

## Research and Data Initiative Evaluation Management Response and Action Plan



**Objective of the Evaluation:** This evaluation examined the relevance, effectiveness, and economy and efficiency of six components of the Research and Data Initiative: Demonstrations Initiative; Solutions Labs; Research and Planning Fund; Housing Research Awards Program; Housing Research Scholarship Program; Collaborative Housing Research Network.

**Evaluation findings, recommendations, and Management Response and Action Plan Presented to CMHC's Executive Committee:** May 12, 2021

Recommendation	Management Response	Action	Responsibility		Timeline (By end of...)
			Lead	Support	
<b>Recommendation 1</b> Increase the use of existing reporting infrastructure and the CMHC NHS website to: <ol style="list-style-type: none"> <li>enhance knowledge mobilization activities in support of the broader Research and Data Initiative (RDI) objective of enhancing expertise and capacity in the housing sector; and</li> <li>facilitate and advance reporting of interim and final results of projects over the next several years.</li> </ol>	<i>We agree with the recommendation.</i> We acknowledge that replication and scaling of the results of our programs is necessary to enhance expertise and capacity in the housing sector. We also recognize that leveraging the infrastructure of the CMHC website is a good place to concentrate these results into a searchable, informative database. This information, as it is produced and posted, is an excellent resource for organizations and individuals across the country to learn about, and connect with, networks related to these innovations – so they may replicate or adapt these best practices.	1. Redesign the CMHC website to increase awareness of NHS/ simplify content findability, which includes the RDI related online information.	Communications and Marketing <ul style="list-style-type: none"> <li>Web Strategy and Experience</li> <li>Content and Campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrations and Excellence (Innovation)</li> <li>Research</li> </ul>	Q2 2021
		2. Review and optimize NHS Project Profile filters for user-friendly access to information, including the practice of embedding web search keywords into CMHC produced content pieces.	Communications and Marketing <ul style="list-style-type: none"> <li>Web Strategy and Experience</li> <li>Content and Campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrations and Excellence (Innovation)</li> <li>Research</li> </ul>	Q3 2021

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<b>Recommendation 1</b> <i>(continued)</i>	<p>We also acknowledge that the information being placed on the website needs to be actively promoted to targeted audiences that have the authority and capacity to scale these innovations and adapt policies and practices based on new evidence.</p> <p>A knowledge mobilization function within the CMHC Innovation team was recently activated to help achieve goals in the area. A Knowledge Mobilization Framework was developed in late 2020 and implementation of associated activities continue to roll out (many of which are outlined in associated Action section).</p> <p>See Recommendation 3 for additional information about leveraging CMHC's broader corporate network. The effectiveness and scale of the outreach needed to achieve this goal, is dependent on the availability of resources.</p>	<p>3. Review and modify existing cross-promotion process to ensure all content (e.g., NHS program pages, Place to Call Home stories, Ministerial announcements, the Housing Knowledge Centre, and key content produced by funding recipients) is accounted for and systematically cross-promoted.</p>	Communications and Marketing <ul style="list-style-type: none"> <li>Content and Campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrations and Excellence (Innovation)</li> <li>Research</li> <li>Housing Knowledge Centre</li> <li>Web Strategy and Experience (Communications and Marketing)</li> </ul>	Q3 2021
		<p>4. Complete the posting of announcement phase Project Profiles for 2020 and backlog projects using the content provided by program teams.</p>	Communications and Marketing <ul style="list-style-type: none"> <li>Web Strategy and Experience</li> <li>Content and Campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrations and Excellence (Innovation)</li> <li>Research</li> </ul>	Q3 2021
		<p>5. Optimize the process for NHS Innovation and Research Project Profiles so that information can be timely disseminated about the funded projects at launch (announcement phase), when deliverables are complete (results phase), and when the projects have achieved impactful results (impact case study phase).</p>	Communications and Marketing <ul style="list-style-type: none"> <li>Business Partner Team</li> <li>Web Strategy and Experience</li> <li>Content and Campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrations and Excellence (Innovation)</li> <li>Research</li> </ul>	Q3 2021

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<b>Recommendation 2</b> Review existing reporting requirements for the evaluated RDI programs to ensure adequate and relevant performance information is collected and allow for the reliable and consistent reporting on interim and final results.	<p><i>We agree with the recommendation.</i></p> <p>We acknowledge the critical importance of relevant data collection in the program evaluation process to inform decisions—an opportunity to push for adaptations and course corrections that will maximize success. Data provides a window into whether, why and how programs achieve their goals. It is essential to ensuring that limited resources are used most efficiently for the greatest possible impact.</p> <p>Over the course of 2020, the existing RDI measures were reviewed, several gaps were identified, and new performance indicators were developed and approved by CMHC management in February 2021. Five measures together will show that CMHC, directly or through its programs, influences housing dialogue and housing-related decisions in Canada and assists in the growth in knowledge and skill development in the housing sector (outside CMHC).</p> <p>We will continue to report transparently on results using existing mechanisms including the NHS Progress Report and other existing reporting mechanisms.</p>	1. Review and modify Performance Measurement Framework for the programs managed by CMHC Innovation and Research, including reviewing all logic models and associated indicators and outlining specific timelines and mechanism for data collection.	<ul style="list-style-type: none"> <li>• Demonstrations and Excellence (Innovation)</li> <li>• Research</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Measurement and Analysis</li> <li>• Evaluation Services</li> </ul>	Q2 2021
		2. Create a usable centralized repository for RDI performance related data for reporting purposes.	Business Planning and Reporting (Innovation)	<ul style="list-style-type: none"> <li>• Demonstrations and Excellence (Innovation)</li> <li>• Research</li> </ul>	Q3 2021
		3. Begin implementation of relevant data collection.	<ul style="list-style-type: none"> <li>• Demonstrations and Excellence (Innovation)</li> <li>• Research</li> </ul>	Business Planning and Reporting (Innovation)	Q4 2021
		4. Validate the utilization of collected data for reporting purposes.	Business Planning and Reporting (Innovation)	<ul style="list-style-type: none"> <li>• Policy Measurement and Analysis</li> <li>• Demonstrations and Excellence (Innovation)</li> <li>• Research</li> </ul>	Q1 2022

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<b>Recommendation 3</b>  Make greater use of CMHC's broader corporate infrastructure and channels to better tailor and disseminate information about calls for proposals, announcements of supported proposals, the completion of projects, and the publication of information about project outcomes.	<p><i>We agree with the recommendation.</i></p> <p>We acknowledge that it possesses a vast network of employees, clients and initiatives that can be leveraged for outreach purposes such as: calls for proposals, announcements of supported proposals, the completion of projects, and the mobilization of information about project outcomes. In particular, the CMHC Housing Knowledge Centre and the Expert Community on Housing are leveraged to help in our knowledge mobilization activities.</p> <p>For the calls for proposals, the objective will be to find potential recipient projects that are high quality, impactful, and will address gaps in NHS related research and innovation.</p> <p>For the announcement phase, outreach would bring prestige to the programs and recipients, and improve awareness amongst potential adopters of the research and innovations.</p> <p>Finally, information on completed project results and outcomes will provide evidence and solutions for replication and adaptation across Canada.</p>	1. Enhance the existing 2021 RDI communications and marketing plans with an emphasis placed on reaching the right audiences and using the right channels (e.g., social media, newsletters, campaigns, events, etc.) for the call for proposals, project announcement process and subsequent knowledge mobilization derivatives for each RDI initiative.	Communications and Marketing <ul style="list-style-type: none"> <li>• Business Partnership Team</li> <li>• Content and Campaigns</li> <li>• Media and Digital Engagement</li> <li>• Event and Executive Engagement Team</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrations and Excellence (Innovation)</li> <li>• Research</li> </ul>	Milestones <hr/> Housing Research Q2 2021 Awards Program <hr/> Demonstrations Q2 2021 Initiative <hr/> Scholarships Q2 2021 <hr/> Solutions Labs Q3 2021 <hr/> Research and Planning Fund Q3 2021 <hr/> Collaborative Housing Research Network Q3 2021 <hr/> Q3 2021
		2. Creation of a C&M plan based on the Knowledge Mobilization Framework goals and objectives (e.g., by thematic bundles) set out by Demonstration and Excellence (Innovation) and Research.	<ul style="list-style-type: none"> <li>• Business Partnership Team</li> <li>• Content and Campaigns</li> <li>• Media and Digital Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrations and Excellence (Innovation)</li> <li>• Research</li> </ul>	Q3 2021
		3. Post relevant knowledge product deliverables from program funding recipients in the CMHC Housing Knowledge Centre received in 2021.	<ul style="list-style-type: none"> <li>• Demonstrations and Excellence (Innovation)</li> <li>• Research</li> <li>• Housing Knowledge Centre</li> </ul>	Communications and Marketing <ul style="list-style-type: none"> <li>• Content and Campaigns</li> </ul>	Q4 2021

Recommendation	Management Response	Action	Responsibility		Timeline (By end of...)
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<p><b>Recommendation 4</b></p> <p>Increase the availability of detailed information about the published listing of expert consultants for Solutions Labs to indicate their key areas of expertise and housing specialty.</p>	<p><i>We agree with the recommendation.</i></p> <p>Although some consultants do include key areas of expertise and housing specialty already many do not. A consistent approach for all consultant profiles is necessary.</p> <p>We acknowledge that further direction to consultants to include key areas of expertise and housing specialty would be a beneficial resource for applicants and help better ensure the submission of high-quality proposals.</p> <p>CMHC Innovation is committed to improving the client experience and will maximize opportunities to indicate available consultant resources. Innovation consultants' areas of expertise will be emphasized at applicant orientation webinars, during engagement with potential applicants, and will be included in revised versions of the Program Applicant Guide.</p>	1. Develop and implement action plan addressing information gaps in Innovation consultants' expertise.	Demonstrations and Excellence (Innovation)	Non applicable	Q2 2021
		2. Post updated Summary of Qualifications with key areas of expertise and housing specialty on the Solutions Labs program webpage.	Communications and Marketing <ul style="list-style-type: none"> <li>• Web Strategy and Experience</li> <li>• Content and Campaigns</li> </ul>	Demonstrations and Excellence (Innovation)	July 2021
		3. Update Solutions Labs Applicant Guide with relevant Innovation consultant information.	Demonstrations and Excellence (Innovation)	Communications and Marketing <ul style="list-style-type: none"> <li>• Content and Campaigns</li> <li>• Studio</li> </ul>	Sept 2021 (in time for Round 4 launch)
		4. Post updated Applicant Guide on Program webpage.	Communications and Marketing <ul style="list-style-type: none"> <li>• Web Strategy and Experience</li> </ul>	Demonstrations and Excellence (Innovation) <ul style="list-style-type: none"> <li>• Communications and Marketing</li> <li>• Content and Campaigns</li> </ul>	Sept 2021 (in time for Round 4 launch)