaborators align with the demonstration objectives (i.e. are they a good fit, are the expertise gaps in the applicant’s portfolio covered by the projects’ collaborators)? To what degree will the collaborative activities enhance outcomes, bring value to the project, and increase the probability of success without undue risk? Is the collaboration strengthening leveraged outcomes?</p> <p>For projects occurring on or near First Nations, Métis and Inuit territories, or projects supporting First Nations, Métis and Inuit housing as NHS priority area or populations: is there a proper engagement or consultation plan (if applicable) and explanation on how First Nations, Métis or Inuit groups have been or would be involved in the project, should it proceed? Are support letters from such groups provided?</p>	0-2	8
<p><b>2.1 Project Objective</b></p> <p>Are the project’s objectives clearly articulating the extent to which the demonstrations project aligns with those of the stream selected? (i.e. demonstrate the process of implementing a CLT/land assembly solution in a specific context; disseminate how it was done and results for increased awareness, interest, potential adoption; develop a scaling approach and/or scale a CLT/land assembly solution). Are the demonstration project’s expected impact and outcomes well aligned with the NHS Demonstrations Initiative’s objectives?</p>	0-2	8
<p><b>2.2 Solution Description</b></p> <p>Does the description of the solution clearly establish that the solution is ready to be demonstrated, as relevant with regard to the stream selected? Does the description of the solution clearly establish relevant characteristics and features, confirming the potential or merit of the CLT/land assembly solution for housing affordability, and/or suitability of the solution regarding its context of implementation or scaling?</p>	0-2	9
<p><b>Bonus: Innovation</b></p> <p>Does the proposed CLT/land assembly solution incorporate innovative features?</p>	0-2	2
<p><b>1.3 &amp; 2.3 Project Description</b></p> <p>Does the description clearly explain how the CLT/land assembly solution answers key demand and interest from the from the land, financing and/or affordable housing sectors? Does the description explain clearly how NHS population groups will be engaged or fully participate through the demonstration project (where applicable)? Is the project description sufficiently detailed with key start-end dates, and does it offer a well-constructed, coherent and comprehensive strategy for implementing and assessing the demonstration, taking into account dependencies and partnerships appropriate to support sound delivery of the demonstration project?</p>	0-2	9
<p><b>2.4 Team Members</b></p> <p>Does the project team (as a group) possess the experience, expertise and collaborative abilities to ensure success?</p>	0-2	6
<p><b>2.5 Project Activity Summary</b></p> <p>Does the Project Activity Summary provide a thorough and well-constructed plan that identifies all of the key activities, milestones and outputs that support the project description?</p>	0-2	9

(continued)

Application Form Section	Points (0-2)	Weighted Value (%)
<p><b>2.6 Knowledge Dissemination Plan</b></p> <p>Does the knowledge dissemination plan provide a thorough and well-constructed overview of the elements, dependencies, knowledge products, and channels that will effectively raise awareness in the sector and transfer knowledge that fosters the uptake of the solution(s) demonstrated? What is the quality of the proposed knowledge transfer plan in terms of stakeholder engagement, knowledge dissemination, and publicly available materials?</p>	0-2	6
<p><b>3.1 &amp; 3.2 Project costs and Funding contributions</b></p> <p>Does the budget as a whole represent a reasonable request for the proposed activities? Are there other cash or in-kind contribution from the applicant and collaborators? Does the total funding offer a high value for money proposition (i.e. cost-benefit impacts on the affordable housing sector)? Is CMHC funding efficiently supporting knowledge dissemination and demonstration activities?</p>	0-2	6
<p><b>4.1 &amp; 4.2 Project Relevance to NHS Priority Areas and/or Population Groups</b></p> <p>To which degree does the project answer one or more NHS priority area(s) and/or the needs of one or more NHS Population Groups?</p>	0-2	8
<p><b>Bonus: NHS populations groups</b></p> <p>Is the proposed CLT/land assembly solution designed to address the specific needs of one or more of the NHS populations groups? Does the project proposal demonstrate significant relevance of the demonstration project to one or more NHS population groups; and/or does the project address a gap or strongly answer the specific needs of one or more of the NHS population groups.</p>	0-2	2
<p><b>4.2 Project Alignment with NHS Expected Outcomes</b></p> <p>Does the project demonstrate connections with the NHS shared outcomes?</p>	0-2	6
<p><b>5.1 Affordable Housing Sector Impacts</b></p> <p>Is there a clear rationale explaining how the demonstration would benefit affordable housing stakeholders and housing affordability across the sector, and others (as applicable)? Is there a clear explanation regarding the impact process flow – from demonstration activities to knowledge dissemination or scaling (as appropriate, depending on stream selected) – that will support a culture of innovation by creating a more knowledgeable and capable housing sector? Should the demonstration project be successful, what is its level of potential to spur positive impacts, taking into consideration magnitude, depth, scope of impact? Will the project ultimately foster a culture of innovation in the affordable housing sector that will better meet the housing needs of Canadians?</p>	0-2	15
<p><b>6.1 Risk Assessment and Risk Mitigation</b></p> <p>Has the applicant provided a risk assessment that identifies the operational, reputational and business risks to project delivery? Does it include all possible risks associated with the demonstration project’s implementation such as the liabilities and costs associated with having to remove, recall, cancel the solution implemented and any needed remediation measures; the disruption to tenants; local opposition to the demonstration; policy and regulatory barriers to the innovation; etc? Has a practical, reasonable risk mitigation strategy been provided?</p>	0-2	6

## PART D—APPLICATION AND SUBMISSION INSTRUCTIONS

This part provides information on CMHC's procedures and rules pertaining to the Application Intake Process (AIP) in order to support you in submitting your application, including all the mandatory requirements as indicated in the next pages.

Non-compliance with a mandatory requirement will result in the application being eliminated from further consideration.

### D.1. Application intake process (AIP)

CMHC is inviting eligible applicants to:

1. Develop, implement, operate and administer a demonstration project that highlights CLT/land assembly solutions focused on affordable housing, aligning with the NHS priority areas and/or populations (see **Appendix 1** for more information).
2. Undertake demonstrations activities, as described in the journey, dissemination and scaling streams.
3. Contribute to the achievement of federal outcomes relating to the National Housing Strategy by supporting the fostering of a culture of innovation in the affordable housing sector.
4. Monitor outputs and provide detailed reporting of the demonstration outcomes to CMHC; CLT/land assembly case study, web content, virtual tours, surveys, users/adopters/beneficiaries feedback and assessment of results.
5. NHS Demonstrations Initiative support will be offered to those applicants/projects that have the greatest potential to improve housing affordability and sustainability (i.e. socio, economic, environmental performance), in relation with the NHS priority areas and populations.
6. CMHC uses the AIP to describe its requirements, ask affordable housing stakeholders for their demonstration applications, describe the criteria which will be used in evaluating applications and selecting successful applicants, and outline the terms and conditions under which the successful applicant will undertake the demonstration project. By submitting an application, applicants agree to be bound by the terms of this AIP, and the terms of the application that they submit.
7. In this AIP process, applications and applicants are evaluated in terms of ability to satisfy the stated requirements, while providing best value to CMHC with respect to its requirements.



## D.2. Submission instructions and deadline (mandatory)

### ***D.2.1. Language of application***

Applications may be submitted in English or French.

### ***D.2.2. Applicant's attestation***

The Applicant's Attestation, Section 7 in the NHS Demonstrations Initiative application form, duly executed, or an accurate reproduction signed by an authorized officer(s) of the applicant, **must be included** in the application submission.

### ***D.2.3. Delivery instructions and deadline***

The NHS Demonstrations Initiative application form and the intake portal for submitting the NHS Demonstrations Initiative application form (including all supporting documentation) can be accessed at <https://www.cmhc-schl.gc.ca/en/nhs/demonstration-initiative>.

In the event that access to the platform for submitting cannot be done, in remote regions for example, it will be possible to send proposed demonstration project applications, including all supporting documentation by mail or courier. However, in such cases, the responsibility will be on the applicant to allow sufficient time from the mail drop-off or courier pick-up to ensure the application is **received** by CMHC in advance of the closing date and time, as outlined in **Part D 2.4** below.

The provision to send applications in the mail is considered exceptional and is permitted only in situations where it is not possible to use the web portal platform, such as a case involving remote regions, and therefore applicants should consult with CMHC at [Innovation-Research@cmhc-schl.gc.ca](mailto:Innovation-Research@cmhc-schl.gc.ca) before submitting an application by mail.

Timely and correct submissions of NHS Demonstrations Initiative applications in the exact specified delivery platform is the sole responsibility of the applicant. All risks and consequences of a failure to submit an application to CMHC are borne by the applicant. CMHC will not assume those risks or responsibilities under any circumstances.

The time of delivery for the purposes of this section is deemed to be the time recorded by the CMHC system receiving the application, and not the time the application was sent by the applicant.

The **only** supplementary information that will be considered as part of your application are support letters to the project from collaborators and other stakeholders, budget spreadsheet (see **Appendix 2**) and performance measurement framework (see **Appendix 3**). These can be submitted along with the application through the same application intake portal, or by mail, in the case of remote regions as previously indicated. Any other supplementary information (e.g. resumes, profiles, data, etc.) will not be considered for evaluation.

Upon receipt of applications, an automated confirmation will be issued by CMHC to the sender's e-mail address. It is strongly recommended that applicants follow up with the inquiries contact indicated in **Part D 2.5**, should they not receive a confirmation within 30 minutes of submission.

Only applications submitted via the NHS Demonstrations Initiative application form and intake portal (or on an exceptional basis as previously indicated, by mail where it is not possible to use the portal) will be considered for further evaluation.

#### ***D.2.4. Application opening, verification period, and deadlines***

All NHS Demonstrations Initiative applications received on or before the closing date and time specified below, will be opened and reviewed for verification by CMHC. If, at the time of the initiative's closing, CMHC is unable to open an application, the applicant will be so advised and provided an opportunity to resubmit a version that can be opened **within 24 hours** of notification.

Your application must be submitted and received at the intake portal location specified in **Part D 2.3** on or before the submission deadline set as:

**2:00 p.m. Eastern time, on August 27<sup>th</sup> 2021**

Applications arriving late will be automatically rejected, and the sender will be so notified by e-mail.

#### ***D.2.5. Inquiries***

All questions regarding the NHS Demonstrations Initiative AIP must be sent by e-mail to:

NHS Demonstrations Initiative [Innovation-Research@cmhc-schl.gc.ca](mailto:Innovation-Research@cmhc-schl.gc.ca)

**To receive updates on the NHS Demonstrations Initiative and current process, we invite you to sign up by sending a request to the same email address.**

Changes to the AIP and Applicant Guide document will only be effective if issued by CMHC in writing as described below. Applicants are therefore strongly cautioned to request that all clarification, direction and changes be provided in writing, as information given orally by any person within CMHC shall not be binding upon CMHC.

All written questions submitted, which in the opinion of CMHC raise an issue that has the potential to affect all applicants, will be answered by CMHC in writing and distributed to all applicants by e-mail. The identity of the applicant making the inquiry will not be included in the response. Any questions of a proprietary nature must be clearly marked as such.

In the event that it becomes necessary to revise any part of the AIP as a result of any inquiry or for any other reason, an addendum to this AIP will be provided to applicants by e-mail.

CMHC has no obligation to respond to any inquiry, and will determine, at its sole discretion, whether it will respond to inquiries that are submitted. CMHC cannot guarantee a reply to inquiries received less than seven (7) calendar days prior to the closing date.

#### ***D.2.6. Communication***

During application evaluations, CMHC reserves the right to contact or meet with any individual applicant in order to obtain clarification of its submission, including clarification of the scope of services offered. Any such communication is limited to clarification purposes only, and applicants will not be allowed to revise their application during this process.

#### ***D.2.7. Applicant contact***

The applicant you identified in section 1.1 of the NHS Demonstrations Initiative application form, including name and contact information, shall be the primary contact for CMHC during the evaluation period.

### ***D.2.8. Offering period***

It is a deemed condition of every application that the terms of the application shall remain valid and binding on the applicant until such time as an Agreement is negotiated and executed, not to exceed ninety (90) days following the AIP closing date.

### ***D.2.9. Changes to application***

It is strongly suggested that applicants take time to review their application prior to submission to minimize the need to make changes.

Applicants are permitted to include additions, deletions, make edits and changes to the application form at any time before the posted 'Submission Deadline' as noted above.

Please note that changes or additions to applications after the application submission deadline are not permitted and therefore will not be accepted in the intake portal.

Changes to an application submission are permitted, provided that they are received as an addendum to, or clarification of, a previously submitted application, or as a new application that replaces and supersedes the application that was previously submitted.

To add information or make changes to a previously submitted application, applicants must make arrangements with a CMHC representative through the inquiry channel indicated in **Part D 2.5**. Where the new application is intended to replace all or part of an earlier application submission, it must be accompanied by a clear statement specifying the sections of the earlier application that are replaced by the new application.

In all cases, changes or additions to a previously submitted application must be fully completed and received no later than the submission deadline.

### ***D.2.10. No liability***

While CMHC has made considerable efforts to ensure that the information in this AIP is accurate and complete, it is possible that errors may exist. The information is not guaranteed or warranted to be accurate by CMHC, nor is it necessarily comprehensive or exhaustive. CMHC will have no liability of any kind to applicants for losses or damages arising from any errors that may be found in the AIP, regardless of how the errors are caused. Applicants remain obliged to make their own investigation of relevant information and to form their own opinions and conclusions in respect of the matters addressed in this AIP.

By submitting an application, applicants waive any claim or cause of action that they may have against CMHC or its representatives as a result of the conduct of this AIP process or any resulting contract award, except insofar as they have proof of willful misconduct on the part of CMHC or its representatives. Applicants agree that they will not bring a court action or institute any other proceedings against CMHC for damages arising from the conduct of this AIP or any resulting award of Contribution Agreement. This section is intended to be a complete waiver of the applicant's right to claim damages subject to the limited exception noted above.

### ***D.2.11. Verification of applications***

The applicant authorizes CMHC to conduct such investigation as it deems appropriate to verify the contents of the application.

Some NHS initiatives that involve loans require CMHC to determine the primary applicant's creditworthiness by undertaking a credit inquiry at the application stage. With respect to the NHS Demonstrations Initiative, a credit inquiry will not be required at the application stage, however, CMHC reserves the right to undertake a credit inquiry of the primary applicant (and collaborators) if the application is successful and recommended to proceed to the Contribution Agreement stage of the process.

### ***D.2.12. Ownership of responses***

All applications and submitted related materials become the property of CMHC upon submission and will not be returned to applicants. Applicants are not entitled to any compensation for any work related to, or materials supplied in the preparation of their applications.

The applicant owns and holds all rights, title and interests in, or has a valid right to use, all intellectual property in and to all information and materials produced in connection with the applicant's project and the application (including, without limitation, all patents, industrial designs, trademarks, trade names, service marks, copyrights, trade secrets, inventions, know-how, domestic or foreign, and any registrations and applications for registration for any of the foregoing) to the extent it is neither published nor otherwise in the public domain. Subject to the terms and conditions of this application, the applicant hereby grants to CMHC a non-exclusive, perpetual, irrevocable, assignable, royalty-free sub-licensable license to use, make, have made, sell, offer for sale, and import the intellectual property worldwide, with the right to make such modifications as may be desirable for any purpose related to the current or future operation of CMHC.

All information regarding the terms and conditions, financial and/or technical aspects of the application which are of a proprietary or confidential nature, must be clearly marked "PROPRIETARY" or "CONFIDENTIAL". Proprietary and confidential markings shall be included beside each item or at the top of each page containing information that the applicant wishes to protect from disclosure.

CMHC will take steps to protect applicants' documents and information so marked from disclosure. Notwithstanding the foregoing, CMHC shall have no liability of any kind to applicants based on the inadvertent or unintentional disclosure of proprietary information.

Applicants are further advised that as a Crown corporation, CMHC is subject to the federal legislation with respect to access to information and privacy. In certain specific circumstances, information submitted to CMHC by third- parties may be required to be disclosed pursuant to federal legislation. In such cases, to the extent reasonably possible, CMHC will make efforts to advise the applicant of the required disclosure prior to releasing the information.

### ***D.2.13. Proprietary information***

Information about CMHC that is contained in this AIP document is to be considered proprietary information of CMHC. It is made available for the sole purpose of providing applicants with sufficient information to prepare responses to the AIP. Applicants and other readers of this document may not make any other use of information contained in the AIP.

### ***D.2.14. Corporation identification***

Applicants agree that they will not make any use whatsoever of CMHC's name, logo or other official marks, without the express written consent of CMHC.

### ***D.2.15. Declaration with respect to gratuities***

By submitting an application, the applicant certifies that no representative of the applicant, or any individual or entity associated with the applicant has offered or given a gratuity (e.g. an entertainment or gift) or other benefit to any CMHC employee, Board member or Governor-in-Council appointee with the intention of obtaining favorable treatment from CMHC.

### ***D.2.16. Conflict of interest***

The applicant and its principals, employees and agents shall avoid any real, potential or apparent conflict of interest during the AIP process, and upon becoming aware of a real, potential or apparent conflict, shall immediately declare the conflict to CMHC. The applicant shall then, upon direction of CMHC, take steps to eliminate the conflict, potential conflict or perception that a conflict of interest exists.

The successful applicant must not provide any services to any third-party in circumstances that might reasonably give rise to a conflict of interest between the applicant's duties to that third-party and the applicant's duties to CMHC.

In the event that a conflict of interest, real, potential or perceived, cannot be resolved to the satisfaction of CMHC, CMHC shall have the right to immediately eliminate the applicant from consideration under the AIP or to terminate the resulting agreement. Upon such elimination or termination, CMHC shall have no obligation of any nature or kind to the applicant.

### ***D.2.17. CMHC's obligations***

By issuing this NHS Demonstrations Initiative AIP and accepting applications, CMHC assumes the obligation of conducting the process in a fair and transparent manner. CMHC has no obligation to accept any application or services, or to compensate any applicant for work done other than as may be set out in a written Contribution Agreement with that applicant.

### ***D.2.18. Contribution agreement***

Selected applicants shall receive contribution funding by CMHC. The applicant and CMHC shall enter into a contribution agreement that will set out the terms and conditions of such funding. Further greater clarity, CMHC will not enter into a contribution agreement with the applicant's collaborators, partners or related entities.

### ***D.2.19. Indemnification and insurance requirements***

In submitting a demonstration initiative application, the applicant understands and acknowledges that should the project be accepted, the applicant shall, at its own expense, procure and maintain or cause to be procured and maintained insurance coverage which is commercially reasonable and customary for businesses of similar industry practices which shall be in force for the duration of the project. CMHC reserves the right, in its sole and absolute discretion, to conduct insurance requirement negotiations with the applicant. Depending on the level of risk exposure of the project, various insurance coverage and insurance limits may be required and/or adjusted accordingly.

The applicant also acknowledges and accepts that should the project be accepted, any subsequent contribution agreement with CMHC will include clauses stipulating the applicant will indemnify and save harmless CMHC and its directors, officers, employees and agents.

### ***D.2.20. Monitoring and reporting requirements***

If successful, the applicant will be required to provide, at a minimum, annual reports as well as a final report on their project activities and results, such as but not limited to: key activities completed, knowledge mobilization/scaling products developed and available (where applicable), solution dissemination indicators, feedback from demonstration audience, users, beneficiaries and adopters, demonstration outcomes, etc. Additional reports might be requested depending on project specificities such as length, level of risk or complexities/dependencies, etc. In order to inform program-level outcomes, the applicant will also be requested to complete a survey at one, three and five years after project completion to collect data on demonstration outcomes from their project (such as, but not limited to, target audience awareness, knowledge and acceptance of the demonstrated CLT/land assembly solution(s)). Should the project be accepted, details related to monitoring and reporting will be captured in the contribution agreement.

### ***D.2.21. Case study requirements & outcomes***

Should the project be accepted, applicants will be required to produce a case study on their CLT/land assembly solution and present it on the Expert Community on Housing (ECOH). The case study can include elements of interest that applicants and collaborators are willing to highlight, and should aim to cover the following contents such as, but not limited to (as applicable, depending on solution type and project stream):

- **Root cause and motive behind choice of CLT/land assembly approach:** core issues and specific conditions which determined the choice to select the proposed solution (compared to other options);
- **Governance model of the CLT/land assembly solution:** type, degree and scope of community control (how is it done, governance/how far does it go, outcomes and impacts);
- **Technical features of the CLT/land assembly solution:** financing mode, type of partnerships, mobilized resources, etc.
- **Implementation process :** how to successfully develop (for Journey & Dissemination streams projects) and/or scale (for Scaling stream projects) CLT/land assembly solutions for affordable housing developments; process, critical conditions (including policy/regulation), frequent challenges: regulatory, financial, or other impediments preventing or slowing the creation of land assembly solutions, and their potential remediation; risks and mitigation strategies related to land assembly solution deployment; GBA+, inclusion and diversity considerations (if applicable).

- **Scaling approach (for Dissemination and Scaling streams projects):**
  - scaling model/approach used;
  - tools that can support adaptation/transfer, scaling or replication;
  - adaptive strategies for CLTs to fit various contexts (regional)/populations group's needs.
- **CLT/land assembly solution outcomes, such as but not limited to:** evidence documenting benefits of demonstrated land assembly solution, impact of the demonstrated solution on housing affordability, impact of the demonstrated solution on expected beneficiaries, feedback on the demonstrated solution by potential adopters (confirmed interest in adoption this solution?), any other unintended impact.
- **Lessons learned from demonstrating the solution:** challenges, remediation, learnings for future ventures
- **Next steps and considerations** (as applicable) for improving the solution, improving impacts (especially for Journey stream projects), increasing adoption (especially for Dissemination stream projects), scaling (especially for Scaling stream projects): scaling strategies and their level of efficiency in various contexts;
- **Considerations** on required synergies/partnerships (by grassroots organizations, housing sector, other stakeholders) to support expansion of the CLT/land assembly solution: what kind of new collaborations are required, and what are the required mechanisms/supports to allow it?

### ***D2.22. Annual connection with other funded CLT/land assembly demonstrations projects***

At CMHC's invitation, all CLT/land assembly demonstrations projects funded under the 2021 round will be invited to connect together and must participate in at least 1 activity (virtual or in-person) annually, for the duration of said projects.

# APPENDIX 1—NATIONAL HOUSING STRATEGY PRIORITY AREAS, POPULATIONS AND SHARED OUTCOMES

In order to align the NHS Demonstrations Initiative project proposals within the NHS, CMHC is seeking applications for demonstrations to showcase and disseminate knowledge on innovative approaches to cultivate an economically, environmentally and socially sustainable affordable housing sector that fit within one or more of the following Priority:

Priority Areas
<p><b>Housing for those in Greatest Need</b></p> <ul style="list-style-type: none"> <li>• Improve housing and supports for the most vulnerable, including those who are homeless and those with distinct needs</li> <li>• Improve affordability of housing for low-income households</li> </ul>
<p><b>Community Housing Sustainability</b></p> <ul style="list-style-type: none"> <li>• Improve sustainability of community housing and build capacity</li> </ul>
<p><b>Indigenous Housing</b></p> <ul style="list-style-type: none"> <li>• Improve housing conditions among First Nations, Métis and Inuit households</li> <li>• Increase Indigenous autonomy and capacity for housing</li> </ul>
<p><b>Northern Housing</b></p> <ul style="list-style-type: none"> <li>• Improve housing conditions in Canada's territories</li> </ul>
<p><b>Sustainable Housing and Communities</b></p> <ul style="list-style-type: none"> <li>• Improve building performance, durability and energy efficiency of housing</li> <li>• Increase housing options near transportation and transit, work, supports and services, as part of mixed income, age-friendly, accessible communities</li> </ul>
<p><b>Balanced Supply of Housing</b></p> <ul style="list-style-type: none"> <li>• Increase Canada's supply of rental housing</li> <li>• Preserve and renew existing rental housing</li> <li>• Meet evolving home ownership needs of Canadians</li> </ul>



## ***NHS Shared Outcomes***

Overall, the NHS has 9 shared outcomes:

- Homelessness is reduced year-over-year
- Housing is affordable and in good condition
- Affordable housing promotes social and economic inclusion for individuals and families
- Housing outcomes in Canada's territories are improved year-over-year
- The housing needs of Indigenous groups are identified and improved
- Affordable housing contributes to environmental sustainability
- The National Housing Strategy contributes to Canadian economic growth
- Partnerships are built, strengthened, and mobilized to achieve better outcomes
- Collaboration/alignment across the federal government results in more holistic responses to housing issues

Please go to [cmhc-nhs.ca](https://cmhc-nhs.ca) for more detailed information regarding the NHS Priority Areas and the NHS Priority Population Groups.

## ***Priority NHS Populations***

- Women and children fleeing domestic violence
- Seniors
- Young adults
- Indigenous peoples
- People with disabilities
- People dealing with mental health and addiction issues
- Veterans
- LGBTQ2+
- Racialized groups
- Recent immigrants, especially refugees
- People experiencing homelessness

# APPENDIX 2—EXAMPLE OF DEMONSTRATION COST BREAKDOWN

Example of a Demonstration Project Costing:		July 01-18		Per Diem Budget Estimates										
Demonstration Project - Commencement:		July 01-18												
Demonstration Project - Completion Date:		March 31-19												
Activity/ Task #	Description	Timeline	Per Diem Rate	Content Matters Expert			Web Developer	Administrative Staff	Administrative Staff	Expenses	Notes	Total Time	Total Expenses	Activity Total Costs
				Demonstration Project Manager and Coordinator	Content Matters Specialist	Content Matters Specialist								
	GENERAL			\$ 750	\$ 600	\$ 500	\$ 600	\$ 200	\$ 200	\$2,500.00	General operating costs - electricity, heating, cleaning supplies, insurance, etc.			
1	Activity 1 - Web Development	July - December										\$ -	\$ -	
1.1	Task 1 - Design, develop and implement web-site	July - September		1.5			15			\$1,000.00	includes demonstration web site and domain costs.	\$ 10,125.00	\$ 1,000.00	
1.2	Task 2 - Develop web content	July - December		1.5	4	7		1		\$2,000.00	printing costs	\$ 7,225.00	\$ 2,000.00	
1.3	Task 3 - ongoing web management and maintenance	September - March		1			8				includes website analytics; downloads, hits, etc.	\$ 5,550.00	\$ -	
1.4	Task 4 - Develop Virtual Reality Tour of State-of-the-Art Accessibility Unit	July - September		1		1	1			\$10,000.00	Retain external company to develop the VR tour; integrate product into website.	\$ 1,850.00	\$ 10,000.00	
	<b>Total Cost Activity 1</b>			5	4	8	24	1	0	\$13,000.00		\$ 24,750.00	\$ 13,000.00	\$ 37,750.00
2	Activity 2 - Site Tours - NZE MURB	July - March		5								\$ 3,750.00	\$ -	
2.1	Task 1 - Preparation of Demonstration Site				2	4		4	4			\$ 4,800.00	\$ -	
2.2	Task 2 - Develop Demonstration Products	July - September			3	6		1	1	\$5,000.00	develop posters, Banners, printing costs	\$ 5,200.00	\$ 5,000.00	
2.3	Task 3 - Energy Displays/Dashboards	July - September			0.5	1.5		1		\$3,000.00	Purchase of telemonitors, displays, dashboards for real-time monitoring	\$ 1,250.00	\$ 3,000.00	
	Monitoring & display equipment installations	July - September			0.5	2.5	2	1		\$10,000.00	Retain external company to install gauges, sensors, loggers to monitor energy inputs & consumption. Integrate with displays & Internet	\$ 2,950.00	\$ 10,000.00	
2.4	Task 4 - Open House													
	One Day - Special Occasion Event 1	Sep-18		1	0.5	1.5		3	3		Grand Opening - VIP, Media event.	\$ 3,000.00	\$ -	
	One Day - Special Occasion Event 2	Oct-18			0.5	1.5		3	3		Coordinate event for Affordable Housing sector-Cooperatives & Not-for-Profit	\$ 2,250.00	\$ -	
	One Day - Special Occasion Event 3	Dec-18			0.5	1.5		3	3		Coordinate event for industry Tours (FCM, CAGBC, Architects, etc.)	\$ 2,250.00	\$ -	
	Open House - Est. 10 Week-ends	September - March			3	10		20	20		Open to General Public on Week-ends	\$ 14,800.00	\$ -	
	<b>Total Cost Activity 2</b>			6	10.5	28.5	2	36	34	\$18,000.00		\$ 40,250.00	\$ 18,000.00	\$ 58,250.00
3	Activity 3 - Surveys,			1								\$ 750.00	\$ -	
3.1	Develop Survey Instruments	August			1	1	1			\$500.00	exit Surveys, coordinate with Activity 2, Task 4; printing costs	\$ 1,700.00	\$ 500.00	
3.2	Survey & website - Response Analysis				1	3	2				(Timed with Report Preparation)	\$ 3,300.00	\$ -	
	<b>Total Cost of Activity 3</b>			1	2	4	3	0	0	\$500.00		\$ 5,750.00	\$ 500.00	\$ 6,250.00
4	Activity 4 - Housing Forum Presentation			0.5								\$ 375.00	\$ -	
4.1	Preparation of Presentation	Oct-18			2							\$ 1,200.00	\$ -	
4.2	Deliver Presentation at Housing Forum	Nov-18			2					\$1,800.00	includes flight, hotel, Housing Forum Registration, Meals (per diems), Taxi	\$ 1,200.00	\$ 1,800.00	
	<b>Total Cost of Activity 4</b>			0.5	4	0	0	0	0	\$1,800.00		\$ 2,775.00	\$ 1,800.00	\$ 4,575.00
5	Activity 5 - Reporting									\$100.00		\$ -	\$ 100.00	
5.1	Progress Reports (2 reports)	September, December		1.5	3	3	1	2	2			\$ 5,825.00	\$ -	
5.2	Final Reports	Mar-19		1.5	3	3	1	1	1			\$ 5,425.00	\$ -	
	<b>Total Cost Activity 5</b>			3	6	6	2	3	3	\$100.00		\$ 11,250.00	\$ 100.00	\$ 11,350.00
	<b>Total Expenses:</b>									\$13,400.00				
	<b>Total Time Commitment (Personnel)</b>			15.5	26.5	46.5	31	40	37					
	<b>Total Cost (Personnel)</b>			\$ 11,625	\$ 15,900	\$ 23,250	\$ 18,600	\$ 8,000	\$ 7,400					
	<b>Total Demonstration Costs:</b>			\$ 118,175										
	HST (13%)			\$ 15,363										
				\$ 133,538										

# APPENDIX 3—PERFORMANCE MEASUREMENT FRAMEWORK

Please indicate, taking into account the project stream under which you submitted, what would be the expected targets, outcomes and indicators used to determine impact of your demonstration project?

**Note:** Applicants might not tackle *all* types of outcomes or indicators at once as part of their projects; depending on the stream under which projects are submitted, the focus might differ.

If you are unsure as to how best to fill this PMF, we invite you to participate in the **Virtual Orientation Workshop** – also available for consultation on the **Expert Community on Housing CLT/Land assembly team**.

<b>(DEMO OUTCOME 001)</b> Innovative solutions that support the NHS priority areas and/or populations and outcomes are showcased in affordable housing projects, assessed and disseminated so that others can replicate	<b>001.1</b> NHS Results/Impacts <i>See application form section 4.2</i>	<i>See application form section 4.2</i>
	<b>001.2</b> Case studies are made available that highlight significant NHS projects.	
	<b>001.3</b> Percentage and type of participants who would consider implementing innovations in their own projects.	
	<b>001.4</b> Number of knowledge transfer activities/products available for consultation, with scope of availability (regional/national/other).	
<b>DEMO OUTCOME 002)</b> Information and tools demonstrating how to implement and/or replicate innovative solutions for the affordable housing sector are increased	<b>002.1</b> Number of housing stakeholders who participated in or accessed knowledge transfer and capacity-building activities.	
	<b>002.2</b> Number and type of housing stakeholders engaged in scaling-related activities following their participation in demonstrations activities.	
<b>(DEMO OUTCOME 003)</b> Business, community and stakeholder collaboration opportunities are developed	<b>003.1</b> Number of partnerships implemented through the demonstrations.	
	<b>003.2</b> List of partnerships outcomes in terms of collaboration.	

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