

National Housing Co-Investment Fund Evaluation

MANAGEMENT RESPONSE AND ACTION PLAN

Objective of the Evaluation: This evaluation examined the relevance, and effectiveness, and efficiency the NHCF.

Evaluation findings, recommendations, and Management Response and Action Plan Presented to CMHC's Executive Committee on:
November 3, 2021



Recommendation	Management Response	Action Plan	Responsibility		Timeline
			Lead	Support	
<p>Recommendation 1</p> <p>Review the relationship between social outcomes and uptake in the repair and renewal stream and adopt necessary adjustments to program requirements to ensure an optimal balance. This review should consider options including:</p> <ul style="list-style-type: none"> a. adjusting the accessibility requirement for repair projects beyond urgent repairs; b. accepting previous investments made to achieve energy efficiency within the building (within a reasonable timeframe) for both repair and renewal projects; 	<p><i>We agree with this recommendation.</i></p> <p>Several initiatives are underway or have already been completed to review the relationship between social outcomes and the uptake in the repair/renewal stream.</p> <p>While we will consider the options outlined in the recommendation, not all may be feasible, or possible given CMHC authorities and/or Government direction. CMHC will continue to work with clients and be responsive to their needs throughout the end-to-end process, working together to build solutions for the construction and revitalization of affordable housing.</p>	<p>1. Conduct an assessment of NHCF's social outcomes and uptake in the repair and renewal stream for the purpose of expanding upon the analysis performed for the evaluation and identifying options regarding what the program can do to enhance social outcomes while improving uptake in the repair and renewal stream.</p> <p>The expectation being to consider the following:</p> <ul style="list-style-type: none"> • Identifying what the program can do to enhance social outcomes while achieving the objectives of the initiative. • Continuing to align with government priorities and CMHC's 2030 aspiration. 	Policy	<ul style="list-style-type: none"> • Client Solutions – Financial Solutions • Client Solutions – Risk Management, Strategy, and Products 	Completion: Q1 2022

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<p>Recommendation 1 <i>(continued)</i></p> <p>c. aligning with provincial requirements for energy efficiency and accessibility when CMHC has contributed less than project partners, and;</p> <p>d. modifications to the forgivable loan amount that non-profit organizations are eligible to receive.</p>		<p>2. Create a plan to implement the option(s) selected through action 1 above that can be operationalized within NHCF's current authorities and implement the selected option(s).</p> <p>3. Review and consider option(s) identified through action 1 that cannot be operationalized within NHCF's current authorities and report on those considered. The report will include any potential actions to address considerations where policy authority is needed to make a program amendment.</p>	Policy	<ul style="list-style-type: none"> Client Solutions – Financial Solutions Client Solutions – Risk Management, Strategy, and Products 	<p>Completion: Q2 2022</p> <p>Completion: Q4 2022</p>
<p>Recommendation 2</p> <p>Develop a focused communications strategy to encourage uptake which includes:</p> <p>a. examples of how past projects were able to address the requirements, specifically for repair and renewal projects; and,</p> <p>b. new processes and improved application processing times.</p>	<p><i>We agree with this recommendation.</i></p> <p>Communications and Marketing has been working closely with various teams to showcase the benefits of NHS programs through project profiles in a storytelling approach. Additional promotional tactics to drive traffic to the website will be considered in order to fully maximize the benefit of this work.</p>	<p>1. Review findings from study conducted by KPMG LLP and CMHC Evaluation Services which explored options for underwriting and servicing aspects of the program.</p> <p>Develop and post 6 new Co-Investment (Revitalization) project profiles based on recommendations from the business line. Provide sample of new profiles created.</p> <p>Promote the updated landing page and enhanced program to clients through appropriate channels (newsletters, social media, and pre-written emails for CMHC staff to send out). Provide sample of promotional collateral.</p>	Communications and Marketing	<ul style="list-style-type: none"> Client Solutions – Financial Solutions Client Solutions – Client Relations Client Solutions – Sector Operations 	Completion: Q1 2022

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Recommendation 2 <i>(continued)</i>		<p>2. Work with Business Line to identify industry publications/associations where we can highlight the repair/renewal stream. Engage with those publications in order to pursue free promotional opportunities. Provide a description of this approach.</p> <p>3. Evaluate the need to engage in a paid campaign to increase awareness and uptake of the repair/renewal stream. Report on this action.</p>	Communications and Marketing	<ul style="list-style-type: none"> Client Solutions – Financial Solutions Client Solutions – Client Relations Client Solutions – Housing Solutions Indigenous and the North Client Solutions – Client Development 	Completion: Q1 2022
<p>Recommendation 3</p> <p>Review and reconfirm the data collection strategy for NHCF, including:</p> <p>a. ensuring that data is consistently entered in program database; and,</p> <p>b. exploring the potential for obtaining tenant information.</p>	<p><i>We agree with this recommendation.</i></p> <p>The NHCF team has already taken steps to improve data quality, completeness and accuracy. Quality assurance monitoring has been implemented on key CRM data fields to ensure fields are up to date and input correctly.</p> <p>CMHC will continue to refine consistent data capture activities across various reporting groups.</p> <p>The development of a process to explore the potential for obtaining tenant information is a key priority of the NHS. This will be prioritized as part of the Research Plan and Policy Measurement Work.</p>	<p>1. Build on the work already completed to ensure consistent application of data capture activities to improve data quality and performance measurement. A report on these actions will be provided.</p>	Client Solutions/ Client Operations	<ul style="list-style-type: none"> Multi-Unit Housing Solutions (Business Optimization and Planning) Client Operations (MU ERIC (Underwriting System)) Information Technology Risk Management, Strategy and Products 	Completion: Q2 2022
		<p>2. Scope NHCF into research activities that will leverage third party sources for data collection on CMHC supply initiatives.</p> <p>3. Undertake a review of the data availability of NHS programs, including the NHCF and initiate conversations with Statistics Canada to obtain anonymized data about tenants of NHS funded unit including NHCF units. Provide a report on this review.</p>	Research/ Housing Policy		Completion: Q1 2022