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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.

PART 1—GENERAL INFORMATION

You will find here general information on the program’s objectives. This section presents the NHS Demonstrations Initiative and its expected results in relation with the National Housing Strategy (NHS) and Canada Mortgage and Housing Corporation (CMHC)'s mandate.

1.1 NHS Demonstrations Initiative Introduction

CMHC wishes to enter into contribution agreements (see section 2.2.18) with selected applicants to the NHS Demonstrations Initiative (hereafter referred to as the “applicant”) for the purpose of providing a demonstration platform to showcase innovative technologies, practices, policies, programs and strategies in the affordable housing sector that are aligned with the priority areas and vulnerable populations of Canada’s National Housing Strategy (NHS) (see APPENDIX 1).

The NHS Demonstrations Initiative is an opportunity for housing stakeholders (NGOs, housing advocates, industry, etc.) and affordable housing providers to showcase and disseminate knowledge on leading-edge innovative approaches to cultivate an economically, environmentally and socially sustainable affordable housing sector. The NHS Demonstrations Initiative will build upon CMHC’s historical success with housing stakeholders to develop and demonstrate practical approaches to meeting current housing challenges. In alignment with the priorities and objectives set out in Canada’s National Housing Strategy, the NHS Demonstrations Initiative’s overall goal is to more rapidly advance sector uptake of innovative approaches to affordable housing through raised awareness and risk reduction. Showcasing platforms, whether real-world (e.g. a building) or virtual (e.g. a web based format), will communicate the best-practices, lessons learned and problem-solving strategies that will foster sustainable, energy efficient, accessible, age-friendly and socially-inclusive housing. Forward-looking NHS Demonstrations Initiative applicants will be thought leaders that offer solutions that can rapidly advance housing sector capabilities in terms of the socio-economic and environmental performance of housing, thereby enhancing the housing sector’s capacity to design, build, operate and renew affordable housing. Demonstration project outcomes will better-equip housing stakeholders with practical and replicable solutions that will support a culture of innovation by reducing risks and fostering replication.
1.2 CMHC Background

CMHC is the Government of Canada’s National Housing Agency, with a mandate to help Canadians meet their housing needs. As Canada’s authority on housing, we contribute to the stability of the housing market and financial system, provide support for Canadians in housing need, and offer objective housing research and advice to Canadian governments, consumers and the housing sector. Prudent risk management, strong corporate governance and transparency are cornerstones of our operations.

CMHC’s aspirational goal is to eliminate housing need, to ensure that:

“By 2030, everyone in Canada has a home that they can afford and that meets their needs.”

1.3 National Housing Strategy (NHS) Overview

Affordable housing is a cornerstone of inclusive communities. It helps to strengthen the middle class and grow the economy. Canada’s first ever National Housing Strategy is a 10-year, $40-billion plan that will give more Canadians a place to call home and will create a new generation of housing in Canada. Through the National Housing Strategy, the federal government is re-engaging in affordable housing and bringing together the public, private and non-profit sectors to ensure more Canadians have a place to call home. The goal of this historic strategy is to make sure Canadians across the country can access housing that meets their needs and that they can afford. To achieve this goal, the strategy will first focus on the most vulnerable Canadians.

The NHS will create livable communities where families thrive, children learn and grow, and their parents have the stability and opportunities they need to succeed. It will spearhead innovative new housing research, data and demonstration projects to fill gaps in our knowledge, share the best ideas and shape the future of housing policy in Canada. It also creates new opportunities for the federal government to innovate through partnerships with the community housing sector, co-operative movement, private sector, and research community.

For more information on the National Housing Strategy, visit placetocallhome.ca

1.4 Innovation and Research Solutions Overview

Over the next ten years, $241 million will be invested under the NHS in new data collection tools, demonstration projects and solutions labs, and efforts to spur more housing-related research to help diversify information sources and perspectives. Each of the NHS Innovation and Research solutions has a specific purpose and it is important that you select the one that best fit your needs.

More information can be found in the links provided:

• The Solutions Labs program provides housing stakeholders with funding and expert innovation lab consultants to help solve complex housing using innovation methods and tools.

• The NHS Research and Planning Fund provides funding for not-for-profits and NGOs (housing providers, charities, Indigenous governments/organizations, etc.) to undertake housing-related research or research planning activities.

• The NHS Demonstrations Initiative is for organizations that partner with affordable housing providers to demonstrate and showcase innovative practices, technologies, programs, policies and strategies.

• The CMHC Housing Research Scholarship Program builds Canadian expertise and promotes excellence in housing research by providing financial assistance to post-doctoral fellows undertaking housing research through partnerships with the Canadian Institutes of Health Research, the Social Sciences and Humanities Research Council, and the Natural Sciences and Engineering Research Council.
• The Housing Research Awards recognize world-class housing research being conducted in Canada and provide funding for research teams to promote and expand their work.

• The Expert Community on Housing (ECOH) is a collaborative, online network of housing experts, that is about sharing housing knowledge and contributing to the development of housing solutions. Applicants to all Innovation and Research programs are encouraged to be part of this network.

PART 2—APPLICATION AND SUBMISSION INSTRUCTIONS

This section 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.

2.1 Application Intake Process (AIP)

CMHC is inviting eligible applicants to:

1. Develop, implement, operate and administer a demonstration project that showcases sector-leading solutions, innovative technologies, policies, programs, services and best practices that support housing affordability in Canada and align with the NHS priority areas and/or populations (see APPENDIX 1 for more information).

2. Undertake showcasing activities – website, site tours, associated industry events, publications, presentation of innovative solutions and results at conferences, workshops, public events, demonstration team forums, etc.

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; project (innovation) profiles, web content, tours, virtual tours, surveys, audience reaction and assessment of results.

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.

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.

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.
2.2 Submission Instructions and Deadline (Mandatory)

2.2.1 Language of Application
Applications may be submitted in English or French.

2.2.2 Applicants’ Attestation (Mandatory)
The Applicants 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.

2.2.3 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 Section 2.2.4 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 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, and budget spreadsheet (SEE APPENDIX 2). 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 Section 2.2.5, should they not receive a confirmation within 30 minutes of submission.

Only applications submitted via the NHS Demonstrations Initiative application form 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.
2.2.4 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 Section 2.2.3 on or before the submission deadline set as:

2:00 p.m. local Ottawa time, on July 24th, 2020

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

2.2.5 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

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 Applicants' 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.

2.2.6 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.

2.2.7 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.
2.2.8 Offering Period (Mandatory)

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.

2.2.9 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 Section 2.2.5. 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.

2.2.10 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.
2.2.11 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.

2.2.12 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.

2.2.13 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.
2.2.14 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.

2.2.15 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 favourable treatment from CMHC.

2.2.16 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.

2.2.17 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.

2.2.18 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.

2.2.19 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.
2.2.20 Monitoring and Reporting Requirements

If successful, the applicant will be required to provide, at a minimum, semi-annual reports as well as a final report on their project activities, knowledge dissemination and results. 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 innovation(s)). Should the project be accepted, details related to monitoring and reporting will be captured in the contribution agreement.

PART 3—YOUR APPLICANT GUIDE

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

3.1 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.

3.1.1 Who is eligible to the NHS Demonstrations Initiative?

Eligible Lead Applicants (i.e. the one submitting the application, responsible for the initiative’s management, funding and coordination) are:

- Based in Canada
- In good standing with CMHC
- Lead organization or Applicant that did not receive funding from the NHS Demonstrations Initiative previous rounds (2018 or 2019 AIP)

Note: You can submit a maximum of one (1) application as Lead in the current (2020) AIP. There is no limit for acting as collaborator in more than one (1) application in the 2020 AIP.

- Collaborators from projects that did receive funding from the NHS Demonstrations Initiative in the 2018 or 2019 AIP are allowed to submit as Lead organization or Applicant in the 2020 AIP, or as collaborators again with a different organization acting as lead;
- Lead organization or Applicants that did receive funding from the NHS Demonstrations Initiative in the 2018 or 2019 AIP can participate as collaborators in 2020 applications, as long as another organization acts as lead.
- In all cases, applicants and collaborators can only submit new demonstration projects, not a continuation from a previous demonstration (see point 3.1.2).
Participation in the NHS Demonstrations Initiative is, for all intents and purposes, open to anyone that is part of a broad range of affordable housing stakeholders (as applicants, collaborators or sponsors) including:

- Canadian companies, organizations, associations, Canadian citizens
- Private and non-profit builders and developers
- Non-profit affordable housing organizations and affordable housing cooperatives
- Provincial, territorial or municipal housing agencies and corporations
- Indigenous organizations, housing agencies and authorities
- Non-governmental organization (NGOs) seeking to demonstrate and showcase new and innovative approaches to the efficient and effective provision or delivery of affordable housing projects (e.g. Habitat for Humanity, Tower Renewal Partnership, CaGBC, FCM etc.)
- Governmental and non-governmental organization (NGOs) seeking to demonstrate and showcase new and innovative approaches for the effective and efficient provision and/or delivery of programs and services supporting and improving the quality of life of vulnerable populations living in affordable housing.

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

### 3.1.2 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

**Note:** One or multiple demonstration sites are allowed and can involve various provinces and/or territories.

- Project does include identified affordable housing provider(s) as host(s) (lead(s), partner(s) or collaborator(s)).
- Project supports 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 or affordable homeownership

**Note:** Project may address any housing form (singles, detached, row, multi-unit), ownership (non-profit, public, private rental, ownership) and tenancy (owned, rented). Project may include shelters, seniors’ facilities, housing projects for physically, cognitively and developmentally challenged persons and housing for other vulnerable persons at risk.
• Project will document impact of the demonstrated innovation(s) on affordability.

**Note:** Project will document impact of the demonstrated innovation(s) on vulnerable population groups that are engaged through the project, where applicable (i.e. when the project aims to demonstrate suitability of an innovative solution for 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](#).

• Project demonstrates a near market or market-ready solution; a **minimum** of a Readiness Level 7 is required for a Demonstration project (i.e. a near-end prototype (for technologies) or pilot (for program, policy, approach, strategy, support service) is operational and ready for demonstration and testing in an appropriate real-world environment).

**Note:**
- While a readiness level of 7 is a minimum, the program allows submission of more mature or completed innovations, as some might be already completed with proven benefits without being yet extensively adopted across the sector.
- Projects providing evidence of innovation benefits will be prioritized.
- If the proposed solution is not ready for demonstration in a real-world environment, other research and innovation programs might be a better fit.

• Requested CMHC funding contribution is between $25,000 to a maximum of $250,000.
• Project duration is between 4 to 18 months.

**Note:** The Initiative is intended to demonstrate a diversity of solutions to affordable housing challenges, hence the program would only fund new demonstrations, not a continuation (or phase) from previous demonstrations projects.

**Note:** NHS-funded project (approved under: Innovation Fund, 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 for NHS Demonstrations Initiative funding to showcase innovative technologies, practices, programs, policies related to the planning, financing, design, construction, operation, renewal, demonstration of affordable housing projects and services that support better outcomes for the populations served.
3.1.3 Which activities are eligible under the NHS Demonstrations Initiative?

This section provides examples of eligible demonstration activities that may be funded; that is, activities that showcase new and innovative technologies, practices, programs, policies and strategies, services (supporting and improving the quality of life of vulnerable populations and those persons with distinct needs living in affordable housing). Eligible activities are primarily associated with developing, operating and maintaining the showcasing platforms (e.g. websites, staffing building tours, webinars, workshops, etc.), and the dissemination of information using knowledge products such as videos, case studies, presentations, best-practice guides, etc.

Please consider the following when determining which eligible activities are in and out of scope for the project. Eligible activities include:

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

- Data collection and documentation activities for CMHC to provide information about public and stakeholder impacts including participant surveys, user experiences, housing provider feedback, etc. Eligible activities also include monitoring and reporting activities which are important for acquiring insights into the outcomes and the measure of, and attribution of success – information that will feed into the final CMHC report.

- Development and coordination of dashboards, displays and equipment to showcase performance characteristics and enhance the demonstration activity; for example, demonstrating and showcasing the ‘real-time’, in-situ performance of energy efficient features, technologies or buildings.

Note: Proposals regarding transfer of international innovative solutions that have not been implemented widely in Canada might be considered eligible under some conditions, such as if the Applicant demonstrates that there is currently a gap in alternate Canadian solutions, and that there is a necessity to demonstrate said innovation in a Canadian context.

The Applicant is responsible for explaining:

- the expected added value to transferring such innovation into a Canadian context and the gap it intends to fill;

- the potential side effects of implementing such a demonstration into the Canadian context and the mitigation strategies deployed (see Section 6 of the Application Form – Risk Assessment and Mitigation Strategies);

- the need such demonstration intends to fill in relation with NHS outcomes;

- how the demonstration project intends to build Canadian capacity;

- how the demonstration project intends to build new evidence related to the Canadian context of application;

- the potential changes required within the Canadian housing system for the innovation to be successful.

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

The following provides 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 development including: Asset investments (for example, buildings, land, construction materials, etc.) – other than those directly related to the demonstrated technology, practice, program, policy, strategy

• Project development activities, such as site preparation, lot servicing, project design, construction or renovation, which are outside the demonstration project scope (e.g. capital costs related to construction activities and purchase and installation of technologies) – other than those directly related to the demonstrated technology, practice, program, policy, etc.

• Research and development activities related to the new and emerging technologies (for example, the next generation Heat Recovery Ventilator) and their implementation in buildings and housing or improvements to building practices

• The development of policies, programs and strategies – the subjects of the demonstrations must be ready to be demonstrated or included in affordable housing projects.

• Advocacy products (e.g. briefing notes, position papers, etc.) and activities (e.g. any activity that would require a declaration to the Lobbyist registry).

• 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 demonstrating, showcasing, communicating information and reporting on the demonstration project as outlined in Eligible Activities (above) will likely be ineligible.

**3.2 Ready to apply – How to submit an application**

The NHS Demonstrations Initiative involves an on-line application intake process (AIP). See Section 2.2.3 of this guide, Delivery Instructions and Deadline, 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 the delivery instructions in Section 2.2.3 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 best situated to support your project (see Part 3.1), please fill in this section indicating the legal Applicant name (name of Lead organization), contact person name, mailing address and email address; also indicate the project's title, location(s) (City(ies), Province(s)/Territory(ies)).

Please clearly identify the demonstration project “Start Date” and “End Date”. The duration of demonstration project is from 4 up to 18 months from the signing of the contribution agreement, although consideration will be given to longer periods if warranted.

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 and leveraging opportunities are encouraged. However, the application must clearly articulate the key roles and contributions each individual participant brings to the project and how the team ensemble brings (added-) value to the demonstration project.

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?

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; stacking and leveraging of funds to undertake demonstration projects is permitted.

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

**Application Form – Section 1.4: First Nations, Inuit or Métis Engagement Pre-consultation Analysis and Planning Considerations**

If your project occurs within or adjacent to First Nations, Inuit or Métis government(s) or community’s 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 community 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 community to proceed with the project, please indicate this in your narrative along with any required supporting documentation.

For those projects that may require further consultation with First Nations, Inuit or Métis government(s) or community please indicate the government/community 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.

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**Note:** If your demonstration projects 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 First Nations, Inuit and/or Métis firm or organization leading the project (Applicant) will be prioritized; co-design of the demonstration project with identified First Nations, Inuit or Métis government(s) or community is strongly encouraged and as a minimum, said groups must be included as key collaborators of the project. Failure to provide support letters will disqualify the demonstration project for funding.

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**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.

Under the NHS Demonstrations Initiative, CMHC will support and leverage the demonstrations that are aligned with federal NHS priority areas and the NHS priority population groups (see Section 4 and APPENDIX 1). In all cases, demonstrations that respond to a broad range of NHS objectives such as affordability, environmental sustainability, accessibility, social inclusion and financial viability will be eligible. Prioritization of the application will take into account levels of affordability, energy efficiency or accessibility, with strength attributed to those projects that meet or exceed the minimum NHS priorities in one or more areas.

Applications for NHS Demonstrations Initiative funding must clearly articulate the nature and extent to which the project demonstrates features, approaches, programs, policies, practices or technologies that are best-in-class, innovative leading-edge, replicable and scalable, for effective, efficient and
sustainable administration, management and delivery of affordable housing (and affiliated supportive services) for all Canadians including vulnerable populations.

With respect to technologies, the descriptors “new, best-in-class, innovative, leading-edge” shall refer to products and systems that are near- or market-ready or have clearly demonstrated applications in non-housing related fields but may not be currently adopted in the housing sector. “Proof-of-concept”, early-development projects or experimental technologies will not be considered under this initiative.

We invite you to refer to Section 3.1.3 to validate eligibility requirements on your project activities and objectives.

**Application Form – Section 2.1: Demonstration Project Objective**

Please provide a brief and succinct statement explaining what the demonstration project is, the objectives (purpose) of the demonstration project and the expected impact and outcomes. (250 words maximum)

Consider the following:

- Are the project’s objectives clearly articulating the nature and extent to which the project demonstrates features (approaches, programs, policies, practices or technologies) that are best-in-class, innovative leading-edge, replicable and scalable, for effective, efficient and sustainable administration, management and delivery of affordable housing (and affiliated supportive services) for all Canadians including vulnerable populations?
- Is the explanation of the project objectives sufficiently detailed?
- Do the objectives align with the project’s expected outcomes?
- Are the project’s objectives well-aligned with the NHS Demonstrations Initiative’s objectives and desired impacts (Section 5)?

**Application Form – Section 2.2: Demonstration Project Description**

Please use the check-boxes to indicate what type of demonstration project will be showcased. Multiple choices can be selected. If none of the listed demonstration types is applicable to your proposed demonstration project, you can indicate the appropriate type as “Other”.

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 2.4, 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:

- What will the demonstration project showcase? Which innovative solution(s) will be presented?
- How will the demonstration be carried out, and by whom?
- 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.,
- What innovative technologies, policies, programs, etc. will be showcased? Please describe.
• How will the showcased innovative solution(s) answer key demand or interest from the affordable housing sector?
• How will the showcased innovative solution(s) answer key needs from the NHS population groups engaged in the project?
• What knowledge transfer activities will be undertaken and how will they improve awareness, knowledge and acceptance from decision-makers and affordable housing stakeholders?
• How will the immediate impact and longer-term success of the demonstration be assessed?
• What is the accountability framework and the communication strategy to ensure progress feedback?
• If applicable, be specific about the type of housing forms that will be addressed as part of this project (2,500 words maximum).

**Note:** Present your innovative solution and demonstration project with sufficient details to ensure proper understanding by reviewers, especially since applicants are not allowed to include complementary data or information out of the application form.

**Demonstration Reporting**

The applicant will be responsible for the production, and submission to CMHC, of a midterm progress report and a final demonstration project report (supplemented with visual aids including photographs, digital images, graphs, charts, figures and other illustrations) which summarizes and documents the overall demonstration project from project design and implementation to completion including:

- key activities and tasks completed
- products created and developed
- surveys performed and the results from the evaluation/assessment of responses
- demonstration project outcomes

Depending on the nature of the demonstration initiative, consideration should be given to the collection (and reporting) of data (information) related to the affordable housing sectors’ interest in and potential adoption of the demonstration subject-matter.

The following are examples of the types of information (data) which may be captured:

- number of visitors (including market segmentation) attending site-tours and other public viewings; exit surveys may assist in capturing relevant information.
- number of hits and landings on website;
- number and type of products downloaded from site.

In order to facilitate and schedule progress payments, the applicant may consider the development and submission of more frequent progress reports or reports tied to completion of Key Activities or at key milestones.
Key Considerations

• Is the description sufficiently detailed with key start-end dates?
• Is the project description well-constructed, clearly describing the design, delivery and implementation of demonstration together with the knowledge transfer elements?
• Are the dependencies, partnerships and relationships appropriate with respect to the delivery and implementation of the demonstration project?
• Is the project description coherently written, well-organized and comprehensive (i.e. no information gaps)?

Application Form – Section 2.3: 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 individuals’ 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, site tours, presentation materials, technical tasks, etc.) or project partners (e.g. a NGO, housing provider, or government agency) that will be undertaking particular demonstration activities please include a competency and experience profile for these resources as well.

In the area under this heading, the applicant has 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.

Note: Barring unforeseen events that could reduce their capacity, the applicant and participating partners and collaborators attest that they have, and will retain over the lifetime of the project, the technical and personnel capacity to undertake and complete the project, and that they have contingency plans in place to minimize, as far as possible, the impact of any such unforeseen events.

Key Considerations

Does the project team have people in place with the experience and expertise to undertake the functions and/or activities assigned to them? For example: Project management skills to develop, implement and monitor the demonstration project.

• Writing and communication skills to create/develop knowledge transfer products.
• Marketing skills to prepare, undertake and analyse showcasing activities.
• Event coordination skills to manage stakeholder and public activities.
• Sufficient time to undertake and complete all activities (i.e. resources are not over-extended).
Application Form – Section 2.4: 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 2.2. Full descriptions of each activity is not required if detailed in projection description above. Ensure the activities indicated are in alignment with each phase or segment of the project (i.e. design, implementation, showcasing, 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, showcasing activity, public tour, webinar, presentation, video, policy or program design, etc.).

Application Form – Section 2.5: Knowledge Dissemination Plan

This section, Knowledge Dissemination Plan (Plan), of the application form allows the applicant to describe, in detail, their 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. 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 innovation(s) demonstrated (1,000 words maximum not including tables).

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

1. The following are examples, of knowledge products that may be produced/developed/created as part of the NHS Demonstrations Initiative: reports, case studies, building profiles, technology profiles, presentations, policy or program application
   - posters, displays, dashboards, best-practice guides, interactive web site, infographics
   - photography (for example, 3D virtual tours), web applications, time-lapse video

2. 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

3. 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, healthcare institutions, associations for vulnerable people
   - “face-to-face” videos (including interviews with subject-matter experts, persons with lived-experience)
   - Information seminars, stakeholder conferences, workshops, public engagements, housing forums
Target audiences

The Plan should include products and dissemination channels for three (3) types of target audiences:

1. **Decision-Makers** – Instances with authority to allow your innovative solution(s) implementation, adoption, scaling and eventually replication.

2. **Peers and users** – Stakeholders that will be closely connected to demonstrations activities performed on the ground; potential adopters, replicators; users that would benefit from the innovative solution(s) being demonstrated.

3. **Networks or Platforms** – Instances with direct access to connections or platforms with proven capacity or potential to significantly increase awareness, adoption and replication of the proposed innovation(s) at an extended level.

The Plan must clearly articulate the (added-) value of 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 innovative solution, best-practice or cutting-edge strategy within the housing sector in the long-term.

The Table, in Section 2.5 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).
- Each Knowledge Transfer Activity together with the location and duration of each activity.

Key Considerations

Does the knowledge dissemination plan provide a thorough and well-constructed overview of the knowledge transfer products and activities, channels and targeted audiences.

- Are those products, activities and channels effective in raising awareness in the sector and transferring knowledge that, fosters uptake of the innovation(s) demonstrated?
- What is the knowledge transfer plan stakeholder engagement strategy?
- Does 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 2.2 Project Description, and summarized in Section 2.4 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 costs 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, delivery and implementation of the proposed demonstration project in accordance with the proposed Project Description (Section 2.2), Project Activity Summary (Section 2.4) and Knowledge Dissemination Plan (Section 2.3).

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 off-set 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 Population(s) and Desired Outcomes**

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. 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 problem-solving innovation 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 (2,000 words maximum).

Consideration should be given to the NHS core policy areas, gaps in the housing system that are addressed, and how the project will improve housing outcomes for Canadians, particularly those in greatest need. Demonstrate alignment with broad NHS themes and indicate how the project will address: the distinct needs of low-income and vulnerable Canadians; the vitality of the social housing sector; housing for Indigenous people, including the North (if 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.

Demonstrations that holistically address NHS priorities with the prospect of deep and enduring impacts will offer the most value for housing stakeholders. Provide details of how the showcasing elements and knowledge dissemination activities answer a critical need or demand, how they will enhance NHS desired housing outcomes, including increased accessibility, affordability, energy efficiency and social inclusivity. For projects that offer breakthrough innovation potential for a single NHS priority, provide details on the significant order-of-magnitude level improvement.

We recommend that you 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**

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 of the demonstration feature (technology, program, policy, etc.) within the affordable housing sector (2,500 words maximum)?

**Considerations**

- Innovation - ready to be tested in an appropriate real-world environment (Readiness Level of 7 or over)?
- Early indicators of the innovation's potential or (if available) evidence of its problem-solving capacity?
- Demonstration – incremental improvements over existing or breakthrough ‘game-changer’?
- Supports a culture of innovation by creating a more knowledgeable and capable housing sector?
- Demonstration – applications are local in nature or national in scope?
- Magnitude of impact (i.e. is it a solution for a specific stakeholder vs. all housing providers)?
- Depth of impact (i.e. spurs the sector to adopt long-term solutions to a chronic, long-standing problem vs. a short-term solution)?
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 adequate and abiding 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 implemented on a broader level.

Please describe the potential impact of the demonstration in terms of how the forward-looking solutions, real-world data, lessons learned and applied knowledge will benefit affordable-social housing stakeholders. Provide details on the impact process flow, from showcasing activities to knowledge dissemination, that will support a culture of innovation by creating a more knowledgeable and capable housing sector. Demonstrate the sound value of the project to the affordable housing sector in terms of: i) the range of impact (i.e. local or national scope); ii) magnitude of impact (i.e. is it a solution for a specific stakeholder vs. all housing providers); iii) the 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); iv) showcasing impacts (e.g. target audience, duration, level of public exposure, etc.); v) knowledge dissemination impacts (e.g. knowledge gaps, implementation barriers, sector uptake expectations, etc.).

Applications will be strengthened by providing a well-articulated impact assessment; when available, supporting evidence that substantiates claims will add value to the proposal.

**Application Form – Section 6: Project Risks**

All projects, activities and tasks carry inherent risks that impact their ability to be successfully completed. In this section, the applicant is asked to detail the risks at various stages of the proposed demonstration project, from design and development to deployment and implementation, and to propose corresponding strategies to mitigate and manage those risks to a reasonable degree (1,000 words maximum).

The applicant should consider a risk assessment that identifies the operational, reputational, and business risks to project delivery such as the following examples:

- 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) happening that may impact the project delivery and implementation;
- 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 demo 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 the demonstration innovation;
- unintended consequences from showcasing the demonstration;
- 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, state the mitigation strategies that the project team will employ. The following are examples of activities that may require additions/modifications/deletions that may be implemented to mitigate the assessed risk:

- project management resources and methodology;
- communication strategy;
- monitoring of outputs and impacts;
- internal 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.

### 3.3 Useful resources

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

### 3.4 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)

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

### PART 4—SELECTION PROCESS

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

#### 4.1 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. Recommendation for funding will be provided to the highest scoring applications, based on budget available.
4.2 Evaluation Scale and Criteria

Only applications scoring 80% or higher as global evaluation score will be considered for funding. There are two (2) parts to the evaluation criteria: a) point value from 0-3; b) assigned weight of importance.

**Point values**

Each criteria is to be scored in on a scale of 0 to 3, 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
- **3 – Excellent**: outstandingly meets the evaluation criteria

Providing sufficient evidence to support all evaluation criteria will strengthen your application.

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<tr>
<th>Application Form Section</th>
<th>Points (0-3)</th>
<th>Weighted % Value</th>
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<tbody>
<tr>
<td><strong>1.2 &amp; 1.4 Collaborators</strong></td>
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<td>8</td>
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<tr>
<td>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)? Is the affordable housing provider involved playing a significant role? 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?</td>
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<td>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?</td>
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<tr>
<td><strong>2.1 Project Objective</strong></td>
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<tr>
<td>Are the project's objectives clearly articulating the nature and extent to which the project demonstrates features (approaches, programs, policies, practices or technologies) that are best-in-class, innovative leading-edge, replicable and scalable, for effective, efficient and sustainable administration, management and delivery of affordable housing (and affiliated supportive services) for all Canadians including vulnerable populations?</td>
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<td><strong>1.3 &amp; 2.2 Project Description</strong></td>
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<td>Does the description clearly present the innovative solution(s) being showcased and how it answers key demand and interest from the affordable housing sector? Is the project description sufficiently detailed with key start-end dates, and does it provide a well constructed overview that succinctly describes the design and implementation of showcasing and knowledge transfer elements, as well as paint a picture of the dependencies, partnerships and relationship with the host AH provider? Is project feasibility dependent on other organizations' funding pending confirmation?</td>
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<th>Application Form Section</th>
<th>Points (0-3)</th>
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<tr>
<td><strong>2.3 Team Members</strong></td>
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<tr>
<td>Does the project team (as a group) possess the experience, expertise and collaborative abilities to ensure success?</td>
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<td><strong>2.4 Project Activity Summary</strong></td>
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<tr>
<td>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?</td>
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<tr>
<td><strong>2.5 Knowledge Dissemination Plan</strong></td>
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<td>12</td>
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<tr>
<td>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 innovation(s) demonstrated? What is the quality of the proposed knowledge transfer plan in terms of stakeholder engagement, knowledge dissemination, and publicly available materials?</td>
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<tr>
<td><strong>3.1 &amp; 3.2 Project costs and Funding contributions</strong></td>
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<td>6</td>
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<td>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?</td>
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<tr>
<td><strong>4.1 &amp; 4.2 Project Relevance to NHS Priority Areas and Population Groups</strong></td>
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</tr>
<tr>
<td>To which degree does the project answer one or more NHS priority area(s) and/or the needs of NHS Population Groups?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4.2 Project Alignment with NHS Expected Outcomes</strong></td>
<td>0-3</td>
<td>5</td>
</tr>
<tr>
<td>Does the project demonstrates connections with the NHS shared outcomes?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5.1 Affordable Housing Sector Impacts</strong></td>
<td>0-3</td>
<td>20</td>
</tr>
<tr>
<td>Is the innovation ready to be demonstrated (readiness level 7 or over)? What is the potential regarding its problem-solving capacity? What would be the economic, environmental or social impacts should the project be successful? What is the magnitude, longevity, and scope of the potential impacts? What is the scale and does the project have replication potential? If successful, would the project provide attributable, long-term benefits for the AH sector? Will the project ultimately foster a culture of innovation in the affordable housing sector that will better meet the housing needs of Canadians?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6.1 Risk Assessment and Risk Mitigation</strong></td>
<td>0-3</td>
<td>5</td>
</tr>
<tr>
<td>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 innovation 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?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Priority Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Housing for those in Greatest Need</strong></td>
</tr>
<tr>
<td>• Improve housing and supports for the most vulnerable, including those who are homeless and those with distinct needs</td>
</tr>
<tr>
<td>• Improve affordability of housing for low-income households</td>
</tr>
<tr>
<td><strong>Community Housing Sustainability</strong></td>
</tr>
<tr>
<td>• Improve sustainability of community housing and build capacity</td>
</tr>
<tr>
<td><strong>Indigenous Housing</strong></td>
</tr>
<tr>
<td>• Improve housing conditions among First Nations, Métis and Inuit households</td>
</tr>
<tr>
<td>• Increase Indigenous autonomy and capacity for housing</td>
</tr>
<tr>
<td><strong>Northern Housing</strong></td>
</tr>
<tr>
<td>• Improve housing conditions in Canada's territories</td>
</tr>
<tr>
<td><strong>Sustainable Housing and Communities</strong></td>
</tr>
<tr>
<td>• Improve building performance, durability and energy efficiency of housing</td>
</tr>
<tr>
<td>• Increase housing options near transportation and transit, work, supports and services, as part of mixed income, age-friendly, accessible communities</td>
</tr>
<tr>
<td><strong>Balanced Supply of Housing</strong></td>
</tr>
<tr>
<td>• Increase Canada's supply of rental housing</td>
</tr>
<tr>
<td>• Preserve and renew existing rental housing</td>
</tr>
<tr>
<td>• Meet evolving home ownership needs of Canadians</td>
</tr>
</tbody>
</table>
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

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 for more detailed information regarding the NHS Priority Areas and the NHS Priority Population Groups.
### APPENDIX 2—EXAMPLE OF DEMONSTRATION COST BREAKDOWN

#### Example of a Demonstration Project Funding

<table>
<thead>
<tr>
<th>Task #</th>
<th>Description</th>
<th>Per Unit</th>
<th>Total Cost</th>
<th>Activity Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Activity 1 - Needs Development</td>
<td>July 2019</td>
<td>$2,500.00</td>
<td>$2,500.00</td>
</tr>
<tr>
<td>1.2</td>
<td>Task 1 - Needs Assessment</td>
<td>July 2019</td>
<td>$1,500.00</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>1.3</td>
<td>Task 2 - Needs Analysis</td>
<td>July 2019</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>1.4</td>
<td>Task 3 - Needs Implementation</td>
<td>July 2019</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>2.1</td>
<td>Activity 2 - Site Visit</td>
<td>July 2019</td>
<td>$2,000.00</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>2.2</td>
<td>Task 1 - Preparation of Site Visit</td>
<td>July 2019</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>2.3</td>
<td>Task 2 - Site Visit Setup</td>
<td>July 2019</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>2.4</td>
<td>Task 3 - Site Visit Conclusion</td>
<td>July 2019</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
</tr>
</tbody>
</table>

#### Total Cost Activity 1 & 2

| Activity Total Cost | $6,000.00 | $6,000.00 |

#### Total Cost (Activity 1 + Activity 2)

| Total Cost | $6,000.00 | $6,000.00 |

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**Total Demonstration Cost:**

- **Cost:** $16,000.00
- **Support:** $10,000.00
- **Total Cost:** $26,000.00

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**Contact Information:**

- CMHC-NHS.ca