



GETTING STARTED: PRE-DEVELOPMENT PROCESSES STAGE 1 - APPLICANT GUIDE



Housing Supply Challenge

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INTRODUCTION

The Housing Supply Challenge was announced in federal Budget 2019 with the overarching objective of reducing barriers to housing supply and affordability. Working to achieve CMHC's corporate aspiration, that by 2030, everyone in Canada has a home that they can afford and that meets their needs, the Challenge offers up to \$300 million in funding for new ideas and solutions that will help more people find an affordable place to call home. The Housing Supply Challenge will, through a series of barrier-specific rounds, incentivize and reward a diverse portfolio of solutions. The Covid-19 pandemic has demonstrated the importance of equitable access to housing. Solutions generated in the Housing Supply Challenge have the potential to play an important role to ensure a smooth economic recovery while improving the well-being of all Canadians.

Getting Started: Pre-development Processes ("Getting Started" or "the Getting Started round") is the second round to launch under the Housing Supply Challenge. The Getting Started round seeks solutions that will address barriers to housing supply by improving pre-development processes for housing that is affordable. The round consists of two stages, Stage 1: concept development and initial application, and Stage 2: project plan and final application.

This Applicant Guide will assist you in **Stage 1** by:

- providing an overview of the program
- informing you of key dates and deadlines
- informing you of Terms and Conditions
- connecting you with useful information, links, and resources
- outlining how to apply using the application form

The requirements in this Applicant Guide apply to Stage 1 and Stage 2, except as otherwise stated or as may be varied by a subsequent contribution agreement or any subsequent requirements to follow for Stage 2.

CMHC has partnered with Evergreen - a national not-for-profit helping make cities flourish, to deliver a Support Program for Housing Supply Challenge participants. More information on this Support Program can be found in the [Application Support](#) section of this guide.

PROBLEM FRAMING: PRE-DEVELOPMENT BARRIERS

Pre-development activities include everything that brings a housing project from idea to the start of construction. These activities may include, but are not limited to, project planning, approvals, obtaining financing, and public consultations, and are a significant part of creating housing that is affordable. The Getting Started round is open to solutions that focus on pre-development activities for new construction, as well as conversion or redevelopment of existing supply to meet current needs.

Pre-development barriers are experienced differently across jurisdictions, vary depending on the scope and scale of a project, and can be challenging to address due to capacity limitations. The pre-development process can also be time consuming and complex, reducing project viability and housing affordability. As the pre-development process plays a key role in determining what housing actually gets built where, it is essential to break down and eliminate systemic and historical barriers to housing based on a history of colonization and racism. The Getting Started round encourages applicants to identify and propose solutions that seek to upend business-as-usual and advance reconciliation and equity.

Pre-development barriers might include long approval timelines, community resistance to projects and the people who will be housed there, processes that are not optimized to support expedient development of innovative and affordable new options, tensions between policy and implementation, and many other challenges. A list of example solutions to address these barriers appears in [Appendix C](#).

Varied local contexts mean there is no single solution to housing supply barriers that will work everywhere. Recognizing this, the second round under the Housing Supply Challenge invites innovators from across Canada to submit locally relevant solutions that improve pre-development of housing that is affordable, in their own communities.

CHALLENGE STATEMENT

We are challenging you to create implementable, local solutions that improve pre-development of housing that is affordable.

Getting Started Round Objectives

The Getting Started round seeks solutions that improve pre-development processes for housing that is affordable and that are consistent with the Challenge Statement. Participants are encouraged to strive for solutions that:

- have a long term local impact on pre-development of housing that is affordable;
- are implementable within the timeline of the Getting Started round;
- attract new ideas and resources and bring together different groups to solve the complex barriers to pre-development of housing; and
- incorporate people-centered design to consider the needs of those who will use or be affected by the solution.

ELIGIBILITY CRITERIA

To be eligible to be considered for and potentially receive funding under the Challenge, a Lead Applicant will be required to submit an application and must meet the following eligibility criteria:

1. Be a legal entity duly incorporated and validly existing in Canada, including:
 - For-profit and not-for-profit organizations (e.g. companies, associations, research centers, etc.)
 - Indigenous governments, organizations and groups
 - Canadian post-secondary institutions
 - Provincial, territorial, municipal, local, and regional governments
2. Submit no more than one application per Round of the Housing Supply Challenge.
3. Not be in default under any previous Stage or Round of the Housing Supply Challenge, including but not limited to the Getting Started Round.

4. Not be in receipt of any other funding from CMHC for a purpose similar or substantially similar to the purpose of the Getting Started round. Please note that stacking is permitted, but duplication is not.
5. Employees of CMHC, Evergreen, and anyone connected with evaluation of applications for the Housing Supply Challenge and all its Rounds are prohibited from entry, whether as Lead Applicants or as members of an applicant team.

CHALLENGE STRUCTURE

The Getting Started round follows a stage-gated approach. At each stage, proposed solutions will be reviewed against evaluation criteria, and selected applicants will be invited to move to the following stage. Different financial and non-financial incentives will be available to successful applicants at each stage.

Stage 1: Concept Development

Stage 1 is the concept development stage. Stage 1 will open on June 9th, 2021. Interested participants will have two months to develop their initial proposal consistent with the Getting Started round objectives and in accordance with applicable Terms and Conditions. During this stage, CMHC and Evergreen will facilitate events through which participants may choose to connect and collaborate with one another. Stage 1 is open to all eligible participants.

Participants can choose to focus on a pre-development solution that adapts or redesigns an existing process(es), or that creates a completely new process(es), for their chosen geographic area.

A panel of experts will use the criteria outlined in this guide to assess Stage 1 applications. Up to 30 Stage 1 applications will be recommended for shortlisting and then will be eligible to proceed to stage 2.

Stage 2: Project Plan

Stage 2 is the project plan stage. Stage 2 is only open to shortlisted Stage 1 applications. Lead Applicants for shortlisted applications will receive a Stage 2 Applicant Guide, including Stage 2 evaluation criteria, terms and conditions, and may be eligible for \$75,000 in Incubation Funding following shortlisting at Stage 1 (see below for details). Eligible Lead Applicants for Stage 2 will have six months to develop their Stage 2 application package, including:

- Consultation / engagement approach
- Implementation plan and budget
- Proof of implementation support
- Building on each application requirement of the stage 1 application

A panel of experts will evaluate the Stage 2 submissions against the relevant Stage 2 evaluation criteria. The Stage 2 evaluation panel may then recommend Implementation Funding for multiple solutions that address the objectives and are consistent with the terms and conditions of the Getting Started round. Up to \$38M in Implementation Funding will be dispersed among selected recipients.

Funding

Stage 1: Incubation Funding

Lead Applicants shortlisted for Stage 2 would be eligible to receive up to \$75,000 in Incubation Funding to fund the further development of their solution in support of the Stage 2 application. Notifications will be sent to successful Lead Applicants after the Stage 1 evaluation process is complete and receipt of funding would be subject to terms and conditions set out in documentation agreed to between the Lead Applicant and CMHC after shortlisting.

The following are examples of eligible and ineligible uses of Incubation Funding. Participants should consider these lists in developing their applications. This list is not exhaustive or comprehensive.

Eligible activities are those associated with developing, implementing, operating, and maintaining the solution. These may include research, data collection or acquisition, public engagement and consultation, obtaining insurance, consulting or professional services related to the development of the solution, data licensing, administrative costs etc.

Ineligible activities include tasks related to the solution that were completed prior to submission of the Stage 1 application, advocacy products or activities, product marketing or commercialization costs, patent submissions, certification processes, etc. Funding cannot be used for the construction of physical housing units, or design or pre-development activities for a specific housing project that is already in progress.

Stage 2: Implementation Funding

Lead Applicants selected at the end of Stage 2 may be eligible to receive funding to implement the selected solution. Upon submission of their Stage 2 application, Lead Applicants will be required to select a category, as set out below. The category selected by the Lead Applicant will be based on and supported by the Lead Applicant's estimated overall budget for the Stage 2 application and will determine the maximum amount of Implementation Funding the Lead Applicant may be eligible for following Stage 2, if selected. Receipt of funding would be subject to terms and conditions set out in documentation agreed to between the Lead Applicant and CMHC after selection, including for example, payment milestones for the implementation plan.

Categories selected by Lead Applicants should reflect the overall project budget as set out below. CMHC reserves the right to determine the number of applications in each category, including the ability to re-categorize or refuse a Lead Applicant's proposed categorization. It is intended that multiple applications could be selected in each category.

- Small projects are considered those with an overall project budget of up to \$550,000
- Medium projects are considered those with an overall project budget of up to \$2.5M
- Large projects are considered those with an overall project budget of up to \$6.5M

Getting Started Round Funding*

Incubation Funding (at the end of Stage 1)	Implementation Funding** (at the end of Stage 2)	
	Category	Available Funding
Up to \$75,000/shortlisted application	Small	Up to \$550,000/selected application
	Medium	Up to \$2.5M/selected application
	Large	Up to \$6.5M/selected application

* The above table is illustrative in nature and shows the proposed allocation of funding under the Getting Started round. CMHC reserves the right to increase or reduce amounts of Incubation Funding or Implementation Funding as it deems appropriate.

**Implementation Funding remains subject to further terms and conditions to be set out in a subsequent Applicant Guide. CMHC, in its sole discretion will determine the maximum amount of Implementation Funding to be provided to any Lead Applicant.

Timeline

Challenge Round Structure – Key Dates

STAGE 1	Application Develop Initial Submissions	Submission Deadline	Evaluation and Shortlisting
	Launch: June 9, 2021	August 25, 2021 2:00pm EST	September 2021 – October 2021
Duration	10 weeks June 9 – August 25	6 weeks	
Details	<ul style="list-style-type: none"> Applicant portal opens 	<ul style="list-style-type: none"> Applications evaluated Incubation funding announced 	

STAGE 2	Shortlist Develops Final Submission	Submission Deadline	Evaluation	Selection of Successful Solutions	Implementation
	November 2021 – April 2022	April 2022	May 2022 – June 2022	June 2022 – July 2022	July 2022 – March 2024
Duration					
Details	Shortlisted applicants: <ul style="list-style-type: none"> Refined their solution Design their implementation plan 	<ul style="list-style-type: none"> Applications evaluated 	Post-round, selected applicants: <ul style="list-style-type: none"> Funded solutions announced Negotiate a contribution agreement Implement solutions 		

HOW TO APPLY

Applications for Stage 1 must be submitted using the online form at:

<https://impact.canada.ca/en/challenges/housing-supply-challenge-round-2/application-form>

If you require a paper application and for information on submitting a paper application, please contact the Housing Supply Challenge team at Challenge@cmhc.ca; or by phone at: 1-800-668-2642. Paper applications must be requested not later than July 15th, 2021, noting that CMHC will not be responsible for any delays in receipt of a paper application by an applicant. **Paper applications must be received by CMHC by the deadline** for application (please allow time for delivery).

All applications, including paper applications, **must be received not later than August 25th, 2021 at 2:00pm EST**. No responsibility can be accepted for entries not received for whatever reason.

Application Requirements and Evaluation Criteria

To apply, please fill out the form on the Impact Canada website. The questions you will find on the Application Form appear in Appendix D.

You must complete all five sections of the application form.

Application Requirements	Evaluation Criteria	Weighting
<p>Section 1: Application Information</p> <ul style="list-style-type: none"> • Provide name and contact information for Lead Applicant. • Provide a short executive summary of the proposed solution. • Confirm Lead Applicant Eligibility • Confirm acceptance of the Terms and Conditions 	Must be completed	N/A
<p>Section 2: The Barrier</p> <ul style="list-style-type: none"> • Describe the barrier(s) in the pre-development process and how it affects the creation of housing that is affordable • Define the geographic area the barrier applies to 	Significance and impact of the identified pre-development barrier(s) for the creation of housing that is affordable in the chosen geographic area.	25%

Application Requirements	Evaluation Criteria	Weighting
<p>Section 3: The Solution</p> <ul style="list-style-type: none"> Describe your proposed solution and its anticipated impacts on pre-development processes in the chosen geographic area. Describe how affordability is defined for your solution Describe how your solution is informed by or builds on previous work Provide details of any regulatory or legal dependencies, including but not limited to changes in legislation, ownership of IP, or other rights that may affect the implementation of your solution 	<p>Relevance of proposed solution to the identified barrier(s).</p> <p>Potential of proposed solution to have a significant long-term, local impact on pre-development processes related to housing that is affordable by reducing or removing the identified barrier(s).</p> <p>Affordability is defined for the solution in the context of the identified geographic area and it is clear how the solution will impact the creation of housing that is affordable.</p> <p>The extent to which the proposed solution meets the Getting Started round objectives.</p>	<p>45%</p>
<p>Section 4: Applicant Capacity and Feasibility</p> <ul style="list-style-type: none"> List the team members who will develop the solution, their roles on the team and their capacity to develop the solution Describe the steps you will take if you are selected for shortlisting to advance your solution during Stage 2. Include an overall estimate of the total duration of the project. Provide a broad list of costed activities you will undertake if you are shortlisted in order to further develop your solution prior to the Stage 2 deadline. (Note: final costing is not required at this stage, estimates are acceptable) Describe the steps you have taken and will take to engage with those who will use your solution, those who will be affected by it, and those who will implement it* <p>* Appendix B may assist participants in addressing this section.</p>	<p>Appropriate capacity and expertise to develop the solution during Stage 2.</p> <p>Next steps are clearly described and feasible within the timeline of Stage 2.</p> <p>Proposed spending for any potential Incubation Funding is reasonable and supports the amount of funding available. The broad list of cost-estimated activities that will be undertaken is realistic, logically organized and comprehensive.</p> <p>Proposed timing for implementation of solution is realistic, having in mind the timeline of the Getting Started round.</p> <p>There is a realistic plan to engage those impacted by the solution, including users of the solution, and additional team members (if required), that reflects the principles of people-centered design.</p>	<p>30%</p>
<p>Section 5: Additional Information, and Diversity and Inclusion Declaration</p> <ul style="list-style-type: none"> If the Lead Applicant is receiving funding from another CMHC program, confirm that the activities proposed for Getting Started do not duplicate activities that are already funded. 		<p>N/A</p>

Evaluation Panel and Selection Process

CMHC will assemble a panel of evaluators selected based on their specific expertise in various sectors, e.g. municipal policy, housing development, planning, and finance, and who represent a variety of communities and regions. The final selection of shortlisted applicants will be based on a combination of score and the solution's overall contribution toward the round objectives.

Housing Supply Challenge Applicant Support Program

Support for participants of the Housing Supply Challenge is being provided by Evergreen in English and in French. Evergreen will support participants to develop robust and innovative solutions and advance bold ideas in response to the Housing Supply Challenge. Please note that Evergreen is not involved in the evaluation of applications. For Stage 1 of the Getting Started round, the following services and ongoing supports are planned:

Ongoing Support Resources: Evergreen will provide a team of dedicated support staff to answer questions on the Getting Started round, the application process, and requirements and elements of Evergreen's Support Program.

Webinar(s): Webinar(s) will be hosted by CMHC/Evergreen to support the development of Getting Started round applications (i.e. round specific information session; and skills development workshops).

Collaboration and Networking Event: This event will provide a dedicated opportunity for participants to voluntarily share experiences, discuss barriers relating to housing supply, and explore potential collaboration within the sector with the intent of supporting the development of the most innovative, impactful, and lasting solutions. The collaboration and networking event is scheduled to take place on Wednesday, June 23, 2021. Interested participants are asked to contact Evergreen as soon as possible to indicate their interest in attending.

Website: Additional and up-to-date resources for applicants will be shared on the [Evergreen Community Solutions Portal](#), a digital, collaborative hub offering resources, tools, and connections to build a more innovative and stronger housing supply sector. Please check the website regularly. Use of Applicant Support services is not mandatory. For additional resources, participants can also consult the [Impact Canada](#) website.

Interested participants are encouraged to contact Evergreen early to make the best use of support and resources available.

Contact Evergreen

Phone: (647) 670-2265

Email: HSC-DOLsupport2@evergreen.ca

APPENDICES

Appendix A: Getting Started Terms and Conditions

By submitting an application to the Getting Started Round of the Housing Supply Challenge, the Lead Applicant indicates their agreement to the terms and conditions outlined below. The Terms and Conditions set out in this Appendix A apply to both Stage 1 and Stage 2 and to receipt of any Incubation Funding or Implementation Funding that may be received following these stages, except as otherwise stated herein or as may be varied by separate, subsequent documentation to be agreed to between the Lead Applicant and CMHC, or any subsequent requirements to follow for Stage 2. CMHC reserves the right to modify any of the Terms and Conditions at any time without notice.

A. Eligibility criteria

To be eligible to be considered for and potentially receive funding under the Challenge, a Lead Applicant will be required to submit an application and must meet the following eligibility criteria:

1. Be a legal entity duly incorporated and validly existing in Canada, including:
 - a. For-profit and not-for-profit organizations (e.g. companies, associations, research centers, etc.)
 - b. Indigenous governments, organizations and groups
 - c. Canadian post-secondary institutions
 - d. Provincial, territorial, municipal, local, and regional governments
2. Submit no more than one application per Round of the Housing Supply Challenge.
3. Not be in default under any previous Stage or Round of the Housing Supply Challenge, including but not limited to the Getting Started Round.
4. Not be in receipt of any other funding from CMHC for a purpose similar or substantially similar to the purpose of the Getting Started round. Please note that stacking is permitted, but duplication is not.
5. Employees of CMHC, Evergreen, and anyone connected with evaluation of applications for the Housing Supply Challenge and all its Rounds are prohibited from entry, whether as Lead Applicants or as members of an applicant team.

B. Lead Applicant and its Team

1. The Lead Applicant is the entity entitled to be considered for and potentially receive funding under the Getting Started round.
2. The Lead Applicant must remain the same at all times and throughout all stages of the Getting Started round, except as otherwise agreed to by CMHC.
3. The Lead Applicant may form a team and the Lead Applicant may change the composition of that team (i.e. adding or removing team members) at all times and throughout all stages of the Getting Started round.
4. Any arrangements between the Lead Applicant and its team/team members are strictly the responsibility of the Lead Applicant. CMHC is not liable for any such arrangements or their outcomes.

C. Entry

1. There is no entry fee and no purchase is necessary to apply to the Housing Supply Challenge Getting Started round.
2. If you require a paper application and for information on submitting a paper application, please contact the Housing Supply Challenge team at Challenge@cmhc.ca; or by phone at: 1-800-668-2642. Paper applications must be requested not later than July 15th, 2021, noting that CMHC will not be responsible for any delays in receipt of a paper application by an applicant. Paper applications must be received by CMHC by the deadline for application (please allow time for delivery).
3. All applications, including paper applications, must be received not later than August 25th, 2021 at **2pm EST**. No responsibility can be accepted for entries not received for whatever reason.
4. Applications may be submitted in English or French.

D. General

1. The Lead Applicant agrees to all Terms and Conditions set out in this Appendix A and agrees to comply with all applicable laws. Where the Lead Applicant has formed a team, the Lead Applicant remains directly responsible for the team and the team's compliance with these Terms and Conditions in respect of the application and all applicable laws.
2. The Lead Applicant must ensure that its application, including all information and documents submitted under it, are true and accurate and sufficiently detailed and legible. Original, supporting and/or additional documentation may be requested by CMHC at any time during the Getting Started Round. The Lead Applicant's eligibility and completeness of the application will be determined by CMHC in its sole discretion and CMHC will not be required to request that the Lead Applicant provide missing or insufficient information to support the application.
3. The Lead Applicant is responsible for obtaining third party professional advice, including, but not limited to legal, tax, insurance, and financial advice as appropriate.
4. The Lead Applicant understands and acknowledges that should its application be selected to receive Incubation and/or Implementation Funding, the Lead Applicant shall, at its own expense, procure and maintain or cause to be procured and maintained, insurance policies in such amounts and with such deductibles and covering such risks as are generally deemed adequate and customary for their businesses including, but not limited to, policies covering commercial general liability, cyber liability, and errors and omissions.
5. The Lead Applicant and all its team members shall avoid any conflict of interest throughout their participation in the Challenge and shall immediately declare any existing, potential, or apparent conflict and shall, upon direction of CMHC, take steps to eliminate any conflict, or perception of a conflict of interest. In the event that a conflict of interest, real or perceived, cannot be resolved to the satisfaction of CMHC, CMHC shall have the right to immediately disqualify the Applicant, and all of the funding then disbursed to the Applicant by CMHC shall be immediately repayable by the recipient to CMHC.
6. CMHC does not guarantee, nor take responsibility for, any services or advice provided by Evergreen and/or any other third parties.
7. CMHC has the sole discretion to cancel the Housing Supply Challenge and/or the Getting Started round or any part thereof at any time and CMHC will not be liable for any costs or obligations incurred by a Lead Applicant or its team or members thereof arising from this application.

8. Even if an application meets all eligibility and evaluation criteria, the submission of an application creates no obligation on the part of CMHC to shortlist, select, or provide funding to a Lead Applicant and/or a proposed solution. Further, shortlisting or selection at any Stage of the Getting Started round does not guarantee receipt of funding. Funding may be made in a lump sum or at certain milestones and funding must only be used for the purposes specified in this Applicant Guide. Receipt of funding following any stage is subject to the Terms and Conditions of this Applicant Guide and any additional or modified terms and conditions that may be set out in separate, subsequent documentation to be agreed to between the Lead Applicant and CMHC. Failure to meet the relevant terms and conditions set out in this Applicant Guide or in any separate, subsequent documentation may result in loss or reduction of funding for this Round.
9. The Lead Applicant shall not include any personal information pertaining to third parties in its application.
10. The Lead Applicant shall not use the name, logo or other official marks of CMHC, Impact Canada, Evergreen or the Government of Canada without the express written consent of each respective entity.
11. The Lead Applicant shall not publish, make public or announce the Contribution or Project prior to the CMHC or Government of Canada announcement or as otherwise authorized by CMHC in writing.
12. CMHC reserves the right to disclose, process, or translate the Lead Applicant's application and any additional documentation/information submitted as part of the application process with CMHC's employees, agents, evaluators, and service providers and the Government of Canada as may be required for the administration of the Challenge.
13. The Lead Applicant understands and authorizes CMHC to summarize documents submitted through the application process and to publish these summaries.
14. CMHC understands that the Lead Applicant may submit documents and information of a financial, commercial, scientific or technical nature that the Lead Applicant may wish to be treated as confidential by CMHC employees, agents, evaluators, and service providers. Where a Lead Applicant wishes select details of their application to be treated confidentially, these select details must be clearly marked "CONFIDENTIAL" beside each item or at the top of each page containing information that the Lead Applicant wishes to protect from disclosure. CMHC will make all reasonable efforts to protect the Lead Applicant's documents and information so marked from disclosure. Notwithstanding the foregoing, (i) CMHC shall have no liability of any kind to the Lead Applicant, or any other party, based on disclosure of proprietary or confidential information; and (ii) CMHC is authorized to disclose proprietary or confidential information, on a need to know basis, for the purposes relating to the Challenge. For greater clarity, Lead Applicants may not mark an entire application confidential.
15. The Lead Applicant acknowledges that CMHC as a federal Crown Corporation is subject to the federal *Privacy Act* and *Access to Information Act*. Pursuant to the *Access to Information Act*, CMHC will protect from disclosure any information it collects from Lead Applicants so long as the Lead Applicants treat said information as confidential in their own establishments.
16. The Lead Applicant agrees to indemnify and hold harmless CMHC and the Government of Canada, its employees, agents, evaluators, service providers from any and all liability from claims, losses, damages or expenses arising from its proposed solution, application and/or participation in the Getting Started round of the Housing Supply Challenge. CMHC, its employees, agents, evaluators and service providers will not be liable to the Lead Applicant, its employees, agents, team members, or other third parties affiliated or not with the Lead Applicant, for any third party claims, lawsuits, demands or actions.

17. The Housing Supply Challenge, and this Round, including the Applicant Guide, shall be governed in accordance with the laws of the Province of Ontario and any applicable federal laws.
18. CMHC reserves the right to disclose information contained therein with its service providers as required for the administration of the Challenge.

E. Intellectual Property

1. The Lead Applicant must be able to demonstrate ownership of or permission to use any intellectual property (IP) used in the Challenge. Participating in the challenge does not affect any pre-existing rights the Applicant may have in the assets described in their application. In the event the application incorporates IP belonging to a third party, the Lead Applicant is responsible for meeting any and all requirements established by the third party owner.
2. The application itself, submitted for the Getting Started round, will become the property of CMHC upon submission.

F. Privacy

1. Participation in the Getting Started round of the Housing Supply Challenge is voluntary and refusal to provide personal information may result in your application being removed from consideration.
2. By submitting an application to the Getting Started round of the Housing Supply Challenge, you agree to having your personal information used and disclosed to CMHC's employees and contractors, the Government of Canada or outside consultants/experts working with the CMHC, including Evergreen, on a needs to know basis for the following purposes: (i) for decision on your submission; (ii) to administer/monitor the Challenge (iii) for evaluation of the Challenge;
3. CMHC is committed to protecting the privacy, confidentiality and security of personal information that it holds by adhering to the requirements of the *Access to Information Act* and the *Privacy Act*. Personal Information collected by CMHC for the purposes of the Challenge can be found in the Info Source Publication on the website under the following Personal Information Bank: **Outreach Activities (PSU 938)** and **Public Communications (PSU 914)**.
4. The *Privacy Act* provides individuals with a right to access their personal information that is under the control of CMHC, to request corrections of their personal information and to file a complaint to the Privacy Commissioner of Canada regarding CMHC's handling of his/her personal information. Any questions, comments, concerns, requests for personal information or complaints related to the treatment of such personal information may be directed to CMHC's Access to Information and Privacy Office at ATIP-AIPRP@cmhc.ca or you may also visit their website

Appendix B: People-Centered Design: Diversity*, Inclusion and Reconciliation**

For the Getting Started round, applicants are required to meet the objective of taking a people-centered approach to solution design in order to address affordability and housing needs of communities within a specified geographic area. This appendix has been created to support the development of concepts that are people-centered, and reviewing solutions through this lens. It will help participants appropriately identify groups that may be involved in the development of, or impacted by the solution; be a resource to help describe the ways in which the identified groups will be engaged; and ensure that the solution is designed to address the needs of the identified groups.

These five steps can be used to design meaningful, fair, and impactful solutions without unintentionally creating hurdles that would impact sections, segments, or proportions of the population. This process can be used to guide the development of Stage 1 and Stage 2 applications.

A. Consider your solution

1. Identify the context and any intersections relating to diversity, inclusion, and reconciliation:
 - a. Which peoples/groups will be involved in, or affected by your solution? This can include communities, stakeholders, rights-holders, decision-makers, institutions, different levels of government, etc.
 - b. What are the intersections with diversity, inclusion, and reconciliation within the context of your proposed solution?
 - c. Are there historical disparities related to the broader issue (e.g. industry is male-dominated, impacts of Indigenous residential schools, or other events)?
2. Challenge assumptions: Although the proposal you are working on may appear to affect and engage everyone equally, always challenge your assumptions about whether it has implications relating to diversity, inclusion, and reconciliation.
 - a. Whose point of view is reflected in defining the vision?
 - b. Who is affected by the proposal?
 - c. How are they affected?
 - d. Could some groups be affected differently than others?

B. Consider your sources

1. How does the kind of information available inform the conclusions made above in question 1?
2. What research or evidence is available to you to support your understanding of the groups that may be involved in the creation of your solution, or impacted by your solution?
3. Are there opportunities to improve the depth and quality of this information through the further development of your solution if you are selected to move on to Stage 2?

* A common tool used when undertaking these types of consideration is Gender-Based Analysis Plus (GBA+). Additional information on GBA+ is also available at the Status of Women Canada website, which includes an [online course](#).

**Truth and Reconciliation Commission (2015) "...Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour." Additional information on reconciliation is available at the Department of Justice website which includes [Principles of Reconciliation](#) and a video on [Reconciliation](#).

4. Do you have access to information regarding intersecting identity factors prevalent in the groups that may be engaged in your solution, or impacted by your solution such as: gender, Indigenous status, ethnicity, religion, age, and mental or physical disability?

C. Consider consultation

1. If there are identified gaps in the information available, consider steps that could be taken in Stage 2 of the Getting Started round if you are selected for shortlisting to address these gaps in knowledge (e.g. consultations with communities, stakeholders, decision-makers, institutions, different levels of government).
 - a. When consulting, how will you communicate openly about what you are hoping to achieve with your solution and how will you remain open to being challenged on your understandings?
 - b. How will you explain how you intend to use information that is shared with you?
 - c. Consider if compensation for consultation is appropriate.
 - d. Consider opportunities for collaboration and partnership, where appropriate. It takes a wide range of insights, perspectives and expertise to develop and implement new ideas.

D. Consider the implementation process

1. New information that emerges through research and consultation may result in a deeper understanding of the barrier and the needs of the groups involved or potentially affected by the solution. This may alter the course of your solution at any stage of development or implementation.
 - a. Using the resources, and additional information you have gathered, consider how the solution proposed responds to the specific issues identified.
 - b. Does the information suggest that the solution potentially affects diverse groups of people in different ways? If so, how?
 - c. Does the solution improve the situation for all citizens? Or, does it create barriers for some groups of people?
2. Consider your process.
 - a. How can you create a process to review and monitor your process during implementation? Transparency and regular self-assessment will create opportunities to apply your learnings, address issues early, and improve your solution development throughout the process.
 - b. Is the solution operating in a manner that is effective and appropriate for different groups of people?
 - c. How can you self-evaluate and document remaining knowledge gaps and address unintended outcomes for diverse groups?

E. Consider project milestones and conclusions

1. How will you share or discuss the outcomes of the consultations with those engaged in the solution development (e.g. communities, stakeholders, decision-makers, institutions, different levels of government)? Returning to the group to share the way in which their feedback was integrated into the project process or solution may help demonstrate due diligence, ensure accountability, build trust, and identify areas for further action.

Appendix C: Example Solutions

Possible solutions might include:

- Plan to digitize and streamline approval processes for specific application types with an IT firm
- Reconciliation-based public consultation approaches
- Development of a methodology to do an equity-based review of municipal processes with a roadmap for implementation of changes
- Elimination of studies / approvals for specific housing types (e.g. seniors' housing, non-profit affordable housing)
- Public education and consultation / engagement program focused on densification and livability; or similar approach for councilors and politicians
- Roadmap and potential impact of new approaches to zoning
- Methodology for municipal analysis of pre-development bottlenecks
- Develop a fast-track process for specific types of housing (e.g. affordable units, conversions)

Examples of activities outside the scope of this round include:

- The construction of physical housing units and related activities
- Design or pre-development activities for housing construction that is already in progress
- The creation of project plans
- Seeking approvals or financing for a specific housing project
- Holding a public consultation for a housing development in progress

Appendix D: Application Form Questions

Applications for Stage 1 must be submitted using the online form at:

<https://impact.canada.ca/en/challenges/housing-supply-challenge-round-2/application-form>

Please email Challenge@CMHC.ca to request a paper copy, if required.

Section 1: Application Information

1.1 Proposed Solution Title

1.2 Brief summary description of the solution. – (Up to 1300 characters)

The summary should provide basic details about your solution: what barrier will it address, why is it needed, how and where will it be implemented. Please include any key words that will help us understand your solution. This information will be used to match appropriate evaluators to your application and for communications and marketing purposes.

1.3 Description of Lead Applicant (legal entity) that will accept incubation funding if selected:

- | | |
|---|--------------------------------|
| a. Name of entity | c. City |
| b. Organization Type (municipality, non-profit organization, for-profit corporation, higher education, Indigenous etc.) | d. Province |
| | e. Full name of Lead Applicant |

The Lead Applicant is the legal entity that will accept incubation funding if selected. If you are selected for shortlisting, you will need to provide us with contact information for a signatory for the Lead Applicant.

I confirm that I have the ability to provide this information and bind the Lead Applicant.

1.4 Contact information for Team Lead

- | | |
|-----------------|--|
| a. Full Name | d. Email |
| b. Organization | e. Phone number |
| c. Role | f. Preferred Language of Communication |

The Team Lead is the primary contact person CMHC will speak to about your application. This person may or may not be the same as the Lead Applicant.

1.5 Eligibility

Eligible Lead Applicants are:

- Businesses or other for-profit organizations in Canada;
- Not-for-profit organizations in Canada;
- Indigenous organizations and groups located in Canada;
- Post-secondary/academic institutions located in Canada; and

I confirm that my organization is eligible to apply to the Getting Started round of the Housing Supply Challenge.

1.6 Indicate agreements to the Stage 1 Terms and Conditions

I confirm that I agree to the Stage 1 Terms and Conditions.

Section 2: The Problem

2.1 Describe the barrier(s) in the pre-development process for housing that is affordable in your chosen geographic area. Include the following: – **Up to 700 words or 4500 characters, including spaces.**

a. What is the barrier?

Pre-development activities include things that advance a housing project from idea to the start of construction, including but not limited to project planning, approvals, obtaining financing, and public consultations. Applicants must identify and describe the barrier and specify the roles, groups or systems involved.

b. Where does the barrier exist?

Specify the geographic area the barrier affects (e.g. city, neighbourhood, community, region, cluster of municipalities, etc.).

c. What is the impact of the barrier on the creation of housing that is affordable in your chosen geographic area?

Section 3: The Solution

3.1 Provide a detailed description of your proposed solution, including where and how it will be implemented. Include the following: – **Up to 400 words or 2500 characters, including spaces.**

- a. What is your proposed solution?
- b. Where will it be implemented?

This should be consistent with the geographic area identified in section 2.1.

3.2 How will the proposed solution reduce or eliminate the barrier(s) identified in section 2.1? – **Up to 650 words or 4000 characters, including spaces.**

- a. What are the short-, medium-, and long-term impacts to the pre-development of housing that is affordable? How will these be measured?

Impacts could include but are not limited to reducing time or cost, increasing efficiency, increasing predictability, providing opportunities for collaboration etc.

- b. How is affordability defined in the context of the geographic area?

Consider how solutions will impact the pre-development of housing that is affordable along the income spectrum in the chosen geographic area, with less emphasis on high earners, investors, and wealthy populations. Applicants are encouraged to refer to any existing local measures of affordability.

3.3 Describe how your solution is informed by any examples of similar solutions or previous research, including how it builds on, adapts, or differentiates from this work. – **Up to 300 words or 2000 characters, including spaces – no hyperlinks.**

This could include examples of solutions that have been implemented in different contexts i.e. geographic, population, community size, etc. It could also include any existing research or evidence base your solution is founded on.

3.4 Does your proposed solution have dependencies that may affect implementation?

Dependencies could be regulatory or legal, including but not limited to changes in legislation, ownership of Intellectual Property, or other rights. For example, you may consider whether your solution is contingent on changes to federal, provincial, territorial, municipal or other legislative or regulatory frameworks.

- a. Yes / No / I don't know
- b. Please provide a brief description of the rationale for your choice, including what the dependencies are and who will need to be involved in your solution to achieve implementation – **Up to 1000 characters, including spaces.**

Section 4: Applicant Capacity and Feasibility

4.1 Who are your team members? What is their capacity to develop the project plan during the 6-month Stage 2 and deliver the solution within the timeline of the Getting Started Round?

a. Please include the following information for each team member:

- Full Name
- Role on project team
- Organization
- Job Title
- Relevant experience (1000 characters per team member)
- Location

b. Please describe if and how your team includes the relevant implementing authority for your solution, that is, the organization responsible for the system or barrier you are proposing to change.

4.2 If you are shortlisted, what are the immediate next steps you would take to ensure your solution is feasible and implementable? – **Up to 2000 characters, including spaces.**

a. Describe the necessary actions you will take to successfully develop the project plan for the proposed solution during the 6-month Stage 2.

Please include an overall estimate of the total duration of the project.

b. Provide a broad list of costed activities you will undertake if you are shortlisted in order to develop your project plan prior to the Stage 2 deadline.

Final costing is not required at this stage, estimates are acceptable. Appendix B in the Applicant Guide may provide additional guidance for this section.

4.3 How will your solution incorporate people-centered design? Describe your planned approach to engage with the different groups who will either use your solution and/or be impacted by it. – **Up to 2500 characters, including spaces.**

Appendix B in the Applicant Guide provides additional guidance for this section.

Section 5: Additional information, and diversity and Inclusion declaration

Additional Information (Mandatory)

5.1 If the Lead Applicant is receiving funding from another CMHC program, please confirm that the activities proposed for Getting Started do not duplicate activities that are already funded. – **Up to 1000 characters, including spaces.**

Include the name of the other program you are receiving funding from and a brief description of how the activities are distinct. Please note that stacking is permitted, but duplication is not.

5.2 How did you hear about the Housing Supply Challenge? (Please check all that apply)

- Google
- Advertisement on a web site
- CMHC Representative
- Industry Representative
- Industry Event (please specify)
- CMHC Website
- CMHC Newsletter
- CMHC Social Media
- Evergreen Website
- Evergreen Newsletter
- Evergreen Social Media
- Industry Newsletter (please specify)
- Other (please specify)

Diversity and Inclusion Declaration (optional)

The aim of this section is to gather data to help improve the inclusivity and accessibility of the Housing Supply Challenge design and delivery. The data collected on this form will not be shared with the evaluation panel and will not be a factor in funding decisions. The data will be de-identified by Impact Canada before being shared with CMHC for the purposes of program design evaluation.

Note: declaration is optional, and for each diversity consideration, applicants can choose to not declare.

5.3 Do any of the core team members belong to any of the following Indigenous groups?

An Indigenous group is composed of the original inhabitants of the land that is now Canada, and their descendants. **Select all that apply.**

5.4 Do any of the core team members belong to any of the following groups, whose identity as such is distinctive in terms of physical characteristics or biological descent? **Select all that apply.**

5.5 Do any of the core team members live with one of the following disabilities (e.g., a physical, mental, intellectual, learning, communication, or sensory impairment/limitation that whether permanent, temporary, or episodic in nature, hinders your full participation in society?) **Select all that apply.**

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