

CANADA MORTGAGE AND HOUSING CORPORATION

# Transition Book 2019

Canada 





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November 20, 2019

Dear Minister,

Congratulations on your appointment as Minister responsible for Canada Mortgage and Housing Corporation (CMHC). I, along with all of my colleagues at CMHC, am eager to work together in fulfilling our mandate of promoting housing affordability in Canada. You can count on me to offer you both my best advice and my loyalty in executing your wishes.

CMHC is unique among Crown corporations since we report directly to you rather than through your department. I offer you policy advice on housing directly, as your Deputy Head of Housing and CMHC as your housing policy vehicle. A Memorandum of Understanding is in place that defines the roles and responsibilities between your department and ourselves. That said, we work very closely with your department and the Deputy Minister of ESDC is a valued member of our Board of Directors, along with the Deputy Minister of Finance.

### **Outlook**

As we look ahead, we are concerned about emerging risks in the financial system. We are aware that some smaller lenders find their business models under pressure. We are preparing for less benign financial conditions than during the Government's last mandate. Canadian households carry high levels of debt, making them more exposed in the face of adverse economic conditions. We will continue to defend sound macroeconomic policies.

In addition, housing challenges in our country persist: too many people in Canada are in housing need, living in homes that are inadequate or unaffordable. House prices in large markets leave homeownership out of reach for many and drive up rents for them and others. Vulnerable populations such as women and girls, racialized populations, low-income seniors and Indigenous peoples are more likely to face housing need than others. These challenges will continue to inform our policy advice to you.

### **Immediate Decisions**

In the coming weeks, I will ask for your support on the following items:

.../2

1. **Corporate Plan:** Our Board of Directors approved CMHC's 2020-2024 Corporate Plan on October 30th. In order to meet our statutory requirement of submitting the Plan and associated documents to you eight weeks before the start of the fiscal year (January 1), we submitted the package to your predecessor; however, its review and approval was deferred pending your appointment. As such, we are submitting a revised package for your immediate review and approval. [REDACTED]

[REDACTED] We will be happy to brief you in order to expedite your prompt approval.

2. [REDACTED]

3. [REDACTED]

- a. [REDACTED]

- b. **Housing Data Exchange:** We are building a new data exchange platform to improve Canadians' understanding of housing markets. Standardized high integrity data will inform both better day-to-day decisions as well as future policy making. This centralized housing data platform will help reduce uncertainties in the housing system, and will enable analytics and the use of powerful technologies, such as machine learning in housing.

### **First 100 Days**

We expect to call upon you over the winter months to discuss and/or approve:

#### **1. Policy Initiatives:**

- a) **Platform Commitments:** We are analyzing platform commitments and potential policy changes raised during the campaign, including regional First-Time Home Buyers Incentive price and volume limits, possible residential flood insurance via CMHC as well as other initiatives such as energy efficiency measures for new homes and retrofit, money laundering, and a proposed tax on vacant homes.

- b) **Mortgage Interest Rate Stress Test:** We work together with the Department of Finance on potential adjustments to the interest rate stress test for insured mortgages and offer micro prudential policy measures. We continue to view any roll back of the stress test from current levels to be irresponsible. While this matter is within the purview of the Minister of Finance, we will want to brief you for information.
- c) [REDACTED]
- d) **Housing Affordability Policies:** We regularly review a broad universe of spending and tax measures to improve housing affordability. We would like to brief you on these to seek your views.
- e) **Indigenous Housing:** We anticipate some potential support for Indigenous Housing. Aside from supporting Indigenous Services Canada in its work, we are also calling upon our historical expertise in off-reserve housing to ensure support for urban and off-reserve Indigenous residents.

2. **Federal/Provincial/Territorial (FPT) Relations:** [REDACTED]  
[REDACTED] Provinces and territories will also seek to revive the FPT Housing Forum, of which you are the co-chair, and will want to schedule a ministerial event. [REDACTED]  
[REDACTED]

- 3. **Appointments:** We will have a Board vacancy to address. Secondly, the Federal Housing Advocate and members of the National Housing Council must be appointed while letters confirming the Trustees to the First Nations Market Housing Fund will need to be sent. Briefing notes will be provided to you.
- 4. **Program Delivery** — Updates on our progress on the following programs are provided in this transition binder and we will provide more detailed information when we have the opportunity to brief you in the coming weeks:
  - a) First-Time Home Buyers Incentive;
  - b) National Housing Co-Investment Fund;
  - c) Rental Construction Financing initiative; and
  - d) Other National Housing Strategy initiatives.
- 5. **CEO Succession:** My term as President and Chief Executive Officer ends in December 2020. I have informed our Board of Directors of my intention not to seek re-appointment unless unforeseen events arise (e.g., a financial crisis). Our Board has been evaluating internal and external candidates under the direction of the Chair, Derek Ballantyne. If you

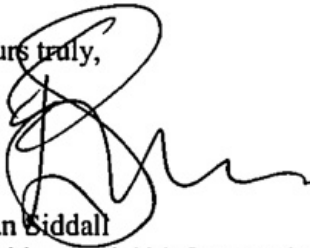
are available, I would welcome your attendance at our board meeting on January 21-22 in Montreal or in Vancouver on March 24-26.

**Deputy Minister Bilateral Meetings and Minister's Office Relations**

The CMHC team that supports you and your office is ready to re-engage. We look forward to establishing regular interactions as a team, being respectful of different roles. My office will reach out for us to have monthly bilateral calls.

The work ahead of us is ambitious and we look forward to providing our best policy advice to you as the government implements its housing agenda.

Yours truly,



**Evan Siddall**  
President and Chief Executive Officer

*I look forward to our  
first meeting and to  
working together!*

*Evan*

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# UPCOMING DECISIONS – IMMEDIATE AND FIRST 100 DAYS

## 1. IMMEDIATE DECISIONS REQUIRING YOUR ATTENTION

### 1.1 CMHC 2020-2024 Corporate Plan

#### DECISION REQUIRED

Our 2020-2024 Corporate Plan, including our 2020 Operating Budget and Capital Budget, was approved by the Board of Directors on October 30, 2019, and will require your approval as soon as possible | [REDACTED] |.

#### BACKGROUND

The Corporate Plan sets out CMHC's strategic priorities and, in combination with the Main Estimates, provides full disclosure of the company's activities. Also included in the Corporate Plan are our borrowing requirements which require the Minister of Finance's recommendation for approval.

Pursuant to the *Financial Administration Act*, your recommendation for approval is required prior to Treasury Board approval of the Plan. We expect to seek Treasury Board approval, via a Treasury Board Submission, | [REDACTED] | pending the schedule of meetings. The TB Submission will be submitted to you in advance for approval.

The 2020-2024 Corporate Plan includes two important initiatives that are detailed below: | [REDACTED] | and Homeowner Insurance Business and Technology Transformation.

In September 2018, our Board of Directors approved a multi-year strategy proposal with the following winning aspiration at its heart:

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

[REDACTED]

The new goal underscores both our assisted housing activities and our role preserving the continuous functioning of housing markets in Canada in times of economic and financial stress. In bringing the two strands together, the strategy and goal also underscore the need for greater clarity in how we self-identify. | [REDACTED] |

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[Redacted text block]

**Homeowner Insurance Business and Technology Transformation**

One of our major activities is providing homeowner mortgage insurance. In 2018, we helped more than 123,000 Canadians purchase homes and contributed \$1.0 billion in net income to the Government's bottom line.

*Emili*, The system that supports the homeowner mortgage insurance business is old and based on out-of-date technology. It is costly to maintain and limits our flexibility to evolve our risk models and deliver timely changes to existing products or quickly deploy new ones. In particular, the current state effectively limits our ability to experiment with new ideas, remaining largely reactive.

[Redacted text block]

[Redacted text block]

**BACKGROUND**

Crown-Indigenous Relations and Northern Affairs (CIRNA) is leading the government response to the final report of the MMIWG, including the development of a National Action Plan

by June of 2020 in partnership with Indigenous partners, provinces, territories and other groups and individuals. [Redacted text block]

We are working with Indigenous Services Canada (ISC) on [Redacted text block] the construction and ongoing operations of [Redacted text block] shelters, with CMHC responsible for the construction and ISC responsible for the ongoing operations.

**1.3 Delegation of Financial Authority**

**DECISION REQUIRED**

In November 2019, a delegation of financial authority letter will be submitted for your signature.

**BACKGROUND**

CMHC's authority to spend public funds is provided by the Government of Canada through Parliamentary Appropriations as part of the annual Main Estimates process.

As the Minister responsible for CMHC, your signature will be sought on a letter that sets out the delegation of financial authority for our financial officers to requisition funds from the Consolidated Revenue Fund pursuant to the Financial Administration Act. This must be done each time a new Minister is appointed responsible for CMHC.

**2. DECISIONS/ACTIONS REQUIRING YOUR ATTENTION IN THE FIRST 100 DAYS**

**2.1 Quebec Bilateral Negotiations**

[Redacted text block]

**BACKGROUND**

The Province of Quebec represents 23% of the Canadian population and is a major factor in attaining the Government of Canada's NHS targets and objectives.



Quebec shares many of the NHS objectives, but has not endorsed the multilateral framework (endorsed by all other provinces and territories) and asked for an “asymmetrical” bilateral agreement. Quebec is requesting exclusive jurisdiction for housing as well as its portion of the federal funding dedicated to housing. [REDACTED]

On October 9, the Quebec National Assembly adopted a unanimous motion condemning the federal government interference in housing and requested that the funds from the NHS be transferred directly to the Province.

## 2.2 National Housing Strategy Act – National Housing Council and Federal Housing Advocate

### DECISIONS REQUIRED

#### National Housing Council

The recommendation for the Council’s membership (will be submitted for your decision within the first 100 days of your mandate).

#### Federal Housing Advocate

A call for candidates will be launched in late 2019 or early 2020, in accordance with the Governor in Council (GiC) appointment process, to identify the most highly qualified candidate for the position. As the designated Minister under the NHS Act, you will provide the GiC with a recommendation.

### BACKGROUND

#### National Housing Council

The *National Housing Strategy Act* (NHS Act), which came into force on July 9, 2019, includes the establishment of a National Housing Council (the Council), which is an advisory committee comprised of between 9 and 15 individuals, representative of Canada’s diversity, including persons with lived expertise of housing need and homelessness. The Council includes four ex-officio members: Federal Housing Advocate, President of Canada Mortgage and Housing Corporation (one of the co-chairs), Deputy Minister of Indigenous Services Canada,

and Deputy Minister of Employment and Social Development Canada. The other members are ministerial appointments. As set out in the NHS Act, CMHC will provide the administrative services and facilities to assist the Council to perform its duties and functions.

The mandate of the Council is to further housing policy and the National Housing Strategy by providing advice to the Minister including, among other things, on the effectiveness of the National Housing Strategy. The Council may also hold review panels and hearings on systemic housing issues at the request of the Federal Housing Advocate. The Council will help promote participation and inclusion in the development of housing policy in Canada and support the progressive realization of the right to adequate housing, as recognized in the *International Covenant on Economic, Social and Cultural Rights*.

A call for applications for Council membership was held from August 20 to October 14, 2019. We will review the applications received and recommend a pool of candidates for your consideration. As the Minister, you will have final decision on the members to be appointed. We anticipate that the Council will be established in 2020.

#### Federal Housing Advocate

The NHS Act also requires a Federal Housing Advocate (the Advocate), a Governor in Council (GiC) appointment, who has the mandate to provide advice to the Minister, monitor the implementation of the Government’s housing policy as well as progress of the National Housing Strategy and to research, analyze and report on systemic housing issues.

As set out in the NHS Act, the Canadian Human Rights Commission (CHRC) is responsible for supporting the Federal Housing Advocate and will provide the administrative services and facilities to assist the Advocate in performing her/his duties and functions. CMHC and CHRC have entered into an MOU to clarify responsibilities and secure the transfer of funds from CMHC to CHRC for the provision of administrative services and facilities to the Advocate. We anticipate that the Advocate will be appointed in 2020.

The Advocate will also be an ex-officio member of the National Housing Council and may request that the Council establish a three-person review panel to hold public hearings on systemic housing issues that are within federal responsibility. The review panels would be made up of Council members who are members of vulnerable groups, who have lived expertise of housing need or homelessness, or who have expertise in human rights.

Expectations of the Advocate from the public and stakeholders will be high. We expect strong pressure for the federal government to act on the Advocate's reports and recommendations during its first year and beyond.

If the selection and appointment of the Federal Housing Advocate takes longer than the appointment of the Council members, a decision will be required on potentially holding the first National Housing Council meeting without the Advocate being appointed.

### 2.3 Housing Data Exchange – [REDACTED]

[REDACTED]

#### BACKGROUND

In CMHC's 2019-2023 Corporate Plan, building a Housing Data Exchange is identified as a key priority to improve housing affordability in Canada.

The Housing Data Exchange will provide applications and analytical tools for users to interact with housing data, allowing them to draw new insights on housing affordability. As Canada's authority on housing, CMHC is uniquely positioned to build the Housing Data Exchange and share our view of housing affordability.

Building the Data Exchange will require us to reach new audiences in new ways. Data partnerships and data sharing, particularly in the competitive mortgage industry, remain a significant challenge to success. Inconsistent data continues to challenge policy impact assessments and advice as well as the adoption of new technologies and digital processes. Promoting and facilitating the adoption of data standards is required.

The Housing Data Exchange is directly linked to our mandate to contribute to Financial Stability.

In 2019, a combined \$7.3M (\$3.7M from CMHC operating budget and \$3.6M from investments in Housing Data through Budget 2017 and the National Housing Strategy) was committed and spent to establish infrastructure and to build the first Data Exchange application which is set to launch in December 2019. [REDACTED]

## 2.4 CMHC's Amended 2019-2023 Corporate Plan Summary – Tabling Package

#### DECISION REQUIRED

You will be required to approve the tabling package for the Summary of the Amended 2019-2023 Corporate Plan in **January 2020**.

#### BACKGROUND

Following Budget 2019, Treasury Board advised that amendments were required to CMHC's 2019-2023 Corporate Plan, namely to integrate details pertaining to the First Time Home Buyers Incentive program and additional funds provided to the Rental Construction Financing initiative.

CMHC's amended 2019-2023 Corporate Plan was approved by Treasury Board [REDACTED], and must be tabled before each House of Parliament within 30 sitting days of that approval.

Following the opening of Parliament after the election, [REDACTED] will remain for you to table the Summary of the Amended 2019-2023 Corporate Plan. The tabling package will be submitted to you in January 2020.

## 2.5 CMHC's 2018-2019 Access to Information Act and Privacy Act Annual Reports

#### DECISION REQUIRED

You will be required to approve the tabling package for the 2018-2019 Access to *Information Act and Privacy Act* Annual Reports in **November 2019**.

#### BACKGROUND

In compliance with the *Access to Information Act* and the *Privacy Act*, you are required to table Annual Reports on the administration of the Acts in each House of Parliament on any of the first 15 sitting days after September 1, thus within 15 sitting days following the opening of Parliament after the election. The tabling package will be submitted to you in November 2019.



## 2.6 Housing Supply Challenge

### DECISION REQUIRED

for the Housing Supply Challenge, an initiative announced in Budget 2019, however, we do not currently have a confirmed date for its consideration by the Treasury Board.

### BACKGROUND

The Housing Supply Challenge is a \$300 million initiative (2020-2025) that was announced in Budget 2019 but financial authorities had not been obtained when the writ dropped. The funding will be used to issue challenges to innovators in areas of importance – such as National Housing Strategy priorities – to propose new ways of breaking down barriers that limit the creation of housing supply.

The Housing Supply Challenge is a part of the Impact Canada Initiative and we are working in collaboration with the Privy Council Office's Impact and Innovation Unit.

Subject to Treasury Board approval, the program would launch in Spring 2020.

## 2.7 Annual Reference Level Update (ARLU) for 2020-2021 Main Estimates

### DECISION REQUIRED

You will be required to concur with our items for inclusion in the Main Estimates by **January 14, 2020**.

### BACKGROUND

The ARLU process enables CMHC to obtain the necessary authorities and appropriations to fund activities under our Housing Programs authority. Our ARLU for the 2020-2021 Main Estimates were submitted to Treasury Board Secretariat on August 2, 2019. The package for your approval will be submitted in December 2019.

## 2.8 Appointments to the Board of Directors of the First Nations Market Housing Fund

### DECISION REQUIRED

We will request your approval **before the end of 2019** of the appointment of six trustees to the First Nations Market Housing Fund.

### BACKGROUND

The First Nations Market Housing Fund (FNMHF) was launched in 2008 to promote and support the expansion of market-based housing in on-reserve First Nation communities. The Board of Trustees is composed of nine members, including a Chairperson and Vice-Chairperson. The trustees are responsible for overseeing the FNMHF's governance and practices, and guiding its direction to achieve its objectives. Six trustees are appointed by the Minister for CMHC (three from the private financing sector and three from the public sector) and three trustees are appointed from First Nation communities by the Minister of Indigenous Services.

Since the inception of the Fund, there have been no changes to the governance structure; including no changes to the Board of Trustees and the Fund's administration.

There are six trustees currently serving and three vacancies. All six trustees terms have expired but continue in office with full authority until they are replaced. Trustees may be reappointed; however, no trustee may serve in office consecutively for more than two terms.

A public call for applications was held from October 7 to December 1, 2018. Nine qualified individuals who bring the required skills, as well as representation geographically, were recommended for appointment to the Board of Trustees. Although the Minister of Indigenous Services appointed three trustees before the writ dropped, the six trustees to be appointed by the Minister responsible for CMHC were not appointed prior to the dissolution of Parliament.

Although the Minister of Indigenous Services' trustee appointments were made, the handover and paperwork to complete the transfer will not be done until all nine appointments have been completed.

In order to have a revitalized Board that can help shape the future of the Fund, we will recommend the individuals previously selected in a joint effort with Indigenous Services Canada be appointed. A briefing note highlighting the selection process and the reasoning for their choice will be presented to you in **November 2019**. The Fund Business Plan will also be conveyed to you in November.



## 2.9 Appointment to the CMHC Board of Directors

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### BACKGROUND

CMHC's Board of Directors is comprised of 12 members including: the Chair; the President and Chief Executive Officer; the Deputy Minister of the Minister responsible for CMHC and the Deputy Minister of Finance as *ex officio* members; plus eight other directors.

The Chair of the Board and the President are appointed by the Governor in Council, and the eight *non-ex officio* members are appointed by the Minister with the approval of the Governor in Council.

A board appointment process was completed in September 2018 to fill a number of Board vacancies | [REDACTED]

[REDACTED].

# CMHC AT-A-GLANCE

Created in 1946, CMHC is a federal Crown corporation incorporated under the *Canada Mortgage and Housing Corporation Act* (CMHC Act) and is accountable to Parliament through the Minister designated for the purpose of the CMHC Act and the *National Housing Act* (NHA).

Set out in the NHA, our mandate is to facilitate access to housing and contribute to financial stability.

We facilitate access to housing by:

promoting housing affordability and choice;

facilitating access, competition and efficiency in the provision of housing finance; and

protecting the availability of adequate funding for housing.

We contribute to financial stability by:

promoting and contributing to the stability of the financial system and housing markets;

contributing to the well-being of the housing sector in the national economy; and

having due regard to the corporation's exposure to loss.



## LEGISLATIVE FRAMEWORK

### **Canada Mortgage and Housing Corporation Act**

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Established the Corporation in 1946 and sets out the business and powers of the Corporation.

### **Financial Administration Act**

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Sets the framework for the operations of Crown corporations.

### **National Housing Act**

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Our mandate is set out by the NHA; it provides us with our operational and policy mandate.

### **National Housing Strategy Act**

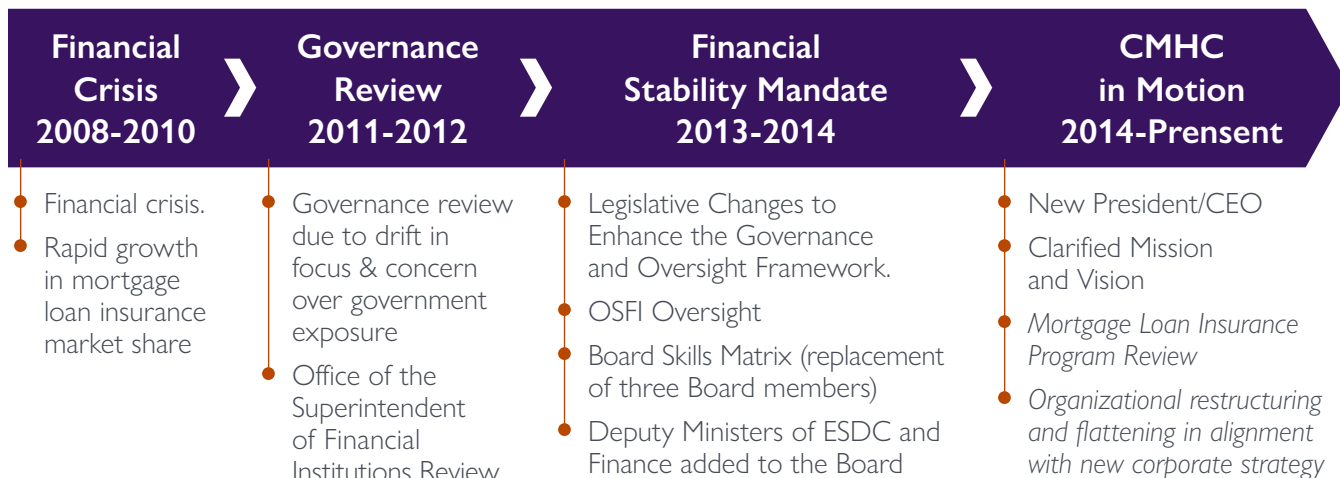
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The NHS Act furthers the progressive realization of the right to adequate housing, requires the adoption and maintenance of a National Housing Strategy (NHS), and requires regular reporting to Parliament. It establishes a National Housing Council and creates the Federal Housing Advocate.

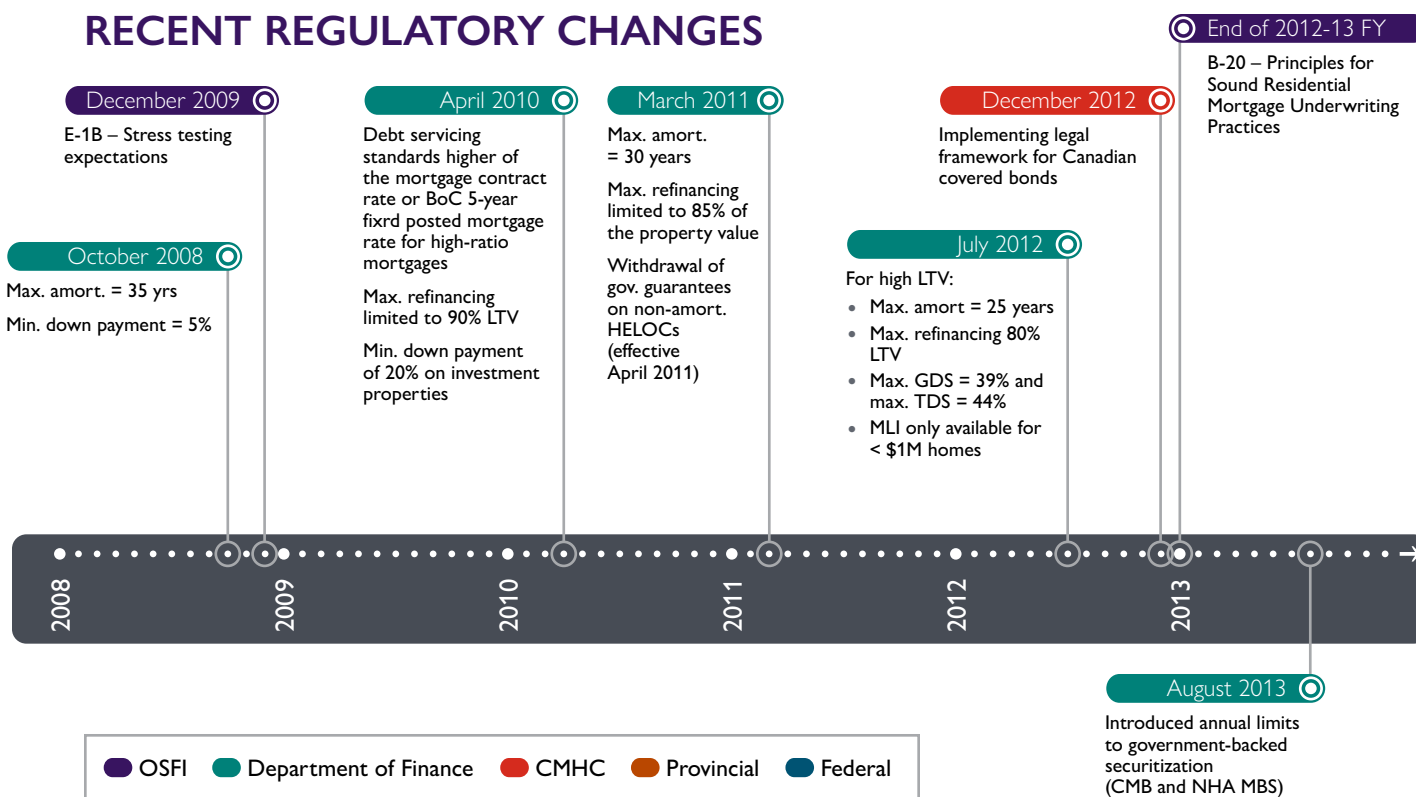


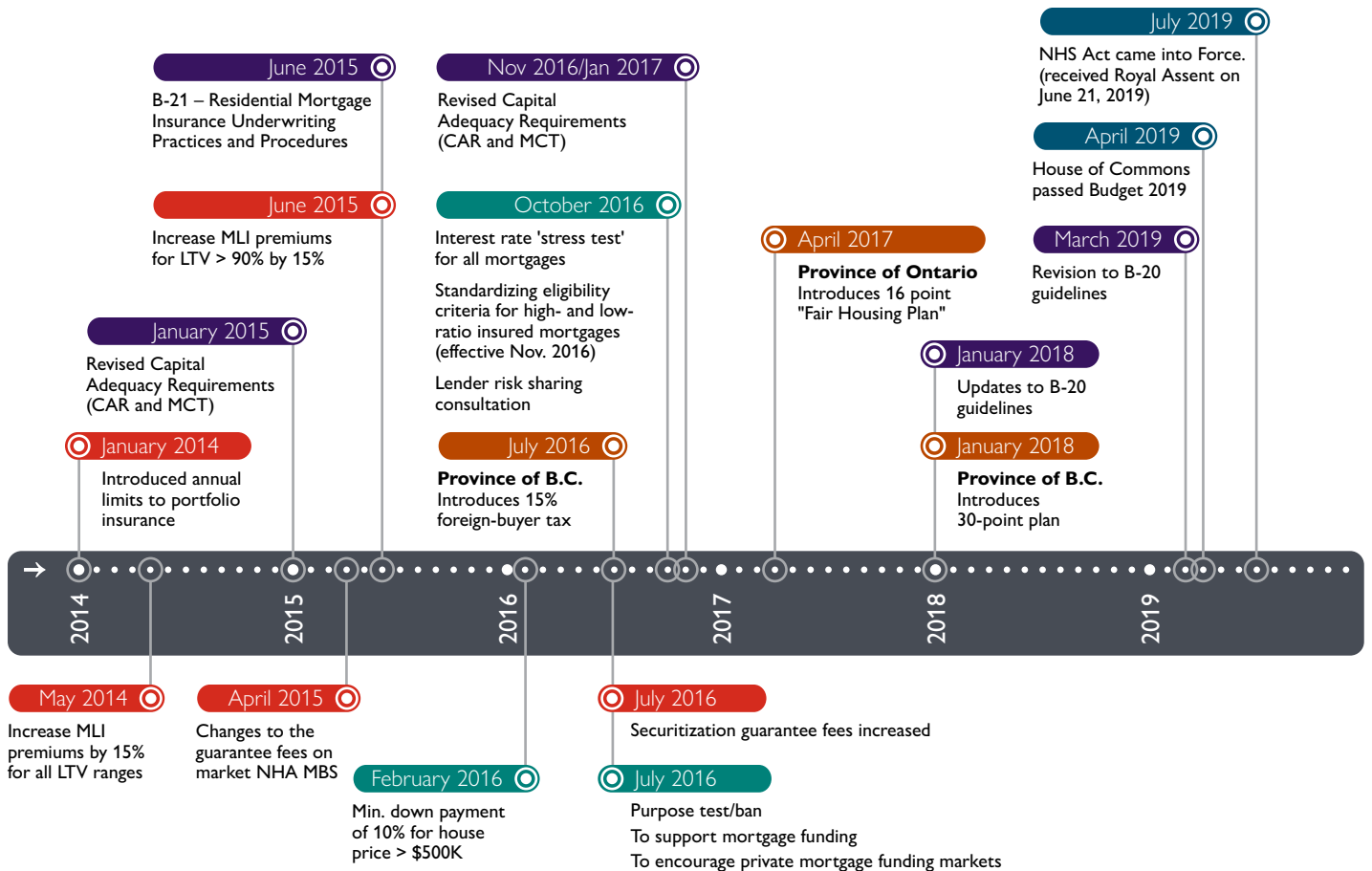
# RECENT EVOLUTION OF OUR MANDATE AND REGULATORY CHANGES

## EVOLUTION OF OUR MANDATE



## RECENT REGULATORY CHANGES







# CORPORATE STRATEGY: 2019-2023

Having a home ensures Canadians remain employed in the labour force, stimulates the learning environment of children, and engages people to participate in society. Housing affordability supports a stronger, safer Canada that is identified by a sustainable economic growth and social inclusion.

Our work is centred on promoting housing affordability. In addition to providing policy advice to government, we are also accelerating the supply of housing below market pricing and looking at new housing models and prototyping innovations to address the gap in Canada.

Our new corporate strategy places housing affordability at the core of what we do.

**Our aspiration is that by 2030, everyone in Canada has a home that they can afford and that meets their needs.**

Our strategy identifies our strategic objectives:



Modernize our Company,



Build a housing data exchange,



Understand Canadians' needs,



Experiment with new ideas  
to improve housing affordability.

# 2018 PERFORMANCE HIGHLIGHTS

Below is a table of some of CMHC's high-level metrics, extracted from our 2019-2023 amended Corporate Plan.

(in millions, unless otherwise indicated)	2017 Actual	2018 Actual	2019 Plan Approved
<b>CMHC CONSOLIDATED</b>			
Total revenues	6,152	4,823	5,264
Total expenses (including income taxes)	4,349	3,406	3,858
Net income	1,803	1,417	1,406
Cash	887	837	988
Total assets	267,115	263,876	275,016
Total liabilities	249,374	248,995	261,205
Total equity of Canada	17,741	14,881	13,811
Total operating budget	487.6	506.0	536.9
Total capital budget	406	671	2,399
Operating budget ratio	11.3%	14.4%	13.6%
Employees (full-time equivalents [FTE])	1,759	1,804.1	2,036
Women in Leadership	50.6%	50.8%	50.0%
Visible minorities—employment equity group	22.7%	25.2%	25.1%
Persons with disabilities—employment equity group	3.4%	4.2%	4.3%
Indigenous people—employment equity group	2.5%	2.4%	3.0%
<b>ASSISTED HOUSING</b>			
Total parliamentary appropriations	3,229	2,336	2,681
Assistance for housing needs	3,094	2,202	2,106
Financing for housing	47	38	437
Housing expertise and capacity development	88	96	138
Total parliamentary appropriations for housing programs	3,184	2,336	N/A
Operating expenses included in housing programs	161	187	202
Net income	80	26	(17)
<b>MORTGAGE INSURANCE</b>			
Claims paid	329	210	325
Loss ratio	9.4%	14.7%	20.4%
Operating expense ratio	20.4%	22.3%	23.3%
Combined ratio	29.8%	37.0%	43.7%
Net income	1,404	1,008	975
Return on equity	8.3%	7.4%	8.4%
Return on required equity	9.9%	8.3%	8.5%
<b>MORTGAGE FUNDING</b>			
Operating expense ratio	10.8%	9.5%	10.1%
Net income	295	372	432
Return on equity	11.3%	15.3%	20.8%
Return on required equity	13.5%	23.9%	34.5%

# OUR CORE ACTIVITIES

Our operations support the spectrum of housing needs of everyone living in Canada. Our chief activities include the following categories.



## ASSISTED HOUSING ACTIVITIES

- We help Canadians in need gain access to suitable, adequate housing they can afford.
- We receive parliamentary appropriations to fund assisted housing programs, which operate on a break-even basis.
- We make loans at below market interest rates and provide non-subsidized housing support to housing partners.
- We work with provinces, territories, municipalities, Indigenous governments and organizations, non-profit and co-operative organizations, and private sector companies across the country in providing assisted housing programs.

## COMMERCIAL ACTIVITIES

### Mortgage Insurance

- We provide competitive insurance products on a scale and scope to support access to housing finance and stability in Canada's housing and financial markets.
- We provide transactional homeowner, portfolio and multi-unit residential mortgage insurance in all parts of Canada. We operate these programs on a commercial basis without funding from the Government.

### Securitization

- Our securitization programs promote the availability of funding for mortgages in all economic conditions. We enable approved financial institutions to pool eligible insured mortgages into marketable securities that can be sold to investors in order to generate funds for residential mortgage financing. We guarantee the timely payment of interest and principal of these securities.

- We are also responsible for the administration of covered bonds legal framework, which is another source of mortgage funding that we administer on a cost recovery basis.

## HOUSING ANALYSIS, RESEARCH, POLICY ADVICE AND INNOVATION

- We collect data and offer analysis and insights to support informed decision-making, including on housing policy matters, and provide a better understanding of housing and housing markets.
- We undertake research and provide evidence-based policy advice on a range of housing needs and housing finance issues to support a well-functioning housing system, which contributes to financial stability and promotes housing affordability.
- We are investing in the prototyping and experimentation of new ideas in the areas of innovation. Our goal is to improve company operations, generate new housing products and services, and create efficiencies in the Canadian housing ecosystem that ultimately makes housing more affordable for all Canadians.
- Our research activities revolve around three areas:
  - Develop, understand and interpret Canadian housing data and research to better understand housing needs and conditions particularly for vulnerable populations.
  - Influence others to accelerate housing affordability, including partnership and expertise sharing.
  - Explore and identify new approaches to solving housing problems.

# NATIONAL HOUSING STRATEGY

## A \$55+ BILLION ONCE-IN-A-GENERATION PLAN



- Launched on November 22, 2017, the National Housing Strategy (NHS) prioritizes Canada’s most vulnerable populations. The NHS recognizes that women and children fleeing domestic violence, seniors, Indigenous peoples, people with disabilities, those dealing with mental health and addiction issues, veterans, and young adults all experience unique challenges in accessing housing that meets their needs.
- The NHS sets out to achieve bold outcomes over 10 years. These goals will be met in large part through innovative programs, such as the National Co-investment fund, to create much-needed housing supply that is affordable, accessible, and energy-efficient.
- Community housing providers are able to continue offering affordable rents to tenants in need through an extension of subsidies under the Federal Community Housing Initiative.
- Investments delivered by the provinces and territories under the NHS will protect and renew existing community housing, build thousands of new community-based homes, unlock direct benefits to low-income families and individuals through the Canada Housing Benefit, and keep housing affordable for hundreds of thousands of households across the country. These investments will also support better housing outcomes for Northerners and Indigenous peoples.
- Through the promotion of excellence, innovation and funding opportunities in the housing research and data sector, the NHS will also help ensure the quality and quantity of data is publically available to make informed housing decisions.

## **NATIONAL HOUSING STRATEGY ACT**

- The NHS is grounded in the core principles of accountability, participation, non-discrimination and inclusion. In that spirit, the recently passed *National Housing Strategy Act* (NHS Act) requires the Government of Canada to develop, maintain and report on a national housing strategy by tabling a report in Parliament every three years.
- The NHS Act further establishes a National Housing Council, an advisory committee which will further housing policy and the National Housing Strategy by providing advice to you as the designated Minister including, among other things, on the effectiveness of the National Housing Strategy and help promote participation and inclusion in the development of housing policy in Canada.
- The NHS Act also establishes the Federal Housing Advocate, which will have the mandate to research, analyze and report on systemic housing issues and monitor the implementation of the Government's housing policy as well as progress of the National Housing Strategy. The Canadian Human Rights Commission is responsible for supporting the Federal Housing Advocate and will provide the administrative services and facilities to assist the Advocate in performing her/his duties and functions.

## **FEDERAL-PROVINCIAL-TERRITORIAL FORUM ON HOUSING (FPT FORUM)**

- The FPT Forum serves as the federal/provincial/territorial Forum to discuss housing strategies, policies, program design and implementation; as well as monitor the state of housing in Canada.
- FPT governments share knowledge within the Forum to help inform decision-making and priority setting by each government, as well as adjustments to FPT agreements, where appropriate. It informs future housing policy directions, program design and delivery, coordination of efforts in the housing sector, and sharing of best practices. The Forum also provides opportunities to discuss the implementation of the NHS and the assessment of its effectiveness. It can also identify shared housing issues and questions that would benefit from further study and research.

- Membership to the FPT Forum is open to FPT Ministers responsible for housing in Canada, as well as Deputy Ministers and Senior Officials identified by their government. Membership is on a voluntary and on-going basis. The federal Minister responsible for CMHC and a PT member of the Forum act as co-chairs (generally for a 2 year rotation of PTs). Yukon is the current co-Chair, which will rotate to Prince Edward Island in early December 2019. The FPT Forum holds monthly meetings of Senior Officials and as needed with Deputy Ministers and Ministers; CMHC co-leads this work.

## **PROGRAMS, INVESTMENTS, TARGETS AND PROGRESS UNDER THE NATIONAL HOUSING STRATEGY**

### **Main National Housing Strategy Programs and Funding**

#### **National Housing Co-Investment Fund – NHCF**

- A \$13.2B federal investment over ten years with low-cost loans and contributions for new construction and repair or renewal to build and preserve affordable housing.
- Projects must attract additional funding and support from other levels of government, not-for-profit and cooperative housing providers, or the private sector.
- Minimum requirements must be met for affordability, energy efficiency and accessibility.

#### **Rental Construction Financing Initiative – RCFI**

- A total of \$13.75B in low-cost financing is available over 11 years. RCFI provides low-cost loans for the construction of purpose-built rental housing for middle-class Canadians in markets across Canada where supply need is clearly demonstrated.

#### **Federal Lands Initiative**

- \$200M over 10 years makes surplus federal lands and buildings available for affordable housing at low or no cost to providers. This is a partnership with other federal government departments.

- Once a federal department or Crown corporation deems a site surplus and suitable for affordable housing (which may include re-zoning or pre-development work), it is advertised by CMHC.
- Housing providers apply to purchase the property for affordable housing and applications are evaluated based upon affordability, accessibility, environmental efficiency, and community need.

### **Affordable Housing Innovation Fund**

- \$200M over five years is available to encourage and test new funding models and innovative building techniques. Encourage and support the evolution of the affordable housing sector, with eligible projects ranging from affordable rental to affordable homeownership and renovation models.

### **Housing Supply Challenge**

- The 2019 Federal Budget announced \$300M to invite municipalities and other stakeholder groups across Canada to propose new ways to break down barriers that limit the creation of new housing. Successful applicants will be selected and funded through a merit-based competition, starting in 2020.

### **First Time Homebuyers' Incentive**

- A \$1.25B commitment over three years, launched in September 2019, helps eligible first-time homebuyers finance a portion of their home purchase through a shared equity mortgage with CMHC.
- CMHC provides the homebuyer a payment-free second position loan in exchange for a 5% (on existing homes) or 10% (on new homes) equity stake in the home.

### **Shared Equity Mortgage Providers (SEMP) Fund**

- The SEMP Fund is a \$100M lending fund, over five years, to existing shared equity mortgage providers.
- It was launched in August 2019 and consists of two streams, one to help finance construction of new homes and one to help directly fund shared equity mortgages of first time homebuyers.

### **Provincial/Territorial NHS Initiatives**

- A new Federal/Provincial/Territorial Partnership Framework was endorsed in 2018 by all provinces and territories (PTs), except Quebec.
- Starting in 2019-20, \$7.7B in federal funding is flowing to PTs over nine years through bilateral agreements, to be cost-matched (except for \$300M for North) and delivered by PTs. There are four funding streams:
  - \$1.1B for PT housing priorities to support regional needs (e.g. construction, repair, affordability support);
  - \$4.3B for Canada Community Housing Initiative to preserve and expand existing community (social) housing (Phase 2 launching in 2020);
  - \$2B for Canada Housing Benefit with direct rental support to vulnerable households (launching in 2020); and
  - \$300M for the territories to address unique housing needs in the North.

### **Existing Community (Social) Housing**

- Owned and operated by public housing authorities, non-profits and co-operatives. It houses over 500,000 low- and moderate-income households. The federal government currently provides about \$1.7B annually for this stock.
- The federal government supported the construction and acquisition of this stock until the early 1990s and entered into long-term operating agreements with housing providers. Under these agreements, providers received preferred mortgage rates, operating subsidies and/or rent supplements. Agreements have started to expire and will continue to do so until the 2030s.
- PTs administer approximately 80% of stock while CMHC administers 20%.
- As operating agreements expire, new funding is available
  - \$500M for those projects under our administration (Federal Community Housing Initiative – FCHI)
  - \$4.3B for those projects under PT administration (Canada Community Housing Initiative, to be cost-matched).



# OVERVIEW OF TARGETS – PROGRAMS UNDER THE NATIONAL HOUSING STRATEGY

## Overview of investments in Housing under the National Housing Strategy

NHS Target	Initiative	Initiative Target
125,000 new housing units created	National Housing Co-Investment Fund	60,000
	Housing Partnership Framework	18,500*
	Federal Lands Initiative	4,000
	Affordable Rental Housing Innovation Fund	4,000
	Rental Construction Financing Initiative	42,500**
	Northern Funding	TBD (Approx.: 1,500)
300,000 existing units repaired and renewed	National Housing Co-Investment Fund	240,000
	Housing Partnership Framework	60,000
385,000 community units protected	Federal Community Housing Initiative	55,000
	Canada Community Housing Initiative	330,000
50,000 unit expansion of community housing	Housing Partnership Framework /Canada Community Housing Initiative	50,000*
300,000 households provided affordability support through the Canada Housing Benefit	Canada Housing Benefit	300,000
50% reduction in chronic homelessness	Homelessness Partnering Strategy (ESDC)	50% reduction in chronic homelessness

\* 18,500 of the 50,000 unit expansion of community housing by PTs is also included in the new housing units created target.

\*\* including Budget 2016, 2018 and 2019.

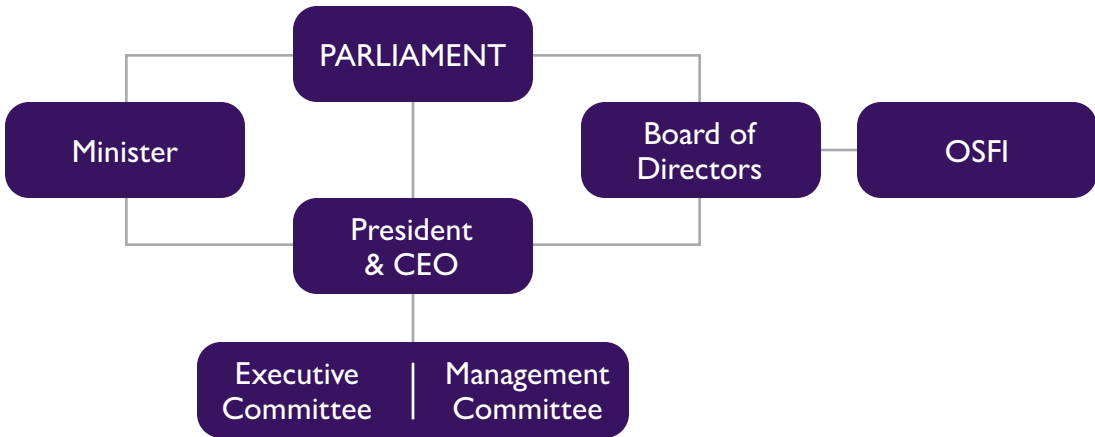
## Highlight of progress under the National Housing Strategy

Program	Progress
<b>National Housing Co-Investment Fund</b>	As of June 30 2019, \$1.6 million have been committed (\$680.2 million in contributions and \$968.5 million in loans.) to support the creation of over 62,000 new and repaired units.
<b>Rental Construction Financing Initiative</b>	As of June 30, 2019, more than \$3.7 billion has been committed to support the creation of over 12,000 units. Over 2,800 units are under construction.
<b>Affordable Housing Innovation Fund</b>	As of June 30, 2019, more than 98.4 million has been committed to support the creation of over 8,600 units, of which over 7,300 are affordable. Over 1,400 units are currently under construction.
<b>Federal Lands Initiative</b>	As of June 30, 2019, 11 surplus federal properties have been listed for sale with the potential to create over 260 new affordable housing units and preserve 67 units as part of mixed-used projects.

# CORPORATE GOVERNANCE STRUCTURE AND SENIOR LEADERSHIP

The Board of Director is responsible for managing the affairs of the Corporation and the conduct of its business in accordance with the *Canada Mortgage and Housing Act*.

**Board of Directors is responsible for managing our business**



### *Canada Mortgage and Housing Corporation Act*

Established the Corporation in 1946 and sets out the business and powers of the Corporation.

### *Financial Administration Act*

Sets the framework for the operations of Crown corporations.

### *National Housing Act*

CMHC’s mandate is set out by the NHA; it provides CMHC its operational and policy mandate.



## BOARD OF DIRECTORS



**Derek Ballantyne**  
CHAIR OF THE BOARD OF DIRECTORS AND CHAIR OF THE CORPORATE GOVERNANCE AND NOMINATING COMMITTEE  
(April 29, 2018 – April 28, 2023)



**Evan Siddall**  
PRESIDENT AND CHIEF EXECUTIVE OFFICER



**Janice Abbott**  
CHAIR OF THE HOUSING AND CAPITAL PROJECTS COMMITTEE  
(December 14, 2017 – December 13, 2020)



**Graham Flack**  
DEPUTY MINISTER, EMPLOYMENT AND SOCIAL DEVELOPMENT  
(effective October 9, 2018)



**Gordon Laing**  
(January 12, 2018 – December 11, 2022)



**André Hébert**  
(February 27, 2019 – February 26, 2023)



**Anne Giardini**  
CHAIR OF THE PENSION FUND TRUSTEES  
(January 2, 2018 – January 1, 2022)



**Linda Morris**  
CHAIR OF THE HUMAN RESOURCES COMMITTEE  
(December 14, 2017 – December 13, 2021)



**Bruce Shirreff**  
VICE-CHAIR OF THE BOARD OF DIRECTORS AND CHAIR OF THE RISK MANAGEMENT COMMITTEE  
(January 30, 2018 – January 29, 2021)



**Navjeet (Bob) Dhillon**  
(February 5, 2015 – February 4, 2019)



**Dana Ades-Landy**  
CHAIR OF THE AUDIT COMMITTEE  
(January 30, 2018 – January 29, 2022)



**Paul Rochon**  
DEPUTY MINISTER OF FINANCE  
(effective April 21, 2014)

# SENIOR MANAGEMENT

## Our Executive Committee

Our Executive Committee consists of the Chief Executive Officer's direct reports and has ultimate responsibility for strategic direction and risk management.



**Evan Siddall**  
**President and Chief Executive Officer**

Since joining CMHC in 2014, he has led a transformation to make the organization more high-performing and innovative, positioning it to achieve its aspiration of housing affordability for all by 2030. Evan has worked at some of the world's largest investment banking firms in Canada and the United States. He also served at the Bank of Canada where, in the wake of the global financial crisis, he spearheaded the development of financial infrastructure to guard against systemic risks.



**Romy Bowers**  
**Senior Vice-President, Client Solutions**

Romy joined CMHC in 2015 after a diverse career in the Canadian banking industry. She led CMHC's risk operations for a period and now heads up a team that brings together the expertise of CMHC's commercial and assisted housing businesses to better understand the housing needs of Canadians and develop new client-focused products and services to meet those needs.



**Deborah Greenberg**  
**Chief Information Officer**

Appointed Chief Information Officer in April 2019, Deborah Greenberg is responsible for leading CMHC's digital transformation to accelerate housing affordability for Canadians. Her team drives technology and integrated business and workplace solutions and is creating a housing data exchange to support informed decision making. Deborah previously served as CMHC's Chief Legal Officer and Corporate Secretary.



**Paul Mason**  
**Senior Vice-President, Client Operations**

Paul's mandate as Senior Vice-President, Client Operations, is to make delivering housing affordability solutions easy. His team is focused on simplifying and improving the customer experience, continuously improving operational efficiencies, and advancing CMHC's operational agility. Before taking on this new role, Paul led CMHC's technology and business transformation.



**Steven Mennill**  
**Chief Risk Officer**

Steve's experience at CMHC and expertise in urban planning and economics converge to make him one of Canada's foremost housing authorities. With 25 years of experience at CMHC, including as a key contributor to Canada's response to the 2008-2009 global recession, he now leads the company's risk management efforts.



**Marie-Claude Tremblay**  
**Senior Vice-President, People and Strategy**

Marie-Claude's career of service to Canada includes roles in several federal departments as well as senior positions at CMHC, which she joined in 2010. In her current role, she aligns CMHC's strategy with its people, overseeing strategy development, human resources and public affairs.



**Michel Tremblay**  
Senior Vice-  
President, Policy  
and Innovation

Michel leads Canada's foremost team of experts and analysts responsible for accelerating housing affordability in Canada through evidence-based policy, research and disruptive innovation. He joined CMHC in 2005 and was integral to the design of Canada's National Housing Strategy. His team is now focused on developing radical, game-changing ideas that will help ensure that, by 2030, everyone in Canada has a home that they can afford and that meets their needs.



**Lisa Williams**  
Chief Financial  
Officer

Lisa is focused on steering her sector into a true partnership role with business lines to help Canadians meet their housing needs. In addition to stewardship of the company's assets, Lisa is responsible for CMHC's Investments, Treasury and Legal Services teams. She joined CMHC in 2003 and has made important contributions to the company's healthy financial performance.



**Kathleen Devenny**  
Vice-President,  
Audit and  
Evaluation

Kathleen was appointed Vice-President of Audit and Evaluation in 2019. She joined CMHC in 2015 after a 20 year career in senior roles in the financial services industry, public accounting and internal audit. Kathleen previously held the positions of Corporate Controller and Deputy Chief Financial Officer at CMHC.



**Anik Genier**  
Chief of Staff

Anik brings 25 years of public sector experience to her role as Chief of Staff to the President. In addition to advising the President, she is responsible for CMHC's Corporate Secretariat, which supports the Board of Directors, and the Corporate Relations Office, where she began her career with CMHC in 2011. Anik recently obtained her Governance Professionals of Canada Designation.

## MANAGEMENT COMMITTEE

Our Management Committee is responsible for corporate operational matters and is supported by the Initiative Prioritization and Assessment Committee, which reviews new initiatives, business cases and resource requests.

**Anik Genier** — Chief of Staff, Chair of Management Committee

**Sylvie Bourdon** — Vice-President, Legal Services

**Mark Chamie** — Vice-President, Investments and Treasury

**André Charbonneau** — Deputy Chief Financial Officer

**Christina Haddad** — Vice-President, Communications and Marketing

**Steffan Jones** — Vice-President, Innovation

**Nadine Leblanc** — Vice-President, Credit Assessment and Underwriting (Multi-Unit)

**Amélie Lecompte** — Deputy Chief Information Officer

**Neil Levecque** — Vice-President, Analytics and Chief Data Officer

**Audrey Moritz** — Vice-President, Operations – Multi-Unit

**Caroline Sanfaçon** — Vice-President, Housing Solutions – Multi-Unit

**Carla Staresina** — Vice-President, Risk Management, Strategy and Products

**Debbie Stewart** — Vice-President, Partnerships and Promotions

**Glen Trevisani** — Vice-President, Transformation – Mortgage Insurance

**Chris Woodcock** — Director, Enterprise Risk Management

# MINISTERIAL AND GOVERNOR-IN-COUNCIL APPOINTMENTS

## CMHC BOARD OF DIRECTORS

### Background:

- Comprised of twelve members including the Chair, the President and CEO, the Deputy Minister for the Minister responsible for CMHC and the Deputy Minister of Finance (ex-officio members), and eight other directors.
- Responsible for managing the affairs of the Corporation and the conduct of its business in accordance with the *CMHC Act*, the *Financial Administration Act*, the *National Housing Act*, and the governing By-Laws of the Corporation.
- Directors are typically appointed for a four-year term and the Chair for a five year term. A Director is eligible for reappointment; however, typically reappointments must follow the GIC appointment process. At the expiry of their terms, members continue to serve until they are formally replaced or they resign.
- The President and CEO shall hold office for such term as the Governor in Council considers appropriate.
- The Board of Directors Competency and Diversity Matrix identifies the core attributes, competencies and knowledge required on the Board. The Government seeks to have a Board that collectively possesses the required competencies, including senior management experience in a public, financial or private sector environment, risk management, affordable housing, real estate, and information technology. The composition of the Board should also achieve a proper diversity balance, and as such, gender, language, minority groups, and regional representation are also taken into consideration.

### Appointment Process

- The Chair and the President are appointed by Governor in Council

\* FAA requires that before the President and CEO and the Chairman of the Board of a parent Crown corporation are appointed, the Minister shall consult the Board of Directors of the Corporation with respect to the appointment.

- The Minister's Deputy Minister and the Deputy Minister of Finance are *ex-officio* members.
- The other Board Members are appointed by the Minister with Governor in Council approval.

## GRANVILLE ISLAND COUNCIL

### Background:

- Granville Island is a cultural, recreational and commercial development in downtown Vancouver owned by the Government of Canada.
- The administration, management and control of Granville Island was transferred to CMHC by Order-in-Council in 1973. CMHC administers the ongoing operations and development of Granville Island on a self-sustaining basis through the Island's existing revenues.
- It includes approximately 700,000 sf. of net leasable area and accommodates over 275 businesses, providing approximately 2,000 Full Time Equivalent jobs and generates approximately \$262 million in economic activity (2016).
- The new Granville Island Council was established (September 2019) to strengthen local authority and autonomy while remaining accountable to the Government of Canada. The Council has enhanced responsibilities and decision making and is composed of up to seven members, four of which are appointed by the Minister responsible for CMHC, two appointed by CMHC and one appointed by City of Vancouver.
- Ministerial appointments are for a four-year term. Appointees by CMHC and City of Vancouver are for a three-year term. The Minister may at any time remove any of his appointees, and the resulting vacancy will be filled pursuant to the process of establishing an ad hoc nominating committee and making recommendations to the Minister. This process applies to any vacancy that arises on the Council as a result of the resignation, death or incapacity of a Local Representative.

### Appointment Process

- Ministerial Appointments to the Granville Island Council members are made by the Minister.
- The City of Vancouver appointee is made by the City Manager.
- The CMHC appointee is made by the General Manager of Granville Island.

# FIRST NATIONS MARKET HOUSING FUND (FNMHF)

## Background:

- The FNMHF was created in 2007 to promote and support the expansion of market-based housing in on-reserve First Nation communities.
- The Fund was established as an autonomous entity on March 31, 2008, through an Indenture of Trust. CMHC was the initial manager of the Fund, but over the years the Fund's Board has taken on responsibility for the operations of the Fund.
- The Board of Trustees is composed of nine members, including a Chairperson and Vice-Chairperson. The trustees represent a broad range of professional, business and Indigenous skills and experience. The trustees are responsible for overseeing the FNMHF's governance and practices, and guiding its direction to achieve its objectives.
- Six trustees are appointed by the Minister for CMHC (three private financing sector and three public sector). Three trustees are appointed from First Nation communities by the Minister for Indigenous Services. There must be mutual consultation on all appointments.
- There are six trustees currently serving and three vacancies. All six trustee terms have expired but continue in office with full authority until they are replaced. Trustees may be reappointed; however, no trustee may serve in office consecutively for more than two terms.
- A Notice of Opportunity was published in fall 2018, and as a result of that process, the Minister of Indigenous Services appointed three trustees. The six trustees to be appointed by the Minister responsible for CMHC are pending.
- Although the Minister of Indigenous Services' trustee appointments have been made, the handover and paperwork to complete the transfer will not be done until all nine appointments have been completed.

## Appointment Process

Six trustees appointed by the Minister responsible for CMHC after consultation with the Minister for Indigenous Services.



# STAKEHOLDERS

## ASSEMBLY OF FIRST NATIONS (AFN)

### Overview:

- The Assembly of First Nations (AFN) is a national advocacy organization representing over 630 First Nation communities in Canada, advocating for First Nations care, control and management over their housing matters through the full transfer of authority over housing and related infrastructure from the federal government.

### Key Members:

- Perry Bellegarde, National Chief
- Dr. Paulette Tremblay, Chief Executive Officer
- Irving Leblanc, Director, Housing, Infrastructure and Emergency Services

## CANADIAN REAL ESTATE ASSOCIATION (CREA)

### Overview:

- Canadian Real Estate Association (CREA) is one of Canada's largest single-industry trade Associations. Membership includes more than 130,000 real estate brokers, agents and salespeople, working through 90 real estate Boards and Associations across Canada.

### Key Members:

- Jason Stephen, President
- Michael Bourque, Chief Executive Officer

## CANADIAN BANKERS ASSOCIATION (CBA)

### Overview:

- The Canadian Bankers Association (CBA) is the voice of more than 60 domestic and foreign banks operating in Canada and their 275,000 employees and it continues to provide governments and others with a centralized contact to all banks on matters relating to banking in Canada.

### Key Members:

- Teri Currie, Chair
- Neil Parmenter, President and Chief Executive Officer

## CANADIAN FEDERATION OF APARTMENT ASSOCIATIONS (CFAA)

### Overview:

- The Canadian Federation of Apartment Associations (CFAA) represents the owners and managers of close to one million residential rental suites in Canada, through 11 associations across Canada and direct landlord memberships. It advocates for the interests of the residential rental industry to the federal government of Canada.

### Key Members:

- John Dickie, President



## CANADIAN HOME BUILDERS' ASSOCIATION (CHBA)

### Overview:

- The Canadian Home Builders' Association represents the home building industry in Canada. It advocates on residential construction, housing affordability and accessibility, the underground economy in residential renovations, and the shortages of skilled labour in the residential trades.

### Key Members:

- President: Nathan Stone
- CEO: Kevin Lee

## CANADIAN HOUSING AND RENEWAL ASSOCIATION (CHRA)

### Overview:

- The Canadian Housing and Renewal Association (CHRA) is a national non profit organization that advocates for federal reinvestment in social housing, an increase in the supply of rental housing, and continued investments in existing federal housing and homelessness initiatives. Their work centers around four pillars:
  - Keeping homes affordable
  - Ending homelessness
  - Renewing affordable housing communities
  - Supporting a sustainable housing profession

### Key Members:

- Kevin Albers (CEO, M'akola Housing Society and M'akola Development Services), President, Board of Directors
- Jeff Morrison, Executive Director
- Robert Byers (Namerind Housing), Indigenous Caucus Chair

## FEDERATION OF CANADIAN MUNICIPALITIES (FCM)

### Overview:

- FCM members represent around 90 per cent of Canada's municipal population and actively advocates to have the needs of municipalities reflected in federal policies and programs including housing, infrastructure, expanding the supply of affordable housing, and preserving the existing affordable housing stock.
- The Government of Canada funds FCM to deliver national programs, including the Green Municipal Fund (GMF). Budget 2019 announced additional \$1 billion to GMF for energy efficiency and FCM's Municipal Asset Management Program which helps communities optimize their long-term infrastructure planning.

### Key Members:

- CEO: Brock Carlton
- President: Bill Karsten, Councillor, Halifax Regional Municipality, NS
- Chair of FCM Big City Mayors' Caucus: Don Iverson, Mayor of Edmonton

## LE FRONT D'ACTION POPULAIRE EN RÉAMÉNAGEMENT URBAIN (FRAPRU)

### Overview:

- The Front d'Action Populaire en réaménagement urbain is a national organization that includes 148 members advocating in favor of the right to housing. It is also involved with issues of urban planning, fight against poverty as well as the fight for economic and social rights and the protection of public services and social programs.

### Key Members:

- Marie-Josée Corriveau, Coordonator;
- Véronique Laflamme, spokesperson;
- Émilie E. Joly, organiser;
- Céline Magontier, organiser



## HABITAT FOR HUMANITY CANADA

### Overview:

- With the help of volunteers, donors and Habitat homeowners, local Habitats in every province and territory across Canada help build and rehabilitate decent and affordable homes, from single-family houses to multi-unit developments.

### Key Members:

- Ed McMahon – Chair
- Mark Rodgers – President and CEO (retiring December 2019)

## INUIT TAPIIRIT KANATAMI (ITK)

### Overview:

- Inuit Tapiriit Kana Tami (ITK) represents 65,000 Inuit from the region of Inuit Nunangat (or the Inuit homelands), and serves as national voice to protect and advance the rights and interests of Inuit in Canada, working to improve their health and wellbeing. According to the 2016 Census, over half (51.7%) of Inuit in Inuit Nunangat are living in crowded housing. In addition, 31.5% of Inuit in Inuit Nunangat live in homes that require major repairs.

### Key Members:

- Natan Obed, President
- Monica Ell-Kanayuk, Vice-President

## MÉTIS NATIONAL COUNCIL (MNC)

### Overview:

- Since 1983, the Métis National Council (MNC) has represented the Métis Nation nationally and internationally. It receives its mandate and direction from the democratically elected leadership of the Métis Nation's governments from Ontario westward to British Columbia. Specifically, the MNC reflects and moves forward on the desires and aspirations of these Métis governments at the national and international level.

### Key Members:

- Clément Chartier, President

## MORTGAGE PROFESSIONALS CANADA (MPC)

### Overview:

- Mortgage Professionals Canada (MPC) (formerly known as CAAMP) is a non-profit, national mortgage industry association representing mortgage brokerages, lenders, insurers and industry service providers. MPC members make up the largest network of mortgage professionals in the country.

### Key Members:

- Michael Wolfe, Chair





# SERVICES PROVIDED TO THE MINISTER'S OFFICE

We have a direct relationship with your office and have our own departmental assistant to provide support with all of your requests. That said, we do work closely with our colleagues at ESDC. We have a Memorandum of Understanding in place with ESDC that clearly outlines our respective roles and responsibilities in relation to housing and homelessness. The MOU can be found in Annex B.

We provide direct support on policy matters, briefing , Memoranda to Cabinet, treasury Board Submissions, Communications, parliamentary affairs, ministerial events and correspondence.

## **Ministerial Briefings, Cabinet affairs, and other Materials**

CMHC's President and senior officials are available to provide oral briefings for the Minister and the Minister's staff on the company's activities and matters/issues relating to housing. The Deputy Chief of Staff is your contact to coordinate all ministerial briefings, the briefing materials for the Minister and the Minister's staff, including notes, books, and deck presentations, and cabinet-related business, including MCs.

## **Parliamentary Affairs Products**

The Parliamentary Affairs team monitors daily Parliamentary business and provides synopses and analysis to the Minister's office on housing and CMHC operation-related matters. The team coordinates and prepares all products related to parliamentary matters concerning CMHC's operations and policies, including Question Period Cards, parliamentary returns, materials for adjournment debates and materials for parliamentary committee appearances. We also respond to enquiries from parliamentarians. The Manager, Parliamentary Affairs will coordinate your requests.

## **Ministerial Correspondence**

The correspondence team is responsible for handling all ministerial correspondence related to housing and/or CMHC. While we coordinate, draft, and approve correspondence, the Minister's office will submit requests via ESDC's Ministerial Executive Correspondence Services unit for the tracking, assignment, and processing.

## **Media Relations**

Our Media Relations team responds to media inquiries and provides messaging, statements and other external communications products as required, on housing issues. They issue news releases and media advisories on CMHC-related matters and provide media briefings following the release of CMHC reports. Communications materials that deal with housing policy-related topics are provided to the Minister's Office for approval, while those dealing with CMHC operations are provided for information purposes.

## **Media Monitoring**

We provide media monitoring service encompassing print, broadcast, Web and social media coverage. Media clippings on housing-related topics are provided to the Minister's Office on a daily basis.

## **Ministerial Events and Speechwriting**

We identify events that may be attended by the Minister (or Members of Parliament/Senators representing the Minister), liaise with provinces/territories and other partners, and provide related communications materials and support. We have speechwriters to support these functions as well.

Name	Type of requests	Contact Information
Anik Genier, Chief of Staff		Telephone: 613-748-2932 Cell: [REDACTED] Email: <a href="mailto:agenier@cmhc-schl.gc.ca">agenier@cmhc-schl.gc.ca</a>
Jonathan Lefebvre, Deputy Chief of Staff	<ul style="list-style-type: none"> <li>• Main liaison with the Minister's office</li> <li>• Policy related requests</li> <li>• Requests from regional desks</li> <li>• Briefing requests</li> </ul>	Tel: 613-748-2714 Email: <a href="mailto:jblefebv@cmhc-schl.gc.ca">jblefebv@cmhc-schl.gc.ca</a>
Derek Antoine, Manager, Parliamentary Affairs and Ministerial Correspondence	<ul style="list-style-type: none"> <li>• Parliamentary Affairs, including opposition day &amp; adjournment debates, parliamentary returns, QP Cards, committee preparation.</li> <li>• Ministerial Correspondence</li> </ul>	Telephone: 613-748-2248 Email: <a href="mailto:dantoine@cmhc-schl.gc.ca">dantoine@cmhc-schl.gc.ca</a>
Sabrina Ostler, Senior Manager, Briefings and ATIP	<ul style="list-style-type: none"> <li>• Briefings</li> <li>• Access to Information</li> </ul>	Telephone: 613-748-2160 Email: <a href="mailto:sostler@cmhc-schl.gc.ca">sostler@cmhc-schl.gc.ca</a>
Teresa Amoroso, Senior Manager, Media and Digital Engagement	<ul style="list-style-type: none"> <li>• Media relations</li> <li>• Media Monitoring</li> <li>• Social Media</li> </ul>	Telephone: 613-748-4046 Cell: [REDACTED] Email: <a href="mailto:tamoroso@cmhc-schl.gc.ca">tamoroso@cmhc-schl.gc.ca</a>
Mark Salerno, Manager, Events and Executive Engagement	<ul style="list-style-type: none"> <li>• Ministerial event coordination and speech writing</li> </ul>	Cell: [REDACTED] Email: <a href="mailto:msalerno@cmhc-schl.gc.ca">msalerno@cmhc-schl.gc.ca</a>

CMHC.CA



20200214-003 20-11-20

# ANNEX A – MEMORANDUM OF UNDERSTANDING WITH ESDC