



Evaluation of the Community Housing Transformation Centre (CHTC) — Management Response and Action Plan (MRAP)

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

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Evaluation findings, recommendations, and MRAP approved at Canada Mortgage and Housing Corporation’s Executive Committee on: August 1, 2023

Recommendation	Management Response	Action Plan	Responsibility		Timeline
			Lead	Support	
<p>Recommendation 1:</p> <p>CHTC and CMHC should review the current model for collaboration and cross promotion and develop a strategic plan that considers the following:</p> <p>a. increasing community housing sector organizations’ awareness of the programs and resources offered by both entities;</p> <p>b. under what circumstances CHTC would be able to help organizations to apply for National Housing Strategy (NHS) funding (e.g., for which programs and, for which organization types, resourcing implications); and,</p> <p>c. improving the navigability of CHTC’s resource center.</p>	<p>CHTC Response:</p> <p>We agree with recommendation A.</p> <p>We acknowledge that community housing sector organizations must navigate a complex system of programs, initiatives, and resources that exist across organizations. We are committed to improving the community housing sector.</p>	<p>Recommendation A</p> <p>CHTC’s Action Plan</p> <p>1. Review existing referral and cross-promotion activities. For any areas identified as needing improvements, develop a process to ensure referrals and cross-promotion activities occur consistently so that community housing sector organizations interacting with CHTC or CMHC are made aware of all the NHS-funded programs and their relevant resources.</p>	Community Housing Transformation Centre	<p>Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC</p> <p>Multi-unit housing Solutions — Client Solutions, Housing Solutions — Multi-Unit, CMHC</p> <p>Indigenous Housing and Northern Solutions, CMHC</p> <p>Other program specific teams in CMHC (i.e.: RHI, CGAH, etc.) as applicable.</p>	Q4 2023
		<p>Recommendation A</p> <p>CMHC’s Action Plan</p> <p>1. Engage in discussions with CHTC to explore how awareness of the programs and resources offered by both entities can be increased.</p> <p>2. Review and modify existing cross-promotion processes that are identified as needing improvement to ensure all content is accounted for and systematically cross-promoted.</p>	Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC	<p>Community Housing Transformation Centre</p> <p>Multi-unit housing Solutions — Client Solutions, Housing Solutions — Multi-Unit, CMHC</p> <p>Indigenous Housing and Northern Solutions, CMHC</p> <p>Other program specific teams in CMHC (i.e.: RHI, CGAH, etc.) as applicable.</p>	Q2 2024

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	<p>We agree with recommendation B.</p> <p>We agree with this recommendation, however the implementation of it would require a significant increase in the current funding allocated to the Centre. If all potential clients of the Centre who interact with CMHC be referred to the Centre, we would rapidly be overwhelmed and unable to maintain the quality standards we established. Should any more groups apply for our funds or request individual support, we will not be able to maintain the level of quality clients have experienced so far, as we cannot afford to hire more staff and are already allocating the full amount made available to us by CMHC. As such, we need to consider the additional circumstances (e.g., for which programs and organization types) where the Centre would be able to assist. Once this is established an agreement that is mutually beneficial to both the Centre and CMHC can be undertaken.</p>	<p>Recommendation B</p> <p>CHTC’s Action Plan</p> <ol style="list-style-type: none"> 1. Engage in discussion to determine under what circumstances the Centre would be able to assist additional organizations. These discussions will include considering any resource implications as well as potentially leveraging partnerships to engage in collaboration, resource, knowledge sharing and program delivery. 2. Create and implement a plan based on the discussions. Once agreed on that adjustment, establish process to ensure the full leveraging of these added resources. 3. Implement the new process. 	<p>Community Housing Transformation Centre</p>	<p>Multi-unit housing Solutions — Client Solutions, Housing Solutions — Multi-Unit, CMHC</p> <p>Indigenous Housing and Northern Solutions, CMHC</p> <p>Other program specific teams in CMHC (i.e.: RHI, CGAH, etc.) as applicable</p>	<p>Q4 2023</p>
		<p>Recommendation B</p> <p>CMHC’s Action Plan</p> <ol style="list-style-type: none"> 1. Engage in discussions to determine under what circumstances the Centre would be able to assist additional organizations. These discussions will include considering any resource implications as well as potentially leveraging partnerships to engage in collaboration, resource, knowledge sharing and program delivery. 	<p>Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC</p>	<p>Community Housing Transformation Centre</p> <p>Multi-unit housing Solutions — Client Solutions, Housing Solutions — Multi-Unit, CMHC</p> <p>Indigenous Housing and Northern Solutions, CMHC</p> <p>Other program specific teams in CMHC (i.e.: RHI, CGAH, etc.) as applicable</p>	<p>Q2 2024</p>

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	<p>We agree with recommendation C.</p> <p>Improving the navigability of our resource inventory is an internal priority as determined several months ago. As presented to CMHC earlier this Fall, we have a complete action plan, including a budget and timeline to ensure significant improvements by spring 2023.</p> <p>CMHC Response:</p> <p>We agree with recommendation 1 (A, B, & C).</p> <p>CMHC is committed to the continuous improvement of our programs and initiatives to ensure they remain impactful and contribute to expected results. CMHC is also committed to the long-term viability and expansion of community housing while exploring opportunities for further flexibilities.</p>	<p>Recommendation C</p> <p>CHTC's Action Plan</p> <ol style="list-style-type: none"> 1. Pursue implementation of our action plan as defined last spring (March 31st, 2022). 2. Keep CMHC updated on the progress of the implementation. 	Community Housing Transformation Centre	Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC	Q4 2023
		<p>Recommendation C</p> <p>CMHC's Action Plan</p> <ol style="list-style-type: none"> 1. Review and provide input on proposed plans. Input provided will ensure that the plan aligns with CMHC's goals. 	Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC	Community Housing Transformation Centre	Q4 2023

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<p>Recommendation 2:</p> <p>CHTC should develop a process to reach and engage a greater diversity of organizations within the community housing sector.</p>	<p>CHTC Response:</p> <p>We agree with this recommendation.</p> <p>We do not challenge that, theoretically, more could be done in this regard. The recent decision not to renew the Community Based Tenant Initiatives (CBTI) funding stream constitutes a significant barrier to increased outreach and engagement.</p> <p>A significant part of the outreach and engagement beyond “mainstream” organizations in the community housing sector, including Indigenous, 2SLGBTQ(+), racialized peoples and other marginalized communities occurred through the funds available with CBTI.</p> <p>We can examine ways to redistribute our activities without spending additional funds.</p> <p>We would appreciate a discussion with CMHC to explore ways to change this situation in order for more funds to be spent in addressing this recommendation.</p>	<p>CHTC’s Action Plan</p> <ol style="list-style-type: none"> 1. Review program data to examine where there may be opportunities to improve reach and engagement. 2. Review current procedures for identifying and reaching groups. Identify any changes that may improve reach and engagement. Write a summary of proposed changes and target organizations. 3. Engage in discussions with CMHC to explore further ways to raise funds for the Centre. 4. Work with CMHC to develop ways to create engagement between the Centre and all non-profit, coop and indigenous organizations funded by the Corporation since 1970. 	<p>Community Housing Transformation Centre</p>	<p>Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC</p>	<p>Q3 2023</p>
	<p>CMHC Response:</p> <p>We agree with this recommendation.</p> <p>The Centre is on track to support several broad NHS outcomes and priorities. As indicated in the evaluation, the Centre was already in the process of exploring and implementing a variety of ways to ensure even more support of NHS outcomes and priorities. In alignment with our focus on ensuring NHS programs are designed to support the broad outcomes of the NHS, we will undertake a review to explore possible modifications that would enhance the Centre’s support of reaching a greater diversity of organizations within the community housing sector.</p>	<p>CMHC’s Action Plan</p> <ol style="list-style-type: none"> 1. Provide guidance on the process developed to reach and engage a greater diversity of organizations within the community housing sector to ensure it meets CMHC’s goals. 2. Will explore options to connect the Centre with organizations funded by CMHC since 1970. 	<p>Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC</p>	<p>Community Housing Transformation Centre</p>	<p>Q3 2023</p>

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<p>Recommendation 3:</p> <p>CMHC and CHTC should revise target and maximum service standards to enable resources to be redirected to other activities.</p>	<p>CHTC Response:</p> <p>We agree with this recommendation.</p> <p>We believe that the elevated level of satisfaction related to our allocation process and other services is linked, in part, to our standards and our efficiency in responding quickly to any request, and being proactive in maintaining a dynamic dialogue.</p> <p>To contextualize the recommendation, we are essentially referring to the current staff that simultaneously manage fund allocation and client engagement. The current staffing levels will be reduced with the end of the CBTI fund, as our allocation capacity will also be reduced by 30%.</p> <p>Internally, the current response rate is taxing on the team. We concur that extending the handling of applications by one or two weeks would not harm the efficiency as perceived by potential clients.</p>	<p>CHTC’s Action Plan</p> <ol style="list-style-type: none"> Extending the allocation process standard by 15 days in all programs and funding categories (< \$50K, > \$50K). The Centre to write a memorandum to CMHC proposing a new standard. 	Community Housing Transformation Centre		Q3 2023
	<p>CMHC Response:</p> <p>We agree with this recommendation.</p> <p>CMHC is committed to the continuous improvement of our programs and initiatives and to ensuring they remain on track to contribute to their expected results.</p>	<p>CMHC’s Action Plan</p> <ol style="list-style-type: none"> Review memorandum provided by CHTC to determine CHTC’s appropriate response time. Once agreed, update Agreement to revise target and maximum service standards. 	Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC	Professional Services — Operations, Commercial Solutions, CMHC	Q4 2023

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<p>Recommendation 4:</p> <p>CHTC should review data and reporting processes to identify potential improvements to enable CHTC to capture expressed needs of proponents, demonstrate the cause of rejected applications, and further demonstrate outcome achievement. This review should consider tracking pre-application meetings, rejected applications, and check-in reports.</p>	<p>CHTC Response:</p> <p>We agree with this recommendation.</p> <p>Increasing administrative tasks is always possible and sometimes necessary to ensure proper management and greater outputs and outcomes. We believe the recommendation makes sense and could generate interesting data. We also believe the organizational costs associated with these new tasks are equal to the organizational savings generated by the relaxation of standards introduced in Recommendation 3.</p> <p>The cost that is not considered in Recommendation 4 is the one transferred to the clients. Finding 26 states that “Reporting requirements were perceived as easy to complete” and Finding 27 states that most “would recommend the CHTC as a potential mechanism to acquire funding”.</p> <p>One of the most consistent criticisms of public allocation programs is the complexity and “collateral burden”, and so this level of satisfaction is excellent news.</p> <p>Therefore, adding data collection and increased reporting, or other funder requirements, needs to be undertaken with utmost caution.</p> <p>We must also be careful not to tilt the cost/benefit balance for applicants when the program that deals with the largest number of clients (110 out of 152) is disbursing an average of \$45K per grant, with some as low as \$4K. We will focus only on data collection activities that do not impose a time burden on applicants.</p>	<p>CHTC’s Action Plan</p> <ol style="list-style-type: none"> 1. Define what new learnings we hope to develop with new indicators. 2. Identify what supplemental information needs to be tracked and under what format to bring the expected new learning. 3. Delimit thresholds that would trigger increased report request (e.g., value, duration, scope or other). 4. Adjust IT system to collect required data. Implement new collection procedures. 5. Feed new data into program review. 	<p>Community Housing Transformation Centre</p>	<p>Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC</p>	<p>Q4 2024</p>
		<p>CMHC’s Action Plan</p> <ol style="list-style-type: none"> 1. Review CHTC’s plan and ensure it aligns with CMHC’s needs. 	<p>Capacity Relationships — Capacity and Outreach, Client Development and Government Relations, CMHC</p>	<p>Community Housing Transformation Centre</p>	<p>Q4 2024</p>

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	<p>CMHC Response:</p> <p>We agree with this recommendation.</p> <p>CMHC acknowledges the critical importance of relevant data collection as data is essential to informing decisions and ensuring the greatest possible impact. CMHC recognizes the Centre's current data collection efforts. CMHC supports any changes that enhance the understanding of the expressed needs of proponents and further demonstrates outcome achievement.</p>				