

Mélanie Larose

From: Evan Siddall
Sent: September-15-20 2:25 PM
To: Christina Haddad; Caroline Joanisse
Cc: Marie-Claude Tremblay; Anik I. Génier; Jonathan Lefebvre
Subject: FW: Diligent Boards Annotations 2020-09-15
Attachments: evan-siddall-Branding-Launch-Messaging-Annotations-09-15.pdf

Please see my mark-up. I stopped after three pages.

The language is far too definitive. This needs to be framed as conditional and something we are sharing with our employees. If it is presented as done or a fait accompli, it will not work. We are sharing for discussion. That was always the plan.

Evan

Evan W Siddall

President & Chief Executive Officer

President's Office

esiddall@cmhc-schl.gc.ca

Telephone: 613 748-2904

Facsimile: 613 748-4574

[Canada Mortgage and Housing Corporation \(CMHC\)](#)
www.cmhc.ca

Evan W Siddall

Président et premier dirigeant

Bureau du président

esiddall@cmhc-schl.gc.ca

Téléphone : 613 748-2904

Télécopieur : 613 748-4574

[Société canadienne d'hypothèques et de logement \(SCHL\)](#)
www.schl.ca

From: Evan Siddall <esiddall@me.com>
Sent: September-15-20 2:21 PM
To: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Subject: Diligent Boards Annotations 2020-09-15

All Annotations Created for Branding Launch Messaging 2020-09-15

Evan

**Pages 2 to 9
are not relevant**

**Pages 10 to 12
are withheld pursuant to section**

69(1)(g) re:

of the Access to Information

Mélanie Larose

From: Evan Siddall
Sent: September-16-20 9:20 AM
To: Christina Haddad; Marie-Claude Tremblay; Caroline Joannis; Anik Génier
Subject: FwDiligent Boards Annotations 2020-09-16
Attachments: evan-siddall-Revised-Branding-Launch-Me...-Annotations-09-16.pdf

My edits attached.

E

**Pages 14 to 25
are not relevant**

Mélanie Larose

From: Evan Siddall
Sent: September-30-20 10:20 AM
To: Ian Shugart (Ian.Shugart@pco-bcp.gc.ca); Peter Wallace - City of Toronto (Peter.Wallace@tbs-sct.gc.ca); Sutherland, Allen
Cc: Graham Flack (graham.flack@hrsdc-rhdcc.gc.ca); Rochon, Paul (FIN)
Subject: Letter to tbs and pco
Attachments: Signed Final CP202719.pdf

Allen, Ian and Peter,

Please see my February 2020 note attached for further info on our intentions on rebranding.

Evan



President
700 Montréal Road
Ottawa ON K1A 0P7

Président
700, chemin Montréal
Ottawa (Ontario) K1A 0P7

February 26, 2020

Mr. Ian Shugart
Clerk of the Privy Council and Secretary to the Cabinet
80 Wellington Street
Ottawa ON K1A 0A3

Mr. Peter Wallace
Secretary of the Treasury Board
90 Elgin Street
Ottawa ON K1A 0R5

Gentlemen,

Further to my letter of October 15, 2019, advising you of Canada Mortgage and Housing Corporation's (CMHC) intent to refresh our brand, I am writing to inform you that with the support of our Board of Directors, we will be proceeding with the launch of our rebrand as *Housing Canada/ Habitation Canada*.

The roll-out will be done over time starting with the rebranding launch on April 17, 2020. As the culmination of our transformation over the last several years, our brand refresh includes the new name, a new logo and a new brand personality. This change is about the continued use, in a non-legal "applied title" context, of two words — "Canada" and "Housing" that have long been central to our mandate and messaging.

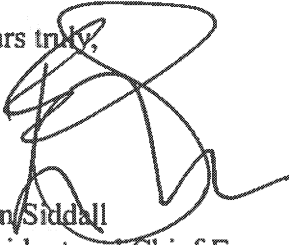
I would also like to bring to your attention that we have decided to fully fund this rebrand using existing operating budgets, and that no government appropriations will be used. We will refrain from advertising this change and any awareness raising will be done organically through our communications with stakeholders and clients. Furthermore.

Our role is much more than implementing the federal government's housing programs under the National Housing Strategy. We need to redouble our own efforts in reaching our aspiration, and have re-organized and modernized our company to do exactly that. I am confident that this rebranding will help us achieve our aspirational goal, ensuring that by 2030, everyone in Canada has a home that they can afford and that meets their need.

.../2

We therefore will proceed with our employee announcement and limited publicity as planned, on Friday, April 17, 2020

Yours truly,

A handwritten signature in black ink, appearing to read 'Evan Siddall', written over the 'Yours truly,' text.

Evan Siddall
President and Chief Executive Officer

Mélanie Larose

From: Lynne Vézina
Sent: September-16-20 8:12 AM
To: Evan Siddall
Cc: Anik Génier; Annick Pépin
Subject: October Board Meeting - 2021-2025 Corporate Plan

Evan,

The material is available in diligent for your review. Please note that the strategy team provided the following explanations related to feedback provided by ExCo recently, I added comments via*:

- 1.
- 2.

- 3.
- 4.

Proposing no changes (in response to ExCo):

- 1.

- 2.

Material changes made in response to Central Agency feedback:

- 1.

- 2.

Other material changes made:

- 3.

Lynne

Mélanie Larose

From: Evan Siddall
Sent: September-18-20 9:54 AM
To:
Subject: RE: Congrats

Thank you!

E

Evan W Siddall

President & Chief Executive Officer

President's Office

esiddall@cmhc-schl.gc.ca

Telephone: 613 748-2904

Facsimile: 613 748-4574

Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

Evan W Siddall

Président et premier dirigeant

Bureau du président

esiddall@cmhc-schl.gc.ca

Téléphone : 613 748-2904

Télécopieur : 613 748-4574

Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca

From:
Sent: September-18-20 9:05 AM
To: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Subject: Congrats
New branding looks great!

Follow us on LinkedIn

Please consider the environment before printing this e-mail.

This email may contain privileged, proprietary or confidential information. If you are not the intended recipient, you are instructed not to review this message; instead, please notify the sender that you received this message and delete it from your system.

Mélanie Larose

From: Evan Siddall
Sent: September-17-20 7:28 PM
To: Caroline Joannis
Subject: Re: New Brand

Just doing my job. Now I take the heat.

Evan

Get [Outlook for iOS](#)

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: Thursday, September 17, 2020 7:06:01 PM
To: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Subject: Re: New Brand
Eeeeeekkkk. I've been checking every 30 minutes.
Thank you so much for making this happen.

Get [Outlook for iOS](#)

From: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Sent: Thursday, September 17, 2020 6:56:09 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: Re: New Brand
I know you've been buried in this. Please step back and feel incredibly proud.

And it's out:

<https://www.ctvnews.ca/business/canada-mortgage-and-housing-corp-to-get-new-name-to-better-reflect-changing-mandate-1.5109640>

Ev

Get [Outlook for iOS](#)

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: Thursday, September 17, 2020 3:17:18 PM
To: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Subject: RE: New Brand
Thank you for sharing. I'm honestly so happy with the outpouring of support.

From: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Sent: September-17-20 3:11 PM
To: Pam Hine <phine@cmhc-schl.gc.ca>
Cc: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: New Brand

Thank you! Copying Caroline, who deserves to hear this. It has been a long saga. But it is in our future now ...

E

Evan W Siddall

President & Chief Executive Officer

President's Office

esiddall@cmhc-schl.gc.ca

Telephone: 613 748-2904

Facsimile: 613 748-4574

Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

Evan W Siddall

Président et premier dirigeant

Bureau du président

esiddall@cmhc-schl.gc.ca

Téléphone : 613 748-2904

Télécopieur : 613 748-4574

Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca

From: Pam Hine <phine@cmhc-schl.gc.ca>**Sent:** September-17-20 2:51 PM**To:** Evan Siddall <esiddall@cmhc-schl.gc.ca>**Subject:** New Brand

Reflecting on my journey with CMHC I've never felt so connected with
 the Corporation as I do today after watching the rebranding video! The new brand captures the full reach of the
 Corporation – so inspiring and energizing!

Pam

Pam Hine (she/her)

Vice President, Partnerships and Promotions

phine@cmhc-schl.gc.ca

Telephone: 780-670-2541

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca**Pam Hine (elle)**

Vice-président, Partenariats et Promotion

phine@cmhc-schl.gc.ca

Téléphone : 780-670-2541

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca

Mélanie Larose

From: Evan Siddall
Sent: September-16-20 9:28 AM
To: Anik Génier; Annick Pépin
Subject: Re: Revised launch messaging

Blog is ok

Get [Outlook for iOS](#)

From: Anik Génier <agenier@cmhc-schl.gc.ca>
Sent: Wednesday, September 16, 2020 9:01:22 AM
To: Annick Pépin <aepin@cmhc-schl.gc.ca>; Evan Siddall <esiddall@cmhc-schl.gc.ca>
Subject: RE: Revised launch messaging

Given that we are not launching a new brand, I have asked that the title be modified, you may want to also flag in your comments if you have any.

From: Annick Pépin <aepin@cmhc-schl.gc.ca>
Sent: September-16-20 8:59 AM
To: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Cc: Anik Génier <agenier@cmhc-schl.gc.ca>
Subject: Revised launch messaging

Good morning,

A track changes version of the branding launch messaging in on diligent for your final review.

Thanks,

Annick

Mélanie Larose

From: Caroline Joannis
Sent: September-14-20 4:07 PM
To: Cynthia Morgan
Subject: Brand Decks
Attachments: PeopleLeaderCall_Sept2020_Final.pptx; AppeldesLeaders_FRE_Sept2020_Final.pptx

Voilà!

Caroline Joannis

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca



Caroline Joannis

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca

Brand Announcement

September 2020



Housing
Canada

Habitation
Canada

Canada



What our Review and Research Revealed

- CMHC's brand was outdated, unfocused and inconsistent
- Awareness of our role in affordable housing was low
- Primarily known as a tax or mortgage insurance product
- Canadians don't understand why we exist or what we do
- We have a clear opportunity for the visual ID to 'signal' change and align our brand with our company's new aspiration, personality and culture



HOUSING C

Why Now?

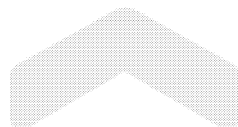
Simply put, the time is right.

The new brand amplifies all of the work we've done to date to reposition our company as **ambitious, collaborative and ready to deliver on our bold aspiration.**

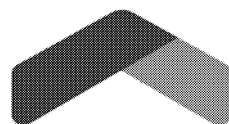
The COVID-19 pandemic has underscored the importance of a safe and affordable place to call home. As homes have become a sanctuary like never before, our new brand better reflects all that we do.

A new name –
Housing Canada –
that better reflects our
nonstop, unwavering
commitment to
provide housing
solutions for
Canadians.

Rebranding CMHC as **Housing Canada** is an important step to achieving our goal and demonstrating a clear commitment to providing housing solutions for everyone. This truly marks the final step in our transformation.



An updated chevron that has long been our key identifier to Canadians and links us to a proud past.



**Housing
Canada** **Habitation
Canada**

Bold New Colours

HOUSING CANADA 7

How we will support you

- Key Messaging
- FAQs
- Information sessions
- Team Presentations
- Brand Inbox and Toolkit coming soon.

Questions?

**Pages 45 to 53
are not relevant**

**Pages 54 to 55
are duplicates**

Rebrand Project Update

INTRODUCTION

The COVID-19 pandemic has profoundly affected housing and the Canadian economy. The Government of Canada has leaned on CMHC to deliver important measures that support Canadians and our economy. Although our commitment to our aspiration remains the same, our current priorities have evolved so that we can deliver programs that remove some of the burden on Canadians. As Canadians and clients continue to rely heavily on us during these exceptional times, the decision was made to postpone the brand launch until the pandemic has ended and PM approval has been obtained.

BACKGROUND

The Housing Canada brand was developed to amplify all of the work we've done to date to reposition our company as ambitious, collaborative and ready to deliver on our bold aspiration. It gives us the tools to communicate who we are – a modern, innovative, client-focused company that Canadians can be proud of – in a more powerful, persuasive way.

CONSIDERATIONS

- New CEO (timing tbd)
- PM approval required (timing tbd)
- Duration of Pandemic uncertain

POTENTIAL SENARIOS:

18(a)

18(b)

21(1)(b)

Mélanie Larose

From: Caroline Joanisse
Sent: September-18-20 9:59 AM
To: Dean D'Souza
Subject: Copy for the Brand PL email

(Le français suit)

Given the news about CMHC's potential transition to a new brand in 2021 that has appeared in the media, our front-facing staff/key account managers may receive questions from our clients and partners. No final decisions have been made on our timing.

For people leaders with staff that talk to clients and partners, please use your discretion to determine whether this messaging ([link](#)) should be proactively shared with some or all of your clients and partners or if you will share it on a reactive basis.

Please encourage your employees to read Evan's blog post from yesterday if they have not yet seen it.

If you have any questions, please send them to Caroline Joanisse, Manager, Manager, Corporate Brand Management.

Comme les médias ont commencé à parler du changement de marque de la SCHL prévu pour 2021, il est possible que nos employés de première ligne et nos gestionnaires de comptes clients reçoivent des questions de la part de nos clients et partenaires.

Les gestionnaires de personnes qui supervisent des employés en interaction avec des clients et des partenaires doivent leur transmettre le message suivant ([lien](#)).

Veuillez encourager vos employés à lire le blogue d'hier de Evan s'ils ne l'ont pas encore vu.

D'ici là, si vous avez des questions, veuillez envoyer un courriel à Caroline Joanisse, Gestionnaire, Image de marque

**Pages 61 to 65
are duplicates**

Mélanie Larose

From: Caroline Joannis
Sent: November-16-20 9:59 AM
To: Christina Haddad
Subject: Email for PL

Hi Christina,

You can find the content for your email here:

[Here is the email](#)

Let me know if you need anything else!

Caroline

Caroline Joannis

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joannis

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca



Page 67
is a duplicate

Mélanie Larose

From: Caroline Joannis
Sent: September-15-20 3:36 PM
To: Christina Haddad
Subject: FW: 20200915-001 Evans Blog - brand

From: Anik Génier <agenier@cmhc-schl.gc.ca>
Sent: September-15-20 2:52 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: 20200915-001 Evans Blog - brand

The picture is fine for the blog.

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: September-15-20 1:50 PM
To: Anik Génier <agenier@cmhc-schl.gc.ca>
Subject: FW: 20200915-001 Evans Blog - brand

This is the picture for the blog post – not sure if Evan would like to see/approve it. The copy will definitely create interest and likely increase the chances of a leak...

With regards to the trial bubble – it's not an approach I'm comfortable with. We can't go back to the drawing board and launch in the Spring – it would feel disingenuous and I think we can rally people behind it right away. We have consulted, tested and done the work – now it's time to announce and celebrate. We tweaked the blog post to reflect more of a fait accompli (still a bit ambiguous maybe but less consultative).

Let me know if we can proceed.

From: Caroline Joannis
Sent: September-15-20 1:41 PM
To: Jennifer Drouin <JDROUIN@cmhc-schl.gc.ca>; Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Cc: Charles Sauriol <csauriol@cmhc-schl.gc.ca>
Subject: FW: 20200915-001 Evans Blog - brand

Here is the image –
 I LOVE it, it makes me happy and kinda gives me chills lol
 Thoughts?

Caroline Joannis
 Manager, Corporate Brand Management | The Studio
cnjoanis@cmhc-schl.gc.ca
 T: 613-748-2459
 C:
 700 Montreal Road, Ottawa, ON
 Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

Caroline Joannis
 Gestionnaire, Image de marque | Le Studio
cnjoanis@cmhc-schl.gc.ca
 T : 613 748-2459
 C :
 700, Chemin Montreal, Ottawa, ON
 Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca

**Pages 70 to 71
are not relevant**

Mélanie Larose

From: Caroline Joanisse
Sent: November-06-20 4:31 PM
To: Allison Hamilton
Cc: Jennifer Drouin
Subject: FW: Caroline Joanisse shared "Update on rebrand_to PLs_Nov 2020" with you.

Good to go! 😊

From: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>
Sent: November-06-20 4:29 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Caroline Joanisse shared "Update on rebrand_to PLs_Nov 2020" with you.

Sorry for the delay – this looks fine, thank you.

Bon week-end !

Marie-Claude

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: November-03-20 9:36 AM
To: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>
Subject: Caroline Joanisse shared "Update on rebrand_to PLs_Nov 2020" with you.




Caroline Joanisse shared a file with you

Bonjour, here is a note for People Leaders regarding a brand update. Please let me know if you are ok with it. Merci, Caroline



Update on rebrand_to PLs_Nov 2020

 This link will work for anyone in CMHC-SCHL.

Open



[Privacy Statement](#)

Canada



**Pages 74 to 75
are duplicates**

Mélanie Larose

From: Caroline Joannis
Sent: September-17-20 10:30 AM
To: Julie-Anne Lafreniere; Martine Carrière; Nadia Brazeau; Gabrielle Bégin; Christine Breton; Robert Joannis; Sarah Laflamme; Allison Hamilton
Subject: FW: Congrats on rebrand roll-out!

Tons of positive feedback gang – thank you so much for all your hard work on this. I wish we could pop open some bubbly together!

If you haven't seen the comments on the blog yet, go read them. Unanimous positivity and pride!

From: Mark Salerno <msalerno@cmhc-schl.gc.ca>
Sent: September-17-20 10:24 AM
To: Christina Haddad <chaddad@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Stéphane Durocher <sduroche@cmhc-schl.gc.ca>; Anik Boileau <aboileau@cmhc-schl.gc.ca>; Christopher Gibbs <cgibbs@cmhc-schl.gc.ca>; Habib Qubad <hqubad@cmhc-schl.gc.ca>; Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>; Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>
Subject: Congrats on rebrand roll-out!

A big congratulations Caroline and team!

The video really captures the need for this so succinctly and convincingly!

Nice to see the really positive reactions to the Agora post.

I can say that my team is truly excited about this and how we can work the visual and written brand attributes into our content.

Looking forward to working closely with you on this.

Mark

Mark A. Salerno, M.Arch., B.Tech., MRAIC
Manager, Executive Engagement and Events
Office of the Vice President, Communications and Marketing
Canada Mortgage & Housing Corporation (CMHC)
100 Sheppard Ave E, Suite 300, North York, ON, M2N 6Z1
Telephone: 647-226-2570 msalerno@cmhc.ca

Mark A. Salerno, M.Arch., B.Tech., MRAIC
Gestionnaire, Mobilisation de la haute direction et événements
Bureau du vice-président, Communications et marketing
Société canadienne d'hypothèques et de logement (SCHL)
100 Ave Sheppard E, Porte 300, North York, ON, M2N 6Z1
Téléphone: 647-226-2570 msalerno@schl.ca

**Pages 77 to 82
are duplicates**

Mélanie Larose

From: Caroline Joannis
Sent: September-08-20 3:40 PM
To: Christina Haddad
Subject: FW: For Review: Branding question for CP

FYI – I responded that I’m not comfortable answering the question – I think it should go directly to Anik G or Evan...
Ok on the CP content – you?

From: Jacob Tourand <jtourand@cmhc-schl.gc.ca>
Sent: September-07-20 11:25 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: Jennifer Houston <jhouston@cmhc-schl.gc.ca>; Eleanor Hughes <ehughes@cmhc-schl.gc.ca>
Subject: For Review: Branding question for CP

Good Morning Caroline,

I hope you are enjoying your long weekend!

My name is Jake Tourand, I am working with Jen Houston on the corporate plan. We received some feedback from TBS and we would like your assistance by EOD Tuesday if possible.

There are two actions for this- 1) We need to create a response to TBS. We are hoping that you may be able to help draft a response to their question (noted below in the yellow highlight) and 2) review the small paragraph below for the content for the Plan.

Internal

Our operations and business systems are intentionally designed to maintain secure and consistent service even when subjected to stresses, such as the global pandemic. CMHC's Business Continuity and Crisis Readiness plans have enabled us to adapt quickly to changing priorities as a result of the crisis and avoid any disruption to the services and key programs that we deliver by redeploying staff to where they are needed most, as well as implement new responses to help stabilize Canada's financial system.

Our ROWE™ workstyle combined with our recent technology modernization have fortified the company's resilience. With the right tools and a new working methodology in place, we are now transforming and revitalizing our office spaces to activity-based workplaces.

Our company will undergo a leadership transition during the planning period, with the appointment of a new President and CEO.

If you have any questions/ need assistance with anything please let me know!

Thanks,
Jake

Jake Tourand

Project Coordination Officer, Corporate Strategy Development

Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca



Mélanie Larose

From: Caroline Joannis
Sent: September-15-20 12:34 PM
To: Allison Hamilton
Subject: FW: For your review: Messaging on Rebrand

FYI....

From: Anik Génier <agenier@cmhc-schl.gc.ca>
Sent: September-15-20 12:28 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>; Annick Pépin <aepin@cmhc-schl.gc.ca>
Subject: RE: For your review: Messaging on Rebrand

Merci Caroline. I need to discuss with Evan. The last time I spoke with him about this, he wanted to send a trial balloon to see where it lands. The messaging in this document makes it all a done deal. That may be what he wants, I just want to confirm.

Anik

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: September-15-20 10:02 AM
To: Anik Génier <agenier@cmhc-schl.gc.ca>
Cc: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: RE: For your review: Messaging on Rebrand

Bon matin, following up on the messaging for the brand announcement – please let me know if you have any comments or concerns. We will be sending the file to translation today.
Gros merci,
Caroline

From: Caroline Joannis
Sent: September-11-20 9:54 AM
To: Anik Génier <agenier@cmhc-schl.gc.ca>
Cc: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: For your review: Messaging on Rebrand

Good morning,
Here is the link to the [messaging](#) in preparation of next week's blog.
Please let me know if you have any questions/concerns or comments.
The content has been reviewed by Internal Comms, Change Management, Media Relations and Ministerial Relations.
Merci,
Caro

Caroline Joanisse

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca**Caroline Joanisse**

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca

Mélanie Larose

From: Caroline Joannis
Sent: September-17-20 3:50 PM
To: Julie-Anne Lafreniere; Martine Carrière
Subject: FW: New Brand

LOVE THIS:

From: Pam Hine <phine@cmhc-schl.gc.ca>
Sent: September-17-20 2:51 PM
To: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Subject: New Brand

Reflecting on my journey with CMHC , I've never felt so connected with the Corporation as I do today after watching the rebranding video! The new brand captures the full reach of the Corporation – so inspiring and energizing!

Pam

Pam Hine (she/her)
 Vice President, Partnerships and Promotions
phine@cmhc-schl.gc.ca
 Telephone: 780-670-2541
 Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca



Pam Hine (elle)
 Vice-président, Partenariats et Promotion
phine@cmhc-schl.gc.ca
 Téléphone : 780-670-2541
 Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca



**Pages 88 to 101
are duplicates**

Mélanie Larose

From: Caroline Joanisse
Sent: September-16-20 11:55 AM
To: Christina Haddad
Subject: My notes for the PPT
Attachments: PL_NOTES_Sept17.docx

Keeping it light and quick – I only have 5 minutes.
 Let me know if you are ok with the tone/language.

Caroline Joanisse

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joanisse

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca



Hi everyone, I am so excited to finally be able to share some of the work we have done in the last year two years! As you may have seen in Evan's blog this morning, we are in the process of planning for a potential rebrand in 2021. Our goal in announcing it internally is to start socializing our vision for what our new brand could be.

Believe it or not, we've been working on this since 2018 and have done a ton of research - both internally and externally. Through this, we reviewed a lot of documents, held numerous consultations, and even tested our concepts in the market. I won't get into all the details today but the key take away is that through this audit we realized that we have a huge opportunity for a new brand which would 'signal' the significant changes we've made. The biggest gap for us is the general lack of awareness of who we are and what we do – particularly with our role in affordability. You all know that most people still see us as a mortgage tax. We want and need to change that.

I would like to take 2 minutes now to show you the direction we would like to take with our new brand – revealing both our proposed name and logo.

So why now? It's simple -

The new brand would amplify all of the work we've done to date to reposition our company as **ambitious, collaborative and ready to deliver on our bold aspiration**. It's the right time to align with our strategy and promote our important role in affordability. We look at it as a bookend to our transformation.

Yes, we are in a pandemic but with that we have seen the importance of a safe and affordable place to call home. As homes have become a sanctuary like never before, our new brand **would better reflect all**

that we do. Next year we will also be celebrating our 75th anniversary and I feel like there's a bit of magic in that. The timing couldn't be better.

A new name is a big deal, it's not a small change but Housing Canada is so much more reflective of who we are and a clear understanding of what we do will help us in building the innovative partnerships we need to develop better policies and programs that continue to make a difference in the lives of Canadians. Housing Canada would better highlight our commitment to providing housing solutions for everyone.

For the proposed logo, we've opted to simply modernize our chevron - we wanted to pay tribute to our proud heritage by retaining what has been our main identifier for 75 years.

This is a sneak peak at what our new colours could potentially look like – bolder, brighter and friendlier.

Now with all of that said, we still have a lot of work to do, but should we move forward with a rebrand we will support you every step of the way. It will take time to implement and we are aware of the complexities - we will move at a pace that makes sense for all of us, including our clients.

I don't think we have much time left for questions, but please reach out to me via email or give me a call, I could talk about this all day! 😊 I'll also make note of the questions in the chat box and respond as soon as

I can. Some of your questions may be answered in the key messaging and FAQ's we sent to you earlier this morning – so please have a look at those.

Mélanie Larose

From: Caroline Joanisse
Sent: September-15-20 4:15 PM
To: Cynthia Morgan
Subject: NEW Brand decks
Attachments: PeopleLeaderCall_Sept2020_Final.pptx; AppeldesLeaders_FRE_Sept2020_Final.pptx

Importance: High

Hi Cynthia,

I am so sorry but we need to update the decks. The language was too definitive in the first version. I hope it's not too late.

Caroline

Caroline Joanisse

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joanisse

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca



**Pages 107 to 125
are duplicates**

From: Caroline Joannis
Sent: September-16-20 1:56 PM
To: Allison Hamilton
Subject: Notes...
Attachments: PL_NOTES_Sept17.docx

What do you think – I think it's non-committal and light...?

Caroline Joannis
Manager, Corporate Brand Management | The Studio
cnjoanis@cmhc-schl.gc.ca
T: 613-748-2459
700 Montreal Road, Ottawa, ON
Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca



Caroline Joannis
Gestionnaire, Image de marque | Le Studio
cnjoanis@cmhc-schl.gc.ca
T: 613 748-2459
C:
700, Chemin Montreal, Ottawa, ON
Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca

Mélanie Larose

Page 127
is a duplicate

Page 128
is not relevant

Mélanie Larose

From: Caroline Joannis
Sent: October-14-20 2:19 PM
To: Christina Haddad
Subject: RE: Accenture

100% agree with your coach.
 Ok, let's chat demain 😊

From: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Sent: October-14-20 2:04 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Accenture

Happy to chat again, we have a call tomorrow right? I spoke to my coach about the issues with rebrand and she said to punt the whole project to after the pandemic ; not to do it piece meal as they are suggesting to us. We can offer both recommendations and give pros and cons of each.

C

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: October-14-20 2:00 PM
To: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: RE: Accenture

Yes, I'll have that ready shortly. I'm just not sure where to even start with the recommendations. It's so complicated with Pandemic + new CEO + – I can't guess at timelines.... Hoping on a call with the team now... but I think we should chat again.

From: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Sent: October-14-20 1:58 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Accenture

Hi Caroline

This needs to be sorted out with MCT. She needs to understand the implications of Plan A / B. Can we crystallize that in the implementation plan and offer a recommendation?

When we have a solid plan we will seek input/feedback and ask the questions we have.

Merci

Christina

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: October-14-20 1:54 PM

To: Christina Haddad <chaddad@cmhc-schl.gc.ca>

Subject: RE: Accenture

I also have to follow up with _____ on what we should do from a reporting perspective.

Would you consider Rebrand still on hold or effectively cancelled? I'm thinking that if/when it comes back it will be a complete restart (the original Accenture scope will be completely different) so I'm not sure it makes sense for Debbie to keep it on hold (and keep reporting on it...) until it comes back.

Thoughts?

From: Christina Haddad <chaddad@cmhc-schl.gc.ca>

Sent: October-14-20 11:53 AM

To: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>

Subject: RE: Accenture

And Genworth also rebranded to Sagen yesterday. Slow times for them, busy for us with the Government agenda. We are preparing an extended and cost minimalist implementation plan as per the directives we received, I am very unsure how effective it will be, so I am tempted to offer a plan B of doing it right later once we receive _____. I would appreciate your thoughts on this plan B.

Thanks
Christina

From: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>

Sent: October-14-20 11:38 AM

To: Christina Haddad <chaddad@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>

Subject: Accenture

Hi – did you see Accenture's new brand? I'm a little bit jealous! 😊

It's really well done.

Marie-Claude

Mélanie Larose

From: Caroline Joanisse
Sent: November-10-20 8:36 AM
To: Allison Hamilton; Jennifer Drouin
Subject: RE: Adding a version of these two points might be sufficient?

I think we're passed that... we can remove, do you agree?

From: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>
Sent: November-10-20 8:32 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>
Subject: RE: Adding a version of these two points might be sufficient?

Great. On it.

Quick Q: do we still want to say we're consulting staff? See below.

Will CMHC be doing additional consultations?

- No, we are not doing additional consultations.
- In 2018 and 2019, we conducted focus groups and reviewed surveys on perceptions of Canadians, clients and employees.
- In August 2019, our Board approved the transition to a new brand.
- With COVID-19, we put these plans on hold as we worked to support the government and help Canadians through this unprecedented time.
- We are now looking for reactions from our employees.

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: November-10-20 8:24 AM
To: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>; Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>
Subject: RE: Adding a version of these two points might be sufficient?

This is great! Thank you so much, you can proceed to translation.

From: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>
Sent: November-09-20 6:01 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>
Subject: RE: Adding a version of these two points might be sufficient?

Hi there,

I've updated the key messages and FAQs. Please let me know if I missed anything.

I've also added a line to Christina's note that refers to the updated key messages.

Once we are good-to-go on the key messages and FAQs, I'll get the translated updated.

Thanks,

Allison

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: November-09-20 2:46 PM
To: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>; Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>
Subject: Adding a version of these two points might be sufficient?

Given the prolonged state of the pandemic and its impact, including delivering on the important government measures to support Canadians, we have decided to hold on the planned launch of our new brand, which was tentatively scheduled for spring 2021

We will keep you updated on this project, including the refreshed dates and implementation plan as well as the impact on clients, as soon as we have all this information to share.

Caroline Joannis

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joannis

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca



Mélanie Larose

From: Caroline Joannis
Sent: September-18-20 9:20 AM
To: Jennifer Drouin
Subject: RE: Brand - COMMS

Super thank you!

From: Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>
Sent: September-18-20 9:17 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: Re: Brand - COMMS

back online until around 1pm. If there is a need for some urgent comms, you could reach out to Dean. He's in the know.

Get [Outlook for Android](#)

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: Friday, September 18, 2020 9:13:58 AM
To: Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>
Subject: Brand - COMMS

Good morning, can you give me a call when you have a minute?
 Changing our approach to comms ;)

Caroline Joannis
 Manager, Corporate Brand Management | The Studio
cnjoanis@cmhc-schl.gc.ca
 T: 613-748-2459
 C:
 700 Montreal Road, Ottawa, ON
 Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

Caroline Joannis
 Gestionnaire, Image de marque | Le Studio
cnjoanis@cmhc-schl.gc.ca
 T : 613 748-2459
 C :
 700, Chemin Montreal, Ottawa, ON
 Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca



Mélanie Larose

From: Caroline Joanisse
Sent: September-03-20 11:00 AM
To: Catherine Butler; Elyse Van Herk
Subject: RE: brand info

Good morning to both of you!

It is confirmed that the rebrand will be announced this year but will not launch until 2021.

We will make an implementation plan over the next little while and consult with everyone as we go.

Thank you for your patience! 😊

Caroline

From: Catherine Butler <cbutler@cmhc-schl.gc.ca>
Sent: August-20-20 4:41 PM
To: Elyse Van Herk <evanherk@cmhc-schl.gc.ca>
Cc: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: Re: brand info

Perfect. Thanks!

Get Outlook for iOS

From: Elyse Van Herk <evanherk@cmhc-schl.gc.ca>
Sent: Thursday, August 20, 2020 4:05:32 PM
To: Catherine Butler <cbutler@cmhc-schl.gc.ca>
Cc: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: brand info

Hi Catherine,

I've asked Caroline Joanisse to keep you up to date on any decisions that are made around the brand during that time.

Just a quick note so that you know to expect an update if there is one.

Thanks Caroline! 😊

Elyse

Elyse Van Herk

Senior IT Business Partner | Partenaire d'affaires principal des TI
 Canada Mortgage and Housing Corporation (CMHC) | Société canadienne d'hypothèques et de logement (SCHL)
evanherk@cmhc-schl.gc.ca | (613) 748-2485 | www.cmhc.ca

**Pages 135 to 138
are not relevant**

Mélanie Larose

From: Caroline Joannis
Sent: September-10-20 4:21 PM
To: Jennifer Drouin; Derek Antoine
Subject: RE: Brand messaging

The way I see it – we won't provide the Q&A as a whole externally but provide its answers when asked.
 The key messages are for both internal/external.
 Make sense?

From: Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>
Sent: September-10-20 1:21 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Derek Antoine <dantoine@cmhc-schl.gc.ca>
Subject: RE: Brand messaging

Hi Caroline,

Just to clarify, are the FAQs for staff only or can they be shared externally as well?

J

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: September-10-20 1:13 PM
To: Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>; Derek Antoine <dantoine@cmhc-schl.gc.ca>
Subject: Brand messaging

Good afternoon!

Can you have a look at the messaging and FAQs we've refined in preparation for next week's announcement?

It is still a bit messy but almost there. Let me know if you think we're missing anything.

I will send to Anik G for final comments once finalized.

Thanks,

Caroline

Caroline Joannis

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joannis

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca



Mélanie Larose

From: Christina Haddad
Sent: November-09-20 5:01 PM
To: Marie-Claude Tremblay; Caroline Joannis
Subject: Re: Brand Relaunch

Hi Marie-Claude,

We will review the comms for this initiative as there are many that need to know what is happening with it. Will get back to you on the need for a short term comms plan.

Merci
Christina

Get [Outlook for iOS](#)

From: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>
Sent: Monday, November 9, 2020 4:30:03 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: RE: Brand Relaunch

Encore une fois, désolée du retard !

Je pense qu'on peut mettre Q1 2021 pour "Brief the new CEO" – j'aimerais inclure ceci dans le cahier de transition.

Le reste m'ai l'air bien, merci beaucoup !

@Christina – je ne sais pas si on a besoin de partager avec nos collègues dans le bureau du Président, ou ailleurs ?
Marie-Claude

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: October-27-20 3:26 PM
To: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>
Cc: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: Brand Relaunch

Bonjour,
J'ai ajouté un petit texte à la fin du document pour refléter notre discussion de vendredi. Veuillez me laisser savoir si cela est suffisant.
Merci,
Caroline

Caroline Joanisse

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca**Caroline Joanisse**

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca

Mélanie Larose

From: Caroline Joannis
Sent: September-18-20 9:25 AM
To: Allison Hamilton
Subject: RE: Brand

Oh wait, I'm using the ENG to change the FR... yes? Oh boy....

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Sent: September-18-20 9:24 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Brand

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: September-18-20 9:20 AM
To: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Subject: RE: Brand

Oh shit, I already forwarded them. I'll take a look.

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Sent: September-18-20 9:20 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Brand

I just added it to Teams... but I don't think they reflected the changes... ahhhh... can you take a look?

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: September-18-20 9:13 AM
To: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Subject: RE: Brand

I will reach out to her now.
Is the FR translation in for the key messaging?

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Sent: September-18-20 9:12 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Brand

Oh good.

I'm wondering—could Jen's team help with this comms?

I'm supposed to be paying attention in a PSMT meeting all morning!

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: September-18-20 9:10 AM
To: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Subject: RE: Brand

We can now share key messaging!

I am also thinking that we send an email to ALL employees pointing them to the blog post. Not everyone will have seen it and some might be surprised by the news.

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Sent: September-18-20 9:06 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: FW: Brand

Hey! What's the official line to questions like this? See below.

From: Guy-Anne Duval <gduval@cmhc-schl.gc.ca>
Sent: September-18-20 9:04 AM
To: Charles Sauriol <csauriol@cmhc-schl.gc.ca>; z-C&M - Business Partners - Partenaires d'affaires <z-CM Business Partners@cmhc-schl.gc.ca>; z-C&M - Senior Business Partners <z-CM Senior Business Partners@cmhc-schl.gc.ca>
Subject: RE: Brand

Good morning,
Do we have key messaging to answer to our external clients?

From: Charles Sauriol <csauriol@cmhc-schl.gc.ca>
Sent: September-17-20 6:46 PM
To: z-C&M - Business Partners - Partenaires d'affaires <z-CM Business Partners@cmhc-schl.gc.ca>; z-C&M - Senior Business Partners <z-CM Senior Business Partners@cmhc-schl.gc.ca>
Subject: Fwd: Brand

Get Outlook for iOS

From: Engy Sedki <esedki@cmhc-schl.gc.ca>
Sent: Thursday, September 17, 2020 6:27:27 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>; Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>; Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>; Charles Sauriol <csauriol@cmhc-schl.gc.ca>; Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Cc: Courtney Ferguson <cferguso@cmhc-schl.gc.ca>; Gillian Arfin <garfin@cmhc-schl.gc.ca>; Nahian Parvez <nparvez@cmhc-schl.gc.ca>; Nicholas Gilmore <ngilmore@cmhc-schl.gc.ca>
Subject: Re: Brand

Hi again,

There's also this article:

<https://twitter.com/CP24/status/1306717450910793729?s=20>

There are a few other mentions from individuals and replies to these. We will pull a full report on the conversation tomorrow.

Engy

From: Engy Sedki

Sent: Thursday, September 17, 2020 6:24:05 PM

To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>; Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>; Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>; Charles Sauriol <csauriol@cmhc-schl.gc.ca>; Allison Hamilton <ahamilton@cmhc-schl.gc.ca>

Cc: Courtney Ferguson <cferguso@cmhc-schl.gc.ca>; Gillian Arfin <garfin@cmhc-schl.gc.ca>; Nahian Parvez <nparvez@cmhc-schl.gc.ca>; Nicholas Gilmore <ngilmore@cmhc-schl.gc.ca>

Subject: Brand

FYI - <https://twitter.com/bnnbloomberg/status/1306718788134600705?s=21>

Engy

Mélanie Larose

From: Caroline Joanisse
Sent: September-18-20 11:37 AM
To: Allison Hamilton
Subject: RE: Canada Mortgage and Housing Corp. to get new name to better reflect changing mandate (CP)

Looks good to me. Merci.

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Sent: September-18-20 11:34 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: FW: Canada Mortgage and Housing Corp. to get new name to better reflect changing mandate (CP)

Added this. We can remove the part about DoF (in the version for all employees) and Teresa can use that specifically to respond to DoF.

Thoughts?

Will CMHC be doing additional consultations?

- No, we are not doing additional consultations.
- In 2018 and 2019, we conducted focus groups and reviewed surveys on perceptions of Canadians, clients and employees.
- In August 2019, our Board, which includes representation from the Department of Finance, approved the transition to a new brand.
- With COVID-19, we put these plans on hold as we worked to support the government and help Canadians through this unprecedented time.
- We are now looking for reactions from our employees.

From: Anik Génier <agenier@cmhc-schl.gc.ca>
Sent: September-18-20 11:27 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>; Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>
Cc: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Subject: RE: Canada Mortgage and Housing Corp. to get new name to better reflect changing mandate (CP)

Reference to dof on our board is only needed to respond to dof specifically.

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: September-18-20 11:19 AM
To: Christina Haddad <chaddad@cmhc-schl.gc.ca>; Anik Génier <agenier@cmhc-schl.gc.ca>; Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>
Cc: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Subject: RE: Canada Mortgage and Housing Corp. to get new name to better reflect changing mandate (CP)

Absolutely, we will prepare something and add it to the key messaging.

From: Christina Haddad <chaddad@cmhc-schl.gc.ca>

Sent: September-18-20 11:14 AM

To: Anik Génier <agenier@cmhc-schl.gc.ca>; Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>

Cc: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>

Subject: RE: Canada Mortgage and Housing Corp. to get new name to better reflect changing mandate (CP)

Anik, we can create key messages around this position and revert before we send out. Caroline, ok with that? Keeping Allison looped in to help craft as needed.

Merci
Christina

From: Anik Génier <agenier@cmhc-schl.gc.ca>

Sent: September-18-20 11:07 AM

To: Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>

Subject: RE: Canada Mortgage and Housing Corp. to get new name to better reflect changing mandate (CP)

Response is: No, we are not doing public consultations. In early 2019 we did focus groups, etc. In August 2019, our Board, which includes representation from DoF, approved us moving forward with the name change. With COVID-19 we put those efforts aside but have now decided to seek reactions from our staff.

Not married to the above wording but the jist is there. Does that work?

From: Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>

Sent: September-18-20 9:54 AM

To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>

Cc: Anik Génier <agenier@cmhc-schl.gc.ca>

Subject: FW: Canada Mortgage and Housing Corp. to get new name to better reflect changing mandate (CP)

Good morning Caroline and Christina,

As per below, our colleagues at DoF have some questions regarding the brand.

Can you please advise on how you'd like us to respond.

I've looked at the Qs and As but I don't see any messaging in there re: what the consultations will look like?

Thanks!
Teresa

From: Richardsen, Daniel Bezalel (FIN) <danielbezalel.richardsen@canada.ca>

Sent: September-18-20 9:41 AM

To: Scott Drover <sdrover@cmhc-schl.gc.ca>; Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>

Cc: Barnabe, David (FIN) <david.barnabe@canada.ca>; Binnie, Kate (FIN) <kate.binnie@canada.ca>; Rubec, Stéphanie (FIN) <stephanie.rubec@canada.ca>

Subject: Canada Mortgage and Housing Corp. to get new name to better reflect changing mandate (CP)

Morning Scott and Teresa,

Based on the news story below about CMHC's potential name change, could you let us know more about when CMHC is planning to launch consultations, and if they are going to be public?

Canada Mortgage and Housing Corp. to get new name to better reflect changing mandate (CP)

September 17, 2020

Canadian Press

By Jordan Press

OTTAWA _ The Canada Mortgage and Housing Corp. will be getting a new name in the coming months, part of a larger rebranding by the federal housing agency to better reflect its changing mandate.

The head of the Crown corporation says the decades-old name overemphasizes the financing of home ownership and does not do enough to highlight housing affordability.

In an interview with The Canadian Press, Evan Siddall says changing the name would better align with the corporation's present and its future.

The Liberal government made the agency a key overseer of the national housing strategy, involving tens of billions of dollars in combined federal, provincial and private-sector funding and financing.

Federal legislation is needed for an official name change, but Siddall says that doesn't prevent the organization from using a trade name.

A new name along the lines of "Housing Canada" will be the subject of consultations with the 2,000-strong workforce at the agency.

"I would not blame other people for how they perceive us, because the only people who control that is us," Siddall said Thursday.

He said the word "mortgage" in the current name conveys that CMHC is a financial institution, which is partly true. But it neglects its focus on helping people afford a place to live, whether that be through buying, renting or a social housing program.

"We've looked at this question of what our brand is, whether we could use something that was different even without a legislative change," he said.

"Those are all things that we've looked at and that I think actually we should do and we've talked about it pretty openly in the company."

Last year, CMHC set the ambitious goal of providing all Canadians with homes they can afford and meet their needs by 2030.

The COVID-19 pandemic has caused an economic hurdle on the path to affordability.

CMHC said last week that about \$1 billion worth of mortgage payments were deferred each month during the pandemic. The agency's annual residential mortgage industry report also said fewer Canadians are likely to get ahead on their mortgage payments this year, compared with 2019.

Siddall said the pandemic has significantly changed how governments look at housing among other parts of the economy.

"People always talk about the current moment as being an inflection point," he said.

"There's a moment now that policy-makers are reflecting on and we'll see what happens in the coming weeks and months, but this is for sure a moment like that."

Thanks again,

Daniel Bezalel Richardsen

Mobile | Cellulaire:

Department of Finance Canada | Ministère des Finances Canada

**Pages 149 to 152
are duplicates**

Mélanie Larose

From: Anik Génier
Sent: October-21-20 4:10 PM
To: Jean-Francois Houde; Jonathan Lefebvre
Cc: Kelsey Harper; Derek Antoine
Subject: RE: CMHC Corporate Plan - green light

I will speak to finance about the comment.

From: Jean-Francois Houde <jfhoude@cmhc-schl.gc.ca>
Sent: October 21, 2020 3:14 PM
To: Jonathan Lefebvre <jblefebv@cmhc-schl.gc.ca>
Cc: Kelsey Harper <kharp@cmhc-schl.gc.ca>; Derek Antoine <dantoine@cmhc-schl.gc.ca>; Anik Génier <agenier@cmhc-schl.gc.ca>
Subject: FW: CMHC Corporate Plan - green light

Salut Jonathan,
On a reçu le feu vert de

MINO peut donc procéder avec la signature des lettres/approbation avec les documents qu'ils ont déjà en main.

JF

From: Eric Young <eyoung@cmhc-schl.gc.ca>
Sent: October 21, 2020 2:56 PM
To: Jean-Francois Houde <jfhoude@cmhc-schl.gc.ca>
Subject: FW: CMHC Corporate Plan - green light

From: Greig, Alexa <Alexa.Greig@tbs-sct.gc.ca>
Sent: October 21, 2020 2:48 PM
To: Eric Young <eyoung@cmhc-schl.gc.ca>
Cc: Pintar, Katarina <Katarina.Pintar@tbs-sct.gc.ca>
Subject: CMHC Corporate Plan - green light

Hi Eric,

Happy to discuss in greater detail!

Thanks,

Alexa

--

Alexa Greig
TBS/SCT
343-551-5794

Mélanie Larose

From: Caroline Joanisse
Sent: September-18-20 12:27 PM
To: Jonathan Rotondo
Cc: Teresa Amoroso; Engy Sedki; Audrey-Anne Coulombe; Angelina Ritacco; Christina Haddad
Subject: RE: CMHC name change

I am fine with your response.

I really like this line from the blog – leave it to you to weave it in or not.

The word "mortgage" is confining: it places too much emphasis on financing home ownership, since only owners can have mortgages, and not enough on housing affordability — our true *raison d'être*.

From: Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>
Sent: September-18-20 12:17 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Cc: Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>; Engy Sedki <esedki@cmhc-schl.gc.ca>; Audrey-Anne Coulombe <acoulomb@cmhc-schl.gc.ca>; Angelina Ritacco <aritacco@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: RE: CMHC name change

Adding Christina

From: Jonathan Rotondo
Sent: September-18-20 12:15 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Cc: Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>; Engy Sedki <esedki@cmhc-schl.gc.ca>; Audrey-Anne Coulombe <acoulomb@cmhc-schl.gc.ca>; Angelina Ritacco <aritacco@cmhc-schl.gc.ca>
Subject: FW: CMHC name change

Hi Caro,

See below from

I've drafted a response using key messaging plus Evan's tweet. I'd like to keep it short and snappy and get it to him quickly. If you could have a look as soon as possible, I'd appreciate it.

Suggested response is below:

CMHC has undergone a tremendous transformation over the last seven years, modernizing our company, fostering a culture of innovation and performance and refocusing on our goal. This rebrand would be the next step in our evolution. We could begin to rollout our new brand in 2021 and anticipate that the full transition would take 12-18 months.

A new brand would better reflect all that we do and reinforce our clear mandate and aspiration – we exist so that *everyone in Canada will have a home they can afford and that meets their needs*. A new brand would not affect new or existing programs, including NHS initiatives and our commercial activities in the areas of mortgage loan insurance and mortgage funding. We will continue to offer mortgage loan insurance in all parts of the country and support both homeownership and other forms of housing, including large residential rental properties (e.g., rental apartments, nursing homes, student housing).

As Evan tweeted, this was an idea shared with our employees yesterday. Our Board and leadership team believe that the name "Housing Canada | Habitation Canada" better reflects our mission and raison d'être. We are serving it up for discussion. This is our view, not necessarily the government's.

See: <https://twitter.com/ewsiddall/status/1306743289966718977>

From:

Sent: September-18-20 11:50 AM

To: Audrey-Anne Coulombe <acoulomb@cmhc-schl.gc.ca>; Angelina Ritacco <aritacco@cmhc-schl.gc.ca>; Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>

Subject: CMHC name change

Hi

A published report, citing comments from Evan Siddall, the CEO, suggest that the corporation will get a new name, possibly Housing Canada, to replace the current Canada Mortgage and Housing Corp. Why is this happening? Won't this mask what CMHC does, re: underwrite C\$500B of insurance? Who came up with this idea? Did the board approve or the did the board have a choice? Please advise as soon as possible.

On Fri, Sep 18, 2020 at 11:47 AM Audrey-Anne Coulombe <acoulomb@cmhc-schl.gc.ca> wrote:

Good afternoon,

This is to inform you that CMHC will be releasing its second quarter Housing Market Assessment report on Monday at 10 AM ET. Note that there will be a media availability with CMHC Chief Economist Bob Dugan and CMHC regional market analysts via teleconference at 10:30 a.m., Eastern.

Call number:

Confirmation code:

Please confirm if you think you will be on the call.

For more information, please see our media advisory below.

Thank you very much.

A-A.C

Audrey-Anne Coulombe

Agente principale, Relations avec les médias | Senior Officer, Media Relations
Bureau du vice-président, Relations publiques | Office of the Vice-President, Public Affairs
acoulomb@cmhc-schl.gc.ca

Téléphone | Telephone: 613-748-2573

Cell:

700, Chemin Montreal, A3-114, Ottawa, ON, K1A 0P7
Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca | Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

Media Advisory - CMHC to release results from its national Housing Market Assessment (HMA) report



Canada Mortgage and Housing Corporation

Sep 18, 2020, 11:00 ET

OTTAWA, ON, Sept. 17, 2020 /CNW/ - Canada Mortgage and Housing Corporation (CMHC) will release its quarterly *Housing Market Assessment (HMA)*, a comprehensive report that identifies the level of stability in the housing markets of Canadian cities.

The report will be available on Monday, September 21 at 10:00 a.m., Eastern.

A media availability with CMHC Chief Economist Bob Dugan and CMHC regional market analysts via teleconference will begin at 10:30 a.m., Eastern.

Call number:

Confirmation code:

Follow us on [Twitter](#), [Instagram](#), [YouTube](#), [LinkedIn](#) and [Facebook](#)

SOURCE Canada Mortgage and Housing Corporation

For further information: Angelina Ritacco, CMHC Media Relations, (416) 218-3320, aritacco@cmhc-schl.gc.ca

Related Links

www.cmhc-schl.gc.ca

NOTICE: This email message, including any attachments, is confidential, subject to copyright and may be privileged. Any unauthorized use or disclosure is prohibited.

AVIS: Le présent message, incluant toute pièce jointe, est confidentiel, protégé par des droits d'auteur et peut contenir des renseignements privilégiés. L'utilisation ou la communication non autorisée de ces renseignements est interdite.

Mélanie Larose

From: Caroline Joannis
Sent: September-15-20 2:22 PM
To: Allison Hamilton
Subject: RE: COMMENTS // REBRAND - Messaging + Q&A

Great, I like your suggestion.

How about we just say – *we will reach out to you over the next few months to assess your needs and provide more information.*

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Sent: September-15-20 1:54 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: COMMENTS // REBRAND - Messaging + Q&A

I'm suggesting a change to the first point- see below. I'm not sure how much more clear it can be!

As for the second—if you have more specific timing, yes, we could include it.

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: September-15-20 12:35 PM
To: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Subject: FW: COMMENTS // REBRAND - Messaging + Q&A

Good feedback to consider – what do you think?

From: Colette Kikongi <ckikongi@cmhc-schl.gc.ca>
Sent: September-15-20 12:28 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: Robyn Neal <rneal@cmhc-schl.gc.ca>
Subject: COMMENTS // REBRAND - Messaging + Q&A

Salut Caroline,

We reviewed the documents and here are our 2 questions.

- Please also note that ~~our~~ we will not be changing our legal name for contractual and other purposes. ~~will continue to be Canada Mortgage and Housing Corporation (even after the new brand is rolled out in 2021). This means that~~ Existing contracts and agreements referring to Canada Mortgage and Housing Corporation will continue to be valid.
 - I think we need more detail to the «why» not a legal change: will it change eventually (or not) and with few potential impacts. Messaging can be perceived as confusing.
- We understand that these changes may impact you as our client/partner. We are committed to working closely with you to ensure a smooth transition.

- I think we need more detail on the timelines on this. Once this is in the public domain, it is certain that our FIs will be looking for more specific information. Will we engage them early in 2021, mid 2021 etc?

Thank you for your consideration and please do not hesitate should you have questions.
Have a nice day!

Colette Kikongi

Gestionnaire (intérim), Relations Clients | Clients Relations Manager (interim)
Société canadienne d'hypothèques et de logement | www.schl.ca
ckikongi@schl.ca | (514) 283-2215

Veuillez me répondre dans la langue officielle de votre choix - Please feel free to respond in the official language of your choice

De : Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>

Envoyé : septembre-14-20 14:32

À : Colette Kikongi <ckikongi@cmhc-schl.gc.ca>

Cc : Robyn Neal <rneal@cmhc-schl.gc.ca>

Objet : RE: REBRAND - Messaging + Q&A

Here it is – please note this is still a draft and should not be shared.

From: Colette Kikongi <ckikongi@cmhc-schl.gc.ca>

Sent: September-14-20 2:27 PM

To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>

Cc: Robyn Neal <rneal@cmhc-schl.gc.ca>

Subject: REBRAND - Messaging + Q&A

Salut Caroline!!!

If you may forward us the messaging + Q&A for the upcoming announcement, it would be great.
Thank you!

Colette Kikongi

Gestionnaire (intérim), Relations Clients | Clients Relations Manager (interim)
Société canadienne d'hypothèques et de logement | www.schl.ca
ckikongi@schl.ca | (514) 283-2215

Veuillez me répondre dans la langue officielle de votre choix - Please feel free to respond in the official language of your choice

Mélanie Larose

From: Caroline Joannis
Sent: September-17-20 10:01 AM
To: Sarah Laflamme
Subject: RE: Congrats & quick question!

Boy oh boy, it's been a bit crazy but yes, so excited!!

Regarding the info sessions – no idea, but let's regroup next week and make a plan!

From: Sarah Laflamme <slaflamm@cmhc-schl.gc.ca>
Sent: September-17-20 9:45 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: Congrats & quick question!

Hi there – Congrats on an official soft launch! You must be having all the feels this morning!

Quick question... when will the info sessions be? Will we be having any touch point in advance?

Sarah Laflamme
Senior Specialist, Change Management
Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

Sarah Laflamme
Spécialiste principale, Gestion du changement
Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca

Mélanie Larose

From: Caroline Joannis
Sent: September-17-20 10:59 AM
To: Stéphane Durocher; Teresa Amoroso; Jennifer Drouin; Mark Salerno; Christina Haddad; Anik Boileau; Christopher Gibbs; Habib Qubad
Subject: RE: Congrats on rebrand roll-out!

Thank you all for your support! I have received so much positive feedback. Emails from employees who are struggling and today felt happy and a sense of pride, Skype messages saying the video gave them chills and they get it now - they see that sense of purpose - it just reinforces all the work we put behind this effort and justifies how hard we advocated to make it happen.

I will be sure to share all of your comments with the rest of the team! 😊 Gros merci!

From: Stéphane Durocher <sduroche@cmhc-schl.gc.ca>

Sent: September-17-20 10:40 AM

To: Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>; Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>; Mark Salerno <msalerno@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Anik Boileau <aboileau@cmhc-schl.gc.ca>; Christopher Gibbs <cgibbs@cmhc-schl.gc.ca>; Habib Qubad <hqubad@cmhc-schl.gc.ca>

Subject: RE: Congrats on rebrand roll-out!

Thank you team! We were so eager to present it to the entire organization. We are really happy to see all these nice reactions, wow!! I am proud to work with all of you and this is just the beginning.

Love you all,
 Steph

Stéphane T. Durocher

Manager, Creative Services | The Studio
sduroche@cmhc-schl.gc.ca

C:

700 Montreal Road, Ottawa, ON
 Canada Mortgage and Housing Corporation
 (CMHC) www.cmhc.ca

Stéphane T. Durocher

Gestionnaire, Services de création | Le Studio
sduroche@cmhc-schl.gc.ca

C:

700, Chemin Montreal, Ottawa, ON
 Société canadienne d'hypothèques et de
 logement (SCHL) www.schl.ca

From: Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>

Sent: September-17-20 10:31 AM

To: Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>; Mark Salerno <msalerno@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Stéphane Durocher <sduroche@cmhc-schl.gc.ca>; Anik Boileau <aboileau@cmhc-schl.gc.ca>; Christopher Gibbs <cgibbs@cmhc-schl.gc.ca>; Habib Qubad <hqubad@cmhc-schl.gc.ca>

Subject: RE: Congrats on rebrand roll-out!

Make that three! Congratulations to you and the team Caroline!! It looks great. 😊

From: Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>

Sent: September-17-20 10:28 AM

To: Mark Salerno <msalerno@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Stéphane Durocher <sduroche@cmhc-schl.gc.ca>; Anik Boileau <aboileau@cmhc-schl.gc.ca>; Christopher Gibbs <cgibbs@cmhc-schl.gc.ca>; Habib Qubad <hqubad@cmhc-schl.gc.ca>; Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>

Subject: RE: Congrats on rebrand roll-out!

I agree. The video is very inspiring and gives me chills every time I watch it. Well done!

From: Mark Salerno <msalerno@cmhc-schl.gc.ca>

Sent: September-17-20 10:24 AM

To: Christina Haddad <chaddad@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Stéphane Durocher <sduroche@cmhc-schl.gc.ca>; Anik Boileau <aboileau@cmhc-schl.gc.ca>; Christopher Gibbs <cgibbs@cmhc-schl.gc.ca>; Habib Qubad <hqubad@cmhc-schl.gc.ca>; Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>; Teresa Amoroso <tamoroso@cmhc-schl.gc.ca>

Subject: Congrats on rebrand roll-out!

A big congratulations Caroline and team!

The video really captures the need for this so succinctly and convincingly!

Nice to see the really positive reactions to the Agora post.

I can say that my team is truly excited about this and how we can work the visual and written brand attributes into our content.

Looking forward to working closely with you on this.

Mark

Mark A. Salerno, M.Arch., B.Tech., MRAIC
Manager, Executive Engagement and Events
Office of the Vice President, Communications and Marketing
Canada Mortgage & Housing Corporation (CMHC)
100 Sheppard Ave E, Suite 300, North York, ON, M2N 6Z1
Telephone: 647-226-2570 msalerno@cmhc.ca

Mark A. Salerno, M.Arch., B.Tech., MRAIC
Gestionnaire, Mobilisation de la haute direction et événements
Bureau du vice-président, Communications et marketing
Société canadienne d'hypothèques et de logement (SCHL)
100 Ave Sheppard E, Porte 300, North York, ON, M2N 6Z1
Téléphone: 647-226-2570 msalerno@schl.ca

Mélanie Larose

From: Caroline Joanisse
Sent: September-17-20 1:30 PM
To: Miriam Lehman; Martine Carrière; Julie-Anne Lafreniere
Subject: RE: Congrats!

Thank you Miriam! We are SO happy (and relieved) with the support!! 😊

From: Miriam Lehman <mlehman@cmhc-schl.gc.ca>
Sent: September-17-20 12:42 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Martine Carrière <mcarrier@cmhc-schl.gc.ca>; Julie-Anne Lafreniere <jalafren@cmhc-schl.gc.ca>
Subject: Congrats!

It's out! Well done to you all – super hard work coming to fruition!
Video looks great too. Added a comment online and it looks like people are really responding to the announcement.
Pretty cool stuff.

See you this after Caro on the leadership call!

Congratulations to all of you!

Miriam

Mélanie Larose

From: Caroline Joannis
Sent: September-17-20 10:06 AM
To: Christine Carkner; Martine Carrière; Julie-Anne Lafreniere; Stéphane Durocher
Subject: RE: Congratulations!

Thank you so much! The video still gives me chills!
 I love that it makes you happy and proud, that is truly the intent. ☺

From: Christine Carkner <ccarkner@cmhc-schl.gc.ca>
Sent: September-17-20 8:45 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Martine Carrière <mcarrier@cmhc-schl.gc.ca>; Julie-Anne Lafreniere <jalafren@cmhc-schl.gc.ca>; Stéphane Durocher <sduroche@cmhc-schl.gc.ca>
Subject: Congratulations!

Hi warriors!

I got goosebumps (again!) watching the brand video. I know there's a gigantic group of hard working individuals behind all this work – but I would definitely miss some people if I tried to include everyone. I still want to pass along my congratulations on this initial announcement of our new brand. The amount of blood, sweat and tears that was clearly behind this (and then put on hold due to the pandemic) has definitely not gone unnoticed and even though some of you have moved onto new roles, I hope you're all beaming today!

At a time where I'm often feeling discouraged (mostly due to the current situation), today I am feeling happy and proud!

I know it doesn't mean as much coming from someone who isn't in the senior ranks, but please pass along my congratulations to all of the amazing folks who had any part to play!

Hope to see you soon!

C

Christine Carkner
 User Experience Stream, Lead – CRM Squad
 Business Optimization and Systems
ccarkner@cmhc.ca
 T: 613-748-2035
 C:
 LinkedIn: <https://ca.linkedin.com/in/christine-carkner>
 700 Montreal Road, A3-402, Ottawa, ON
 Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca



Christine Carkner
 Responsable, Volet Expérience utilisateur – Escouade GRC
 Optimisation et systèmes opérationnels
ccarkner@schl.ca
 T : 613 748-2035
 C :
 LinkedIn: <https://ca.linkedin.com/in/christine-carkner>
 700, Chemin Montreal, A3-402, Ottawa, ON
 Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca



Follow CMHC on Twitter, LinkedIn, Facebook and YouTube / Suivez la SCHL sur Twitter, LinkedIn, Facebook et YouTube

Mélanie Larose

From: Caroline Joannis
Sent: September-17-20 10:31 AM
To: Luisa Atkinson
Subject: RE: congratulations!

Thank you so much! ☺

From: Luisa Atkinson <latkinso@cmhc-schl.gc.ca>
Sent: September-17-20 10:28 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: congratulations!

Your amazing perseverance paid off! Congratulations to you and the team ☺



Luisa Atkinson (she/her)
Director, Business Partnerships, People and Strategy
Directeur Partenariats d'affaires, Personnes et Stratégie
Canada Mortgage and Housing Corporation

Mélanie Larose

From: Caroline Joannis
Sent: September-03-20 2:46 PM
To: Allison Hamilton
Subject: RE: Corporate Plan Question

Hi! Just spoke with Eleanor, she'll reach out to Jake and talk to MCT about what approach we want to take and will circle back.

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Sent: September-03-20 2:02 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: FW: Corporate Plan Question

Hey Caroline,

Can you take a quick look at the note below? I think you said that we aren't making any changes to the corporate plan, but I want to make sure nothing has changed since we last talked.

Thanks!
Allison

From: Jacob Tourand <jtourand@cmhc-schl.gc.ca>
Sent: Thursday, September 3, 2020 12:43:54 PM
To: Chelsea Murray <camurray@cmhc-schl.gc.ca>
Subject: Corporate Plan Question

Hi Chelsea,

I hope you enjoyed your days off!

I have a quick question. We received feedback from ESDC on the CP and one of the points was "There is no mention of any change to the Corporation's name and logo. Does the Corporation still intend to change its name and logo? If so, this should be mentioned in the plan."

I am hoping you would have some insight on this?

Thanks for your help!

Jake

Jake Tourand
Project Coordination Officer, Corporate Strategy Development

Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca



STRATÉGIE
NATIONALE
SUR LE LOGEMENT

Mélanie Larose

From: Caroline Joannis
Sent: September-02-20 5:50 PM
To: Marie-Claude Tremblay; Christina Haddad
Cc: Cynthia Morgan
Subject: RE: discussion on branding - hold the time if required

I think we are probably ok for this week – Christina, what do you think?

From: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>
Sent: September-02-20 5:30 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>
Cc: Cynthia Morgan <cmorgan@cmhc-schl.gc.ca>
Subject: RE: discussion on branding - hold the time if required

Just checking in to see if we need time on branding tomorrow... ? If so, could I suggest moving at 1:00 during Christina's and my 1:1? Thanks.

-----Original Appointment-----

From: Marie-Claude Tremblay
Sent: August-19-20 2:52 PM
To: Marie-Claude Tremblay; Caroline Joannis; Christina Haddad
Subject: discussion on branding - hold the time if required
When: September-03-20 4:30 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Skype Meeting

Join Skype Meeting

Trouble Joining? [Try Skype Web App](#)

Join by phone

[+1 647-749-0223](#) (Dial-in Number) English (United States)

[Find a local number](#)

Conference ID: 134540175

[Forgot your dial-in PIN?](#) | [Help](#)

Toll-free number: 1-844-897-2642 * Winnipeg: 1-204-815-6149 * Montreal: 1-438-320-1622 * Vancouver: 1-604-449-5196 * Ottawa: 1-613-319-4305 * Halifax: 1-902-701-0549

Mélanie Larose

From: Caroline Joannis
Sent: October-19-20 4:55 PM
To: Christina Haddad
Subject: RE: Draft 1 - Brand Relaunch

Excellent! Let's see what happens now... 😊

From: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Sent: October-19-20 1:52 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Draft 1 - Brand Relaunch

I like it Caroline! Thank you!
 I will forward to MCT for her feedback.

C

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: October-16-20 11:31 AM
To: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: Draft 1 - Brand Relaunch

Hi Christina,
 As promised, here is the first draft for your review.
 Caroline

Caroline Joannis
 Manager, Corporate Brand Management | The Studio
cnjoanis@cmhc-schl.gc.ca
 T: 613-748-2459
 C:
 700 Montreal Road, Ottawa, ON
 Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

Caroline Joannis
 Gestionnaire, Image de marque | Le Studio
cnjoanis@cmhc-schl.gc.ca
 T : 613 748-2459
 C :
 700, Chemin Montreal, Ottawa, ON
 Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca



Mélanie Larose

From: Caroline Joanisse
Sent: September-16-20 12:04 PM
To: Charles Sauriol
Subject: RE: Evan Blog - French

I think it was so it doesn't interfere with the G&M event correct? We don't want surprises. What time is that?

From: Charles Sauriol <csauriol@cmhc-schl.gc.ca>
Sent: September-16-20 11:58 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Evan Blog - French

That's what I thought. All good. Merci.

One last thing to confirm though. I believe we had agreed to not post the blog until a bit later in the morning, closer to the CP interview, which is just before the PL call.

So we would post around 11 am ? Makes sense?

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: September-16-20 10:34 AM
To: Charles Sauriol <csauriol@cmhc-schl.gc.ca>
Subject: RE: Evan Blog - French

Salut, I didn't make any changes – I was talking about the original suggestions I had made on the very first version and it caused confusion. I would never change something after it's been approved...

From: Charles Sauriol <csauriol@cmhc-schl.gc.ca>
Sent: September-16-20 10:14 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Evan Blog - French

I was not successful in getting that line out of the blog. Difficult to make edits period.

However, Anik mentioned you made an edit to include "planning" in the blog. But I don't see it in there. I changed "webinars" to "info sessions"

Let me know what I missed and will adapt French accordingly.

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: September-11-20 10:29 AM
To: Christina Haddad <chaddad@cmhc-schl.gc.ca>; Charles Sauriol <csauriol@cmhc-schl.gc.ca>
Subject: RE: Evan Blog - French

I would actually like to leave that whole line out – I don't think it's relevant and we address the legal name in the FAQs/Messaging.

There was no intent to change the legal name or go through the legislative process on this.

Agreed Christina, I prefer information sessions to webinars because I don't know which format we'll adopt yet.

Otherwise, I think it's great!

From: Christina Haddad <chaddad@cmhc-schl.gc.ca>

Sent: September-11-20 9:24 AM

To: Charles Sauriol <csauriol@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>

Subject: RE: Evan Blog - French

Hi Charles, merci pour ceci. Caroline pourrait avoir plus de commentaires, mais j'aimerais souligner le fait qu'au lieu de société, nous pensons plutôt compagnie pour le nom. On pourra t'offrir la bonne traduction pour ceci. Aussi, je préfère utiliser séances d'information au lieu de webinaires.

Merci
Christina

From: Charles Sauriol <csauriol@cmhc-schl.gc.ca>

Sent: September-11-20 8:22 AM

To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Christina Haddad <chaddad@cmhc-schl.gc.ca>

Subject: Evan Blog - French

Bon vendredi à vous deux. Je joins ici la version français du blogue d'Evan prévu pour la semaine prochaine.

Pourriez-vous y jeter un coup d'œil afin de s'assurer que nous avons les bons termes au niveau branding français.

J'ai mis en jaune un paragraphe vers la fin qui parle de « société d'habitation du Canada » (traduction du « Housing Canada Corporation »). Je ne suis pas certain si c'est le bon terme.

No rush mais si vous pouviez me le confirmer d'ici lundi ce serait super. Merci beaucoup.

Charles Sauriol
Senior Business Partner, Communications and Marketing
Partenaire d'affaires principal, Communications et Marketing
 613-748-2799

csauriol@cmhc.ca



Mélanie Larose

From: Caroline Joanisse
Sent: September-15-20 8:58 AM
To: Charles Sauriol; Allison Hamilton; Jennifer Drouin
Subject: RE: Evan's blog- rebrand

I don't disagree, I'm torn so let's leave it out.
I'll have the team whip something up.

From: Charles Sauriol <csauriol@cmhc-schl.gc.ca>
Sent: September-15-20 7:36 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Allison Hamilton <ahamilto@cmhc-schl.gc.ca>; Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>
Subject: RE: Evan's blog- rebrand

I'm not sure about the podcast. My worry is that it was produced in February and we may be a bit dated as it does not really reflect the current environment. Now maybe I'm being a little too risk averse.

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: September-14-20 5:48 PM
To: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>; Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>; Charles Sauriol <csauriol@cmhc-schl.gc.ca>
Subject: Re: Evan's blog- rebrand

Have we decided if we are including the podcast with the blog? If so, we have great stills from that.

Otherwise we could create an image - we had the idea of doing something pixelated - revealing the new logo. I'm sure the designers could come up with something clever. :)

Get [Outlook for iOS](#)

From: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>
Sent: Monday, September 14, 2020 5:39:27 PM
To: Jennifer Drouin <jdrouin@cmhc-schl.gc.ca>; Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: Evan's blog- rebrand

Hi,

Just a suggestion—for the image for Evan's blog on Thursday, should we feature the new logo or a still image from part of the video?

Could be a good attention-grabber... although Evan's blogs usually have great pick-up.

Passing this along before it leaves my head!

Thanks,
Allison

Allison Hamilton (she, her)
Senior Business Partner, Communications & Marketing
Canada Mortgage and Housing Corporation
613-740-5499

Mélanie Larose

From: Caroline Joanisse
Sent: September-17-20 8:49 AM
To: Jonathan Rotondo; Allison Hamilton; Engy Sedki; Sarah Laflamme
Subject: RE: For review: rebrand messaging

Jo and Engy – let's hop on a call – do you have 2 minutes?

From: Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>
Sent: September-17-20 8:48 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Allison Hamilton <ahamilto@cmhc-schl.gc.ca>; Engy Sedki <esedki@cmhc-schl.gc.ca>; Sarah Laflamme <slaflamm@cmhc-schl.gc.ca>
Subject: RE: For review: rebrand messaging

Good morning,
Any chance I could a link to the finalized messaging? We'd like it ready for the team should we get requests.
Thanks,
J

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: September-09-20 4:16 PM
To: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>; Engy Sedki <esedki@cmhc-schl.gc.ca>; Sarah Laflamme <slaflamm@cmhc-schl.gc.ca>; Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>
Subject: RE: For review: rebrand messaging

Absolutely.

I just added my comments in the last 30min.

From: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>
Sent: September-09-20 4:12 PM
To: Engy Sedki <esedki@cmhc-schl.gc.ca>; Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Sarah Laflamme <slaflamm@cmhc-schl.gc.ca>; Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>
Subject: RE: For review: rebrand messaging

Great edits Engy & Jonathan!

Caroline added some comments as well (the time stamps are weird so I can't tell if it was before or after your edits).

Can we do our final checks by noon tomorrow? Then Caroline, you could send to the next layer of approvals? Does that work?

From: Engy Sedki <esedki@cmhc-schl.gc.ca>
Sent: September-09-20 2:50 PM
To: Allison Hamilton <ahamilto@cmhc-schl.gc.ca>; Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Sarah Laflamme <slaflamm@cmhc-schl.gc.ca>; Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>
Subject: RE: For review: rebrand messaging

Hi guys,

Jonathan and I had a quick chat and added in some stuff together (although I'd like to take another look once it's settled a bit). Did you still want to meet about this?

Engy

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>

Sent: September-08-20 8:49 PM

To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Engy Sedki <esedki@cmhc-schl.gc.ca>; Sarah Laflamme <slaflamm@cmhc-schl.gc.ca>

Subject: For review: rebrand messaging

Hey,

I've pulled together some messaging and FAQs based on the work done previously. Please take a look and edit, add, delete... whatever you see fit!

A few notes:

- You'll see one set of key messages and one set of FAQs. We had separate internal and external documents before, but I think it's simpler to have one set at this stage. Perhaps once the rollout begins next year, we'll need targeted internal messaging/FAQs and targeted external messaging/FAQs.
- I went with more straight-forward key messages. There may be a desire or need for the key messages to tell more of the story. I can see advantages to both. Let me know what you guys think.
- I kept a lot of the FAQs we had prepared before and just updated some of the answers to fit our new scenario. You may think some are unnecessary at this point, so please note those ones when you read through.
- Also note the section on messaging for the Minister's Office- should Derek and/or Joe review?
- Can we loop in Jen D.? We'll need her team's support to post some of this material in Agora so we can link to it in the email to PLs.

I think that's it for now. I'd like to submit this package to Linguistics on Thursday (with previously translated reference material) so it can be ready for Monday/Tuesday. I realize we might not have the final version by Thursday, but I think it's safer to get it going and update the request as needed.

Thanks!

Allison

Allison Hamilton (she, her)

Senior Business Partner, Communications & Marketing

Canada Mortgage and Housing Corporation

613-740-5499

Page 177
is a duplicate

Mélanie Larose

From: Caroline Joannis
Sent: September-16-20 9:23 AM
To: Evan Siddall; Christina Haddad; Marie-Claude Tremblay; Anik Génier
Subject: RE: FwDiligent Boards Annotations 2020-09-16

Thank you, will update accordingly.
Caroline

From: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Sent: September-16-20 9:20 AM
To: Christina Haddad <chaddad@cmhc-schl.gc.ca>; Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Anik Génier <agenier@cmhc-schl.gc.ca>
Subject: FwDiligent Boards Annotations 2020-09-16

My edits attached.

E

Mélanie Larose

From: Caroline Joanisse
Sent: September-03-20 1:58 PM
To: Patrice Albert
Subject: RE: Housing Canada

MERCI! Forgot to respond to you!! ☺

From: Patrice Albert <palbert@cmhc-schl.gc.ca>
Sent: August-31-20 3:48 PM
To: Habib Qubad <hqubad@cmhc-schl.gc.ca>; Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Cc: Robert Joanisse <rjoaniss@cmhc-schl.gc.ca>; Rory de Loë <rdeloe@cmhc-schl.gc.ca>
Subject: RE: Housing Canada

Hi,

I'm sharing my latest list of registered domains for your convenience.

Cheers,
Patrice

From: Habib Qubad <hqubad@cmhc-schl.gc.ca>
Sent: August-31-20 2:36 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Patrice Albert <palbert@cmhc-schl.gc.ca>
Cc: Robert Joanisse <rjoaniss@cmhc-schl.gc.ca>; Rory de Loë <rdeloe@cmhc-schl.gc.ca>
Subject: RE: Housing Canada

+ Patrice

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: August-31-20 2:27 PM
To: Rory de Loë <rdeloe@cmhc-schl.gc.ca>
Cc: Habib Qubad <hqubad@cmhc-schl.gc.ca>; Robert Joanisse <rjoaniss@cmhc-schl.gc.ca>
Subject: Housing Canada
Importance: High

Hi Gang!

Question for Evan – please answer asap ☺

@Rory, Can you please give me a list of the URLs we secured for Housing Canada/Habitation Canada?
@Habib and Rob, what was IT's stand on it again? They had a recommendation – I can't remember where we landed....

Thanks!
Caro

Caroline Joanisse

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca**Caroline Joanisse**

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca

**Pages 181 to 182
are duplicates**

Mélanie Larose

From: Veronique Gravel <vgravel@banfield.agency>
Sent: September-19-20 5:55 PM
To: Caroline Joanisse
Subject: Re: Not sure if you've seen the news but.... it's OUT there!

Salut Caro!! Thanks for flagging this news! This is big!

Comment ça va toi? Ça te dirait d'aller prendre un verre bientôt? Patio avant que ça devient plus frais? 😊 Ça serait le fun d'avoir de tes nouvelles!

Vero

Véronique Gravel

Director of Client Services, Partner
 Directrice service-conseil, Associée

T 613.722.6832 x262
 M

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Date: Friday, September 18, 2020 at 4:07 PM
To: Lindsay Gavey <lgavey@banfield.agency>, Veronique Gravel <vgravel@banfield.agency>
Subject: Not sure if you've seen the news but.... it's OUT there!

Article came out last night! Eeeek.....Couldn't not have done this without your support which seems so long ago now! 😊

<https://www.ctvnews.ca/business/canada-mortgage-and-housing-corp-to-get-new-name-to-better-reflect-changing-mandate-1.5109640>

Thank you for everything!
 Caroline

Caroline Joanisse

Manager, Corporate Brand Management | The Studio
cnjoanis@cmhc-schl.gc.ca
 T: 613-748-2459
 C:
 700 Montreal Road, Ottawa, ON
 Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

Caroline Joanisse

Gestionnaire, Image de marque | Le Studio
cnjoanis@cmhc-schl.gc.ca
 T : 613 748-2459
 C :
 700, Chemin Montreal, Ottawa, ON
 Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca



NOTICE: This email message, including any attachments, is confidential, subject to copyright and may be privileged. Any unauthorized use or disclosure is prohibited.

AVIS: Le présent message, incluant toute pièce jointe, est confidentiel, protégé par des droits d'auteur et peut contenir des renseignements privilégiés. L'utilisation ou la communication non autorisée de ces renseignements est interdite.

Mélanie Larose

From: Caroline Joannis
Sent: September-09-20 11:07 AM
To: Caterina Dattilo-Caron
Subject: RE: People Leader Call next week

Do you have time for a quick chat? Perhaps you can advise.

From: Caterina Dattilo-Caron <cdattilo@cmhc-schl.gc.ca>
Sent: September-09-20 11:02 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: Cynthia Morgan <cmorgan@cmhc-schl.gc.ca>
Subject: RE: People Leader Call next week

Hi Caroline – how much time (the minimum that you would need) as the agenda is full or close to. I have copied Cynthia. And, can this wait until next month or would this serve as the advance note to PLs?

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: September-09-20 10:58 AM
To: Caterina Dattilo-Caron <cdattilo@cmhc-schl.gc.ca>
Subject: People Leader Call next week

Hi Cat,
 Sorry for the last minute request but do you have time in the schedule for a Brand Update/Presentation on the 17th?
 Thanks!
 Caroline

Caroline Joannis
 Manager, Corporate Brand Management | The Studio
cnjoanis@cmhc-schl.gc.ca
 T: 613-748-2459
 C:
 700 Montreal Road, Ottawa, ON
 Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

Caroline Joannis
 Gestionnaire, Image de marque | Le Studio
cnjoanis@cmhc-schl.gc.ca
 T : 613 748-2459
 C :
 700, Chemin Montreal, Ottawa, ON
 Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca



Mélanie Larose

From: Caroline Joanisse
Sent: September-03-20 12:47 PM
To: Charles Sauriol; Jonathan Lefebvre
Cc: Jonathan Rotondo
Subject: Re: Podcast

I'll flip them to you and the videos. It does have more of done deal feel but I'm ok with that ;) It's not specific on timing and says it will take time to implement.

Get [Outlook for iOS](#)

From: Charles Sauriol <csauriol@cmhc-schl.gc.ca>
Sent: Thursday, September 3, 2020 12:44:46 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Jonathan Lefebvre <jblefebv@cmhc-schl.gc.ca>
Cc: Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>
Subject: RE: Podcast

I was thinking about that last week and wondering the same thing. Is it still relevant?

If I remember correctly, the podcast positioned it as a done deal and we're moving forward with the rebrand. Are we ok in saying it that way this time around? Just thinking out loud...

Also, in the blog post there is reference to a video (?) not sure if that's accurate.

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: September-03-20 12:33 PM
To: Charles Sauriol <csauriol@cmhc-schl.gc.ca>; Jonathan Lefebvre <jblefebv@cmhc-schl.gc.ca>
Cc: Jonathan Rotondo <jrotondo@cmhc-schl.gc.ca>
Subject: Podcast

Just came across the podcast we had done for the rebrand – any thoughts on including that in the blog post? There is no mention of Covid and its impact but I think it still works and is relevant – and light hearted which might be nice.

Caroline Joanisse

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joanisse

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca



Mélanie Larose

From: Caroline Joanisse
Sent: September-08-20 1:16 PM
To: Allison Hamilton
Subject: RE: questions- rebrand messaging

Yes, absolutely. I'm meeting with Engy soon. Do you want to chat after the planning meeting – just the two of us and go from there?

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Sent: September-08-20 1:10 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: questions- rebrand messaging

My long weekend was good, too!

Do you think we could have a quick meeting with some of the people involved in planning for the rebrand release?

I'm just thinking it might be good to get on the same page to make sure we have all the gaps filled. We'll have messaging and FAQs to respond to staff and media. Are we going to give people leaders a 'heads up'? We should provide client-facing staff with the messaging and some instruction on what to say if asked questions by their clients. Will the Contact Centre get a 'heads up'?

I'm happy to pull the meeting together... I just don't know who knows what?!

Let me know what you think.

Thanks,
Allison

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: September-08-20 9:24 AM
To: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Subject: RE: questions- rebrand messaging

Good morning! I sure did – hope you did too.
I'm ok with you proposed approach – as far as I know, nothing has changed – but you know how that goes ;)

From: Allison Hamilton <ahamilton@cmhc-schl.gc.ca>
Sent: September-08-20 9:18 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: questions- rebrand messaging

Hey,

I hope you had a nice long weekend.

I was reviewing the messaging in Teams that was prepared for the previous April launch and a couple of things have come to mind that I want to run by you before going much further:

- To keep things a bit simpler, I am suggesting we have one set of key messages, with some FAQs
- For our internal audience, people leaders and employees can refer back to Evan's blog

Are you OK with this approach? Has anything changed since earlier last week that might impact the messaging?

If this is OK with you, I'll send you drafts by end of day today.

Thanks,
Allison

Allison Hamilton (she, her)
Senior Business Partner, Communications & Marketing
Canada Mortgage and Housing Corporation
613-740-5499

Mélanie Larose

From: Caroline Joannis
Sent: September-14-20 3:00 PM
To: Colette Kikongi
Cc: Robyn Neal
Subject: RE: REBRAND - Messaging + Q&A

I know right?! 😊
Do let me know if you see any glaring gaps!

From: Colette Kikongi <ckikongi@cmhc-schl.gc.ca>
Sent: September-14-20 2:44 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: Robyn Neal <rneal@cmhc-schl.gc.ca>
Subject: RE: REBRAND - Messaging + Q&A

Thank you!
And of course – this is for our eyes only.

Have a great afternoon!
(This is exciting!!!! 😊)

Colette Kikongi
Gestionnaire (intérim), Relations Clients | Clients Relations Manager (interim)
Société canadienne d'hypothèques et de logement | www.schl.ca
ckikongi@schl.ca | (514) 283-2215

Veuillez me répondre dans la langue officielle de votre choix - Please feel free to respond in the official language of your choice

De : Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Envoyé : septembre-14-20 14:32
À : Colette Kikongi <ckikongi@cmhc-schl.gc.ca>
Cc : Robyn Neal <rneal@cmhc-schl.gc.ca>
Objet : RE: REBRAND - Messaging + Q&A

Here it is – please note this is still a draft and should not be shared.

From: Colette Kikongi <ckikongi@cmhc-schl.gc.ca>
Sent: September-14-20 2:27 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: Robyn Neal <rneal@cmhc-schl.gc.ca>
Subject: REBRAND - Messaging + Q&A

Salut Caroline!!!

If you may forward us the messaging + Q&A for the upcoming announcement, it would be great.
Thank you!

Colette Kikongi

Gestionnaire (intérim), Relations Clients | Clients Relations Manager (interim)

Société canadienne d'hypothèques et de logement | www.schl.ca

ckikongi@schl.ca | (514) 283-2215

Veillez me répondre dans la langue officielle de votre choix - Please feel free to respond in the official language of your choice

Mélanie Larose

From: Matt Hewett
Sent: October-05-20 5:27 PM
To: Shelley Rouble
Cc: Sue Mcdonald; Caroline Joannis
Subject: RE: Rebrand Financial Details
Attachments: Rebranding_GoLiveDatePostponement_IA_v7.pptx

Apologies Shelley. Here is the deck attached. Let me know if you have any questions. Note, I may not be the IT lead on rebooting the IT work here. Lyse Chamberland will have to gauge workloads across the team to see who would be best positioned to assist you.

Matt

Matt Hewett
Sr Specialist, IT Portfolio
mhewett@cmhc-schl.gc.ca

From: Shelley Rouble <srouble@cmhc-schl.gc.ca>
Sent: October-05-20 4:43 PM
To: Matt Hewett <mhewett@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: Sue Mcdonald <smcdonal@cmhc-schl.gc.ca>
Subject: RE: Rebrand Financial Details

Hi Matt,
Thank you for sending this link, unfortunately when I click on it, it says it no longer exists. Can you provide a new link, or give us more detail on the specifics?

Thanks,
Shelley

From: Matt Hewett <mhewett@cmhc-schl.gc.ca>
Sent: October 2, 2020 2:13 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: Shelley Rouble <srouble@cmhc-schl.gc.ca>
Subject: FW: Rebrand Financial Details

Caro – here is the information your requested. Let me know if this fits the bill. Bon weekend! Matt

Matt Hewett
Sr Specialist, IT Portfolio
mhewett@cmhc-schl.gc.ca

From: Cattran, Michael R. <michael.r.cattran@accenture.com>
Sent: October-02-20 10:22 AM
To: Reid, Allan M. <allan.m.reid@accenture.com>; Matt Hewett <mhewett@cmhc-schl.gc.ca>; Timothy Bryant

<timothy.bryant@accenture.com>

Subject: RE: Rebrand Financial Details

20(1)(b)

Thanks Al,

Matt, those numbers align with what we have in version 7 of the postponement deck. Can be found in this folder:

Regards,
Mike

From: Reid, Allan M. <allan.m.reid@accenture.com>

Sent: Friday, October 2, 2020 10:16 AM

To: Cattran, Michael R. <michael.r.cattran@accenture.com>; Matt Hewett <mhewett@cmhc-schl.gc.ca>; Bryant, Timothy <timothy.bryant@accenture.com>

Subject: RE: Rebrand Financial Details

Hi Mike,

Correct, the rebrand project is PO 101.0. As an fyi, here are the payment records that I have:

- Project kickoff Mar.2 -
- M1 Mar.27 -
- M2a May 13 -
- M2 – to be restarted
- M3 – to be restarted

Allan Reid PMP | Accenture |
Ottawa Canada
Mobile

From: Cattran, Michael R. <michael.r.cattran@accenture.com>

Sent: Friday, October 2, 2020 9:45 AM

To: Matt Hewett <mhewett@cmhc-schl.gc.ca>; Bryant, Timothy <timothy.bryant@accenture.com>; Reid, Allan M. <allan.m.reid@accenture.com>

Subject: RE: Rebrand Financial Details

Hey Matt, I will loop in @Reid, Allan M..

Al, this would be for PO101.

Regards,
Mike

From: Matt Hewett <mhewett@cmhc-schl.gc.ca>

Sent: Friday, October 2, 2020 9:42 AM

To: Cattran, Michael R. <michael.r.cattran@accenture.com>; Bryant, Timothy <timothy.bryant@accenture.com>

Subject: [External] FW: Rebrand Financial Details

This message is from an EXTERNAL SENDER - be CAUTIOUS, particularly with links and attachments.

Hi Mike / Tim – can you help me answer Caro’s question below? Or, would this be better asked to ITPRMO? Matt

Matt Hewett

Sr Specialist, IT Portfolio

mhewett@cmhc-schl.gc.ca

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>

Sent: October-01-20 2:05 PM

To: Matt Hewett <mhewett@cmhc-schl.gc.ca>

Cc: Shelley Rouble <srouble@cmhc-schl.gc.ca>

Subject: Rebrand Financial Details

Hi Matt! It’s been a while!! Hope you’re well.

I’m trying to track down the invoices/payments to Accenture for the rebrand work.

Can you give us project # reference details so we can dig that up?

Thank you!

Caroline

Caroline Joanisse

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joanisse

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d’hypothèques et de logement (SCHL)

www.schl.ca



NOTICE: This email message, including any attachments, is confidential, subject to copyright and may be privileged. Any unauthorized use or disclosure is prohibited.

AVIS: Le présent message, incluant toute pièce jointe, est confidentiel, protégé par des droits d'auteur et peut contenir des renseignements privilégiés. L'utilisation ou la communication non autorisée de ces renseignements est interdite.

This message is for the designated recipient only and may contain privileged, proprietary, or otherwise confidential information. If you have received it in error, please notify the sender immediately and delete the original. Any other use of the e-mail by you is prohibited. Where allowed by local law, electronic communications with Accenture and its affiliates, including e-mail and instant messaging (including content), may be scanned by our systems for the purposes of information security and assessment of internal compliance with Accenture policy. Your privacy is important to us. Accenture uses your personal data only in compliance with data protection laws. For further information on how Accenture processes your personal data, please see our privacy statement at <https://www.accenture.com/us-en/privacy-policy>.

www.accenture.com

Mélanie Larose

From: Caroline Joanisse
Sent: September-17-20 10:04 AM
To: Julie-Anne Lafreniere; Joelle Hamilton; Nadia Brazeau; Martine Carrière
Subject: RE: Seeing this on Agora this morning made me smile!

Also, it's back up.

From: Caroline Joanisse
Sent: September-17-20 10:03 AM
To: Julie-Anne Lafreniere <JALAFREN@cmhc-schl.gc.ca>; Joelle Hamilton <JHAMILTO@cmhc-schl.gc.ca>; Nadia Brazeau <nbrazeau@cmhc-schl.gc.ca>; Martine Carrière <MCARRIER@cmhc-schl.gc.ca>
Subject: RE: Seeing this on Agora this morning made me smile!

I have and will continue to respond to everyone.
Please double check with me on everything today ☺

From: Julie-Anne Lafreniere <jalafren@cmhc-schl.gc.ca>
Sent: September-17-20 9:39 AM
To: Joelle Hamilton <jhamilto@cmhc-schl.gc.ca>; Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Nadia Brazeau <nbrazeau@cmhc-schl.gc.ca>; Martine Carrière <mcarrier@cmhc-schl.gc.ca>
Subject: RE: Seeing this on Agora this morning made me smile!

Thank you Joelle! ☺

From: Joelle Hamilton <jhamilto@cmhc-schl.gc.ca>
Sent: September 17, 2020 8:49 AM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>; Nadia Brazeau <nbrazeau@cmhc-schl.gc.ca>; Martine Carrière <mcarrier@cmhc-schl.gc.ca>; Julie-Anne Lafreniere <jalafren@cmhc-schl.gc.ca>
Subject: Seeing this on Agora this morning made me smile!

CMHC employees know about all of your hard work now. This is a day to celebrate all the work you've put in on the new brand ladies!

Check out the comments on Evan's blog. ☺



Choose a site ▾

Our top tasks ▾

Agora

[Our Strategy](#)

[COVID-19](#)

[Blogs](#)

[Pay and Benefits Portal](#)

[Resources](#)

[CMHC Website](#)

[SharePoint Collaboration Hub](#)

[Workplace Well-being](#)

[Shareworthy](#)

[CMHC Sites](#)

[PACo](#)

[Recent](#)

[Branding Tiles](#)

NEED TO KNOW

Check in every **Tuesday** and **Thursday** for important timely updates.



GOOD TO KNOW

Check in **once a week** for regular updates and anything you may have missed from recent need to know posts.

Joelle Hamilton

Senior Officer, Marketing and Branding

The Studio

jhamilto@cmhc-schl.gc.ca

Telephone: 613 748-2071

700 Montreal Road, Ottawa, ON, K1A 0P7

Canada Mortgage and Housing Corporation (CMHC)

Joelle Hamilton

Agente principale, Marketing et image de marque

Le Studio

jhamilto@cmhc-schl.gc.ca

Téléphone : 613 748-2071

700, Chemin Montreal, Ottawa, ON, K1A 0P7

Société canadienne d'hypothèques et de logement (SCHL)

Mélanie Larose

From: Christina Haddad
Sent: November-10-20 9:59 AM
To: Caroline Joannis
Subject: RE: Updated key messages and Q&A - Brand

Ok merci.

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: November-10-20 9:57 AM
To: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: RE: Updated key messages and Q&A - Brand

Your note is going to People Leaders and the Key Messages will be on Agora – not a post of its own, just made available.

From: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Sent: November-10-20 9:49 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Updated key messages and Q&A - Brand

All good Caroline. Is the plan for this to be emailed to all People Leaders or posted on Agora? I would prefer the PL route. This way also the P's office will get it.

Thanks
Christina

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: November-10-20 9:26 AM
To: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Subject: RE: Updated key messages and Q&A - Brand

Wonderful, thank you. She was ok with your note.

From: Christina Haddad <chaddad@cmhc-schl.gc.ca>
Sent: November-10-20 9:22 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: Re: Updated key messages and Q&A - Brand

Ok disregard my precious email. I will review and get back to you.

Get [Outlook for iOS](#)

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: Tuesday, November 10, 2020 8:49 AM
To: Christina Haddad
Subject: Updated key messages and Q&A - Brand

Good morning,

We have updated the key messages and FAQs.

We also added a line to your note that refers to the updated key messages.

Caroline

Caroline Joanisse

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joanisse

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca



Mélanie Larose

From: Caroline Joannis
Sent: November-16-20 10:01 AM
To: Heather Brennae
Subject: RE: Updated Messaging

Wonderful, merci!

From: Heather Brennae <hbrennae@cmhc-schl.gc.ca>
Sent: November-16-20 10:00 AM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Updated Messaging

Thanks. I will share with the sector operations team as they have brand messaging in their covid key messages doc.

Heather

From: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Sent: November-16-20 9:55 AM
To: Heather Brennae <hbrennae@cmhc-schl.gc.ca>
Subject: Updated Messaging

The updated key messaging is here in TEAMS:
 in [EN](#) and [FR](#).

Or here:

Caroline Joannis

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joannis

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca



Key messages

- The COVID-19 pandemic has underscored the importance of a safe and affordable place to call home.
- As homes have become a sanctuary like never before, a new brand would better reflect all that we do – our unwavering commitment to provide housing solutions for Canadians and our aspiration that *by 2030, everyone in Canada will have a home that they can afford and that meets their needs*.
- CMHC is considering transitioning to a new brand, with a potential new name (Housing Canada) and an updated logo that is fresh and contemporary, yet pays tribute to our past by retaining the chevron that has been our main identifier for 75 years.
- While this work was completed in 2019 and intended to be announced in early 2020, given the prolonged state of the pandemic and its impact, we have decided to put these plans on hold as we work to support the government and help Canadians through this unprecedented time.
- We will provide updated timelines as soon as we have this information to share.

FAQs

OVERALL CHANGE

Why would we change our brand and why now?

- After WWII, CMHC was created to address the need for affordable housing for the men and women in service returning to Canada. Some 75 years later, Canadians continue to count on us in difficult times.
- The Housing Canada brand was developed to amplify all of the work we've done to date to reposition our company to deliver on our bold aspiration. It gives us the tools to communicate who we are in a more powerful, persuasive way.
- Housing affordability is a daily preoccupation in Canada, and the words we use to communicate with Canadians support the reach and clarity of our message.
- A clear understanding of who we are will help us in building the innovative partnerships we need to develop better policies and programs that continue to make a difference in the lives of Canadians.
- Our new name would be more reflective of all that we do and the updated visual identity is fresh and contemporary, yet pays tribute to our past by retaining the chevron that has been our main identifier for decades.
- The current pandemic and the importance of housing as a fundamental need presents us with an opportunity to refocus our efforts for the good of Canadians.
- The potential new brand would amplify all of the work we've done to date to reposition our company to deliver on our bold aspiration that reflects both our assisted housing activities and our role preserving the continuous functioning of housing markets in Canada in times of economic and financial stress. It would underscore the need for greater clarity in how we present ourselves.
- While this work was completed in 2019 and intended to be announced in early 2020, the prolonged state of the COVID-19 pandemic has put these plans on hold as we work to support the government and help Canadians through this unprecedented time.

When could a rebrand come into effect?

- We will provide updates on timelines as soon as we have this information to share.
- We value our partners and clients and will work closely with them to assess what impacts this change might have on them.
- This is about relating to more clients in a more meaningful way.
- Our legal name for contractual and other purposes will continue to be Canada Mortgage and Housing Corporation. This means that existing contracts and agreements continue to be valid unless a decision is made to update legislation to change our name to 'Housing Canada Company' or something like that.

What was the process to arrive at the new brand?

- We initiated a brand review with the help of an external marketing agency in 2018. The review included an inventory of our current branding materials, a look at other brands in the industry, and surveys on the perceptions of Canadians, clients, and employees.
- The review found that while CMHC's brand was trusted, it was also outdated, unfocused and inconsistent, and not aligned with our company's new aspiration, personality and culture.
- CMHC's Board of Directors accepted the recommendation to evaluate options for a new brand.

Who was consulted?

- The potential new brand was developed in consultation with a representation of internal and external clients and partners. This was the foundation for new visual identity and message guidelines.

Will CMHC be doing additional consultations?

- No, we are not doing additional consultations.
- In 2018 and 2019, we conducted focus groups and reviewed surveys on perceptions of Canadians, clients and employees.
- In August 2019, our Board approved the transition to a new brand.
- With COVID-19, we put these plans on hold as we worked to support the government and help Canadians through this unprecedented time.

Is CMHC abandoning its mandate of facilitating home ownership?

- A new brand would reinforce our clear mandate and aspiration – we exist so that *everyone in Canada will have a home they can afford and that meets their needs*.
- We support both homeownership and other forms of housing, including large residential rental properties (e.g., rental apartments, student housing).

Your CEO is slated to leave at the end of the year. So why are you making these changes now?

- CMHC has undergone a tremendous transformation over the last seven years, modernizing our company, fostering a culture of innovation and performance and refocusing on our goal. This rebrand would be the next step in our evolution.
- CMHC has 2,000 employees; none of us is irreplaceable and a new brand celebrates the whole being greater than a sum of 2,000 parts.

Isn't it wasteful to spend taxpayers' money on promoting a new brand when there is a shortage of funding for affordable housing?

- We hope a new brand would galvanize more potential relationships for us towards our housing goal – it's an inexpensive way to promote our vision.
- There is no new or additional budget required to promote or advertise a new brand.
- Existing communications and marketing channels will be used to promote a new brand.
- Minimal costs associated with developing the potential new brand were incurred pre-pandemic.
- Without an updated brand, we would risk missing opportunities to attract and work with partners who can help us deliver innovative solutions that will contribute to our aspiration.

PRODUCTS AND SERVICES

Are programs/services/funding changing?

- No. We will continue to introduce new programs and initiatives as we roll-out Canada's National Housing Strategy (NHS), a 10-year, \$55-billion plan to improve access to affordable housing for vulnerable Canadians.
- A new brand would not affect new or existing programs, including NHS initiatives and our commercial activities in the areas of mortgage loan insurance and mortgage funding.

Will new products and services be offered?

- The potential new brand is not linked to our products or services, new or otherwise.
- However, we will continue to introduce new programs and initiatives as we roll-out Canada's National Housing Strategy (NHS), a 10-year, \$55-billion plan to improve access to affordable housing for vulnerable Canadians.

COMMERCIAL BUSINESS

Is CMHC getting out of the mortgage loan insurance (MLI) business?

- No, MLI continues to be an important area of our business. We will continue to offer MLI to qualified homebuyers and developers of multi-unit properties.
- We will continue to offer MLI in all parts of the country and support both homeownership and other forms of housing, including large residential rental properties (e.g., rental apartments, student housing).

Is emili being updated? My systems interact with emili, what will be the impact for me?

- emili is being updated as part of a separate project. Although the planned changes are not related to the new brand, changes to your systems may be needed once emili is updated.
- We would discuss any potential changes with affected parties when we would start the rollout of a new brand.

CONTACTING CMHC/HOUSING CANADA

Will the potential new brand change my relationship with CMHC/Housing Canada?

- The potential new brand itself will not affect your relationships with CMHC/Housing Canada and its staff. We will continue to provide the same expertise and trusted services that you count on, and we hope a new brand would galvanize a stronger connection with our clients.

Are e-mail addresses changing for CMHC employees? What about the website URL?

- Email addresses, the website URL and social media handles would change with a new brand.
- New email addresses would come into effect in line with the rollout of the new brand. For an extended period emails sent to old addresses and links to the old URL would be redirected to the new ones.

CHANGING DOCUMENTATION

Would my documentation with the current logo need to be updated? If so, by when?

- We would provide more information on this if the rollout of a new brand proceeds.

What would be the cost and environmental impact of a new brand?

- We have significantly reduced our use of printed materials in recent years. This means that most of the branding changes will take place online (website, social media, online forms and stationary), at minimal cost.
- Any new printed products that are needed as a result of the potential new brand will be produced on-demand only and using recycled materials. Materials that use our previous name and logo would be properly recycled.

MESSAGING FOR MINISTER

How much is the government spending to potentially rebrand CMHC? Will this money come from housing programs?

- Our Government's historic investment in affordable housing initiatives has not changed.
- Any costs associated with a potential rebrand will come from CMHC's own budget. No funding for government housing programs (appropriations) will be used.
- No money would be spent on paid marketing initiatives related to this rebrand.

Does this mean CMHC will have a new mandate? Are more programs and initiatives coming?

- CMHC's mandate has not changed.
- CMHC, under the potential new name Housing Canada, will continue to introduce new programs and initiatives as we roll-out Canada's National Housing Strategy (NHS), a 10-year, \$55-billion plan to improve access to affordable housing for vulnerable Canadians.
- The potential new brand will not affect new or existing programs, including NHS initiatives and commercial activities in the areas of mortgage loan insurance and mortgage funding.

How would a name change help Canadians without a safe or affordable place to call home?

- CMHC continues to lead Canada's first National Housing Strategy, a 10-year, \$55+ billion plan that will give more Canadians a place to call home.
- Potentially rebranding CMHC as Housing Canada is an important step closer to achieving that goal, demonstrating a clear commitment to providing housing solutions for everyone.
- We will take every opportunity to ensure that the federal government continues to play a role in improving housing affordability for our most vulnerable neighbours.

Messaging for clients

- You may have heard that CMHC is considering transitioning to a new brand.
- Given the prolonged state of the pandemic and its impact, including delivering on the important government measures to support Canadians, we have decided to put this on hold.
- We understand that these changes may impact you as our client/partner. Should a change take place, we would work closely with you to ensure a smooth transition.
- We will keep you updated.

Supporting messages

- We would have a potential new name (Housing Canada) and an updated logo that is fresh and contemporary yet pays tribute to our past by retaining the chevron that has been our main identifier for 75 years.
- The COVID-19 pandemic has underscored the importance of a safe and affordable place to call home. As homes have become a sanctuary like never before, our new brand would better reflect all that we do – our unwavering commitment to provide housing solutions for Canadians and our aspiration that *by 2030, everyone in Canada will have a home that they can afford and that meets their needs*.
- The potential new brand will not affect new or existing programs, including NHS initiatives and our commercial activities in the areas of mortgage loan insurance and mortgage funding.
- Please also note that we will not be changing our legal name for contractual and other purposes. Existing contracts and agreements referring to Canada Mortgage and Housing Corporation will continue to be valid.

**Update on rebrand
Email to PLs**

Sender: Christina Haddad
Email subject: Update on our rebrand

Following the [September announcement](#) about our brand, I'd like to provide an update on the next steps.

Given the prolonged state of the pandemic and its impact, including delivering on the important government measures to support Canadians, we have decided to hold on the planned launch of our new brand, which was tentatively scheduled for spring 2021. As a result, the information sessions to be hosted by Caroline Joannis will be postponed from Q4 2020 to 2021.

We will keep you updated on this project, including the refreshed dates and implementation plan as well as the impact on clients, as soon as we have all this information to share.

You can find [updated key messages on Agora](#).

If you have any questions on how this might affect your team's work, please feel free to reach out to [Caroline](#) directly.

Christina

Expéditeur : Christina Haddad
Objet du courriel : Le point sur notre nouvelle image de marque

À la suite de [l'annonce de septembre](#) au sujet de notre image de marque, j'aimerais faire le point sur les prochaines étapes.

Étant donné l'état prolongé de la pandémie et ses répercussions, y compris la mise en œuvre des mesures gouvernementales importantes visant à soutenir les Canadiens, nous avons décidé de reporter le lancement de notre nouvelle image de marque, qui était provisoirement prévu pour le printemps 2021. Par conséquent, les séances d'information animées par Caroline Joannis seront reportées du quatrième trimestre de 2020 à 2021.

Nous vous tiendrons au courant de ce projet, des dates de mise à jour et du plan de mise en œuvre, ainsi que de l'incidence sur les clients, dès que ces renseignements seront prêts à être communiqués.

Vous trouverez [des messages clés mis à jour dans Agora](#).

Si vous avez des questions sur l'incidence que cela pourrait avoir sur le travail de votre équipe, n'hésitez pas à communiquer directement avec [Caroline](#).

Christina

Mélanie Larose

From: Christina Haddad
Sent: November-20-20 11:42 AM
To: z-People Leaders; z-Advisors - Conseillers
Cc: z-Executive Committee Members; z-Management Committee Members
Subject: Update on our rebrand - Le point sur notre nouvelle image de marque

Hello, bonjour,

Following the [September announcement](#) about our brand, I'd like to provide an update on the next steps.

Given the prolonged state of the pandemic and its impact, including delivering on the important government measures to support Canadians, we have decided to hold on the planned launch of our new brand, which was tentatively scheduled for spring 2021. As a result, the information sessions to be hosted by Caroline Joannis will be postponed from Q4 2020 to 2021.

We will keep you updated on this project, including the refreshed dates and implementation plan as well as the impact on clients, as soon as we have all this information to share.

You can find [updated key messages on Agora](#).

If you have any questions on how this might affect your team's work, please feel free to reach out to [Caroline](#) directly.

À la suite de [l'annonce de septembre](#) au sujet de notre image de marque, j'aimerais faire le point sur les prochaines étapes.

Étant donné l'état prolongé de la pandémie et ses répercussions, y compris la mise en œuvre des mesures gouvernementales importantes visant à soutenir les Canadiens, nous avons décidé de reporter le lancement de notre nouvelle image de marque, qui était provisoirement prévu pour le printemps 2021. Par conséquent, les séances d'information animées par Caroline Joannis seront reportées du quatrième trimestre de 2020 à 2021.

Nous vous tiendrons au courant de ce projet, des dates de mise à jour et du plan de mise en œuvre, ainsi que de l'incidence sur les clients, dès que ces renseignements seront prêts à être communiqués.

Vous trouverez [des messages clés mis à jour dans Agora](#).

Si vous avez des questions sur l'incidence que cela pourrait avoir sur le travail de votre équipe, n'hésitez pas à communiquer directement avec [Caroline](#).

Christina Haddad
VP, Communications and Marketing

banfield

A marketing communications agency

CMHC

Brand Strategy v2

April 16, 2019

Introduction

Review of what makes a strong brand, objectives and outcomes

A strong brand

Research from leading global brand and marketing research company, Millward Brown, has shown that successful brand strategies of top brands:

- Create and use distinctive brand assets
- Build memory structures through meticulous consistency
- Continuous communication and distribution
- Effectively and appropriately leverage equities across related brands



Source: MillwardBrown/BrandDynamics™; BrandZ – *Most Valuable Global brands 2017*, Kantar Millward Brown © 2017

A strong brand

The combination of a meaningfully different experience and distinctive brand assets will make the CMHC brand more attractive to target audiences, strengthen what it stands for in their minds and inspire increased loyalty.

Brand-building requires commitment and consistency in order to bring audiences through the path to loyalty, and establish brand equity.

Building a meaningful brand starts with three essential commitments:

1. Find a **strategic purpose** that creates shared value
2. **Engage audiences** through living brand experiences
3. **Power from inside out** through culture, capabilities, and employee engagement

Objectives

Organizational objective and strategic priorities:

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

1. **Experiment with new housing affordability ideas** > to improve and accelerate housing affordability
2. **Understand Canadians' needs** > to offer differentiated solutions to underserved segments of the population
3. **Build an open housing data exchange** > to drive sound housing decisions
4. **Modernize our company** > to manage risk and promote stability of the housing finance system

Brand objectives:

1. Reinforces CMHC's position as the catalyst for innovative and effective solutions to Canada's housing affordability challenges
2. To create a brand that is clear and focused, a brand that reduces confusion and clarifies CMHC's purpose
3. Repositions CMHC to increase awareness and impact
4. To create a brand of which CMHC is internally proud and supportive
5. To create a brand that all CMHC employees can easily, efficiently and effectively apply in their day-to-day activities

Sources: CMHC *Our Housing Affordability Strategy*, 2019. Four internal stakeholder workshops (during review of project objectives and when prompted for response to "I wish our brand...")

Objectives & outcomes*

During brand workshops, internal brand stakeholders expressed the following additional objectives and desired outcomes for the CHMC brand:

- To improve and clarify understanding of the brand overall – more than mortgage loan insurance
- To clarify audiences
- To clarify its value and distinguish the brand from others – to stand out from other crown corporations, provincial and municipal government as well as associations
- To associate the brand with housing affordability – and demonstrate the organization's ambitious vision
- To present the brand as (more) modern, dynamic and innovative
- To ensure employees “see themselves in the brand”, is “believable” and links to client experience

Desired outcomes:

- Improved public awareness and familiarity
- Increased engagement – industry stakeholders, public and employees
- Program awareness and participation
- Increased satisfaction amongst stakeholders
- Increased trust – all audiences

*Source: four internal stakeholder workshops – during review of project objectives and when prompted for response to “I wish our brand...”

Measures of success

Improving brand perception and loyalty requires consistent brand messages and application over time. Specific targets could be set for 3 years and 5 years, once benchmarks are set.

Perception and awareness KPIs – measured against 2015 and 2018 survey benchmarks (point increases to be set with CMHC Marketing Research and Analysis Team):

- Increase in “Awareness” and “Familiarity” scores
- Increase in “Attributes” and “Descriptors” scores – introduce new positioning
- Increase in positive impressions regarding Aspiration, Name and Logo
- Stakeholder/Client Net Promoter Score (NPS) – increase from +27%

Annual brand perception survey of employees – to ensure we have a specific benchmark and gauge of impact from brand marketing and communications from an internal perspective. Focus on measuring awareness and understanding of the brand positioning and tenets we’ve established through this brand strategy project among employees.

Context

How we defined the new brand

Why now?

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

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

With the new corporate strategy approved, it was time to review the brand to ensure alignment with organizational direction. Senior management was consulted and they endorsed the decision to rebrand.

The company aspiration represents a significant shift in focus, which required that we review how all Canadians – including stakeholders, clients, partners, parliamentarians, and public – perceive CMHC as well as undertake an environmental/landscape scan to inform the brand strategy.

Brand analysis

The following is an overview of sources consulted for the brand review – the insights guided development of CMHC's brand strategy.

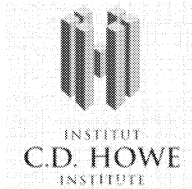
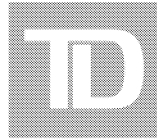
- **Brand background** > Literature review of key materials including current strategy documents, brand guide and style guidelines, as well as findings from recent qualitative and quantitative research with both internal and external stakeholder groups
- **Existing brand inventory** > Audit of current brand expression, including review of website, social media channels, research reports, advertising and marketing materials
- **Internal stakeholder input** > Discovery with CMHC brand and senior management teams, and a series of 4 Brand Workshops with employees from across the organization to gather internal perspectives on the brand
- **Stakeholders' perceptions** > in-depth phone interviews with key external stakeholders
- **The perceptions of 4,699 Canadians** > including 2,185 CMHC stakeholders and 2,514 general population via national online perception and awareness survey conducted by Phase 5 in Nov-Dec 2018
- **The brand landscape** > reviewing the brand marketing of 40 industry players

Literature review

The following brand background was included in the literature review:

- Brand Update Nov 13 2018.docx
- Our Housing Affordability Strategy ENG.pdf
- Perception and Awareness Survey, 2018
- Influence/Impact Research – Influencers, 2018
- Research on Media Perceptions of CMHC, 2018
- Research with Academics, 2018
- Housing Research Product Evaluation Survey, 2018
- Housing Market Insights Product Evaluation Survey, 2018
- Research Highlights for Brand Workshops.pdf
- Research Package- Brand.pdf
- CMHC IMC_ Research Summary_v1 042817_for client review.docx
- IMCS - Interview Guide (Mar 24) FINAL.docx
- QualResearchRept on Assn Relations.Summary for AssnsApril30.docx
- Detailed Report- CMHC 2018 Perceptions and Awareness Survey - Findings.pptx
- Brand Review - Internal Consultations Participants_EN.pdf
- CMHC Executive Conversation Guide - July 14.pdf
- Final- 2018-1299 CMHC Index Qual - Interview Guide - DRAFT 4.pdf
- Focus Group Discussion Guide D2.pdf
- Industry Comparison for 2016 - CMHC & its Competitors.pdf
- Phone Interviews Handout_v2.pdf
- Strategy FAQ ENG.pdf
- Brand Review_January 2016_EN.pptx
- Influence Barometer_MC presentation.pptx
- Nielsen - 2015 CMHC Client PA Survey Report - Existing Clients (November 9).pptx
- Nielsen - 2015 CMHC Client PA Survey Report - Residential Consumers (November 9).pptx
- Brand Consultations_Schedule.xlsx
- 071808_CMHC MLI Strategy.ppt

Audit of 40 key players, including:



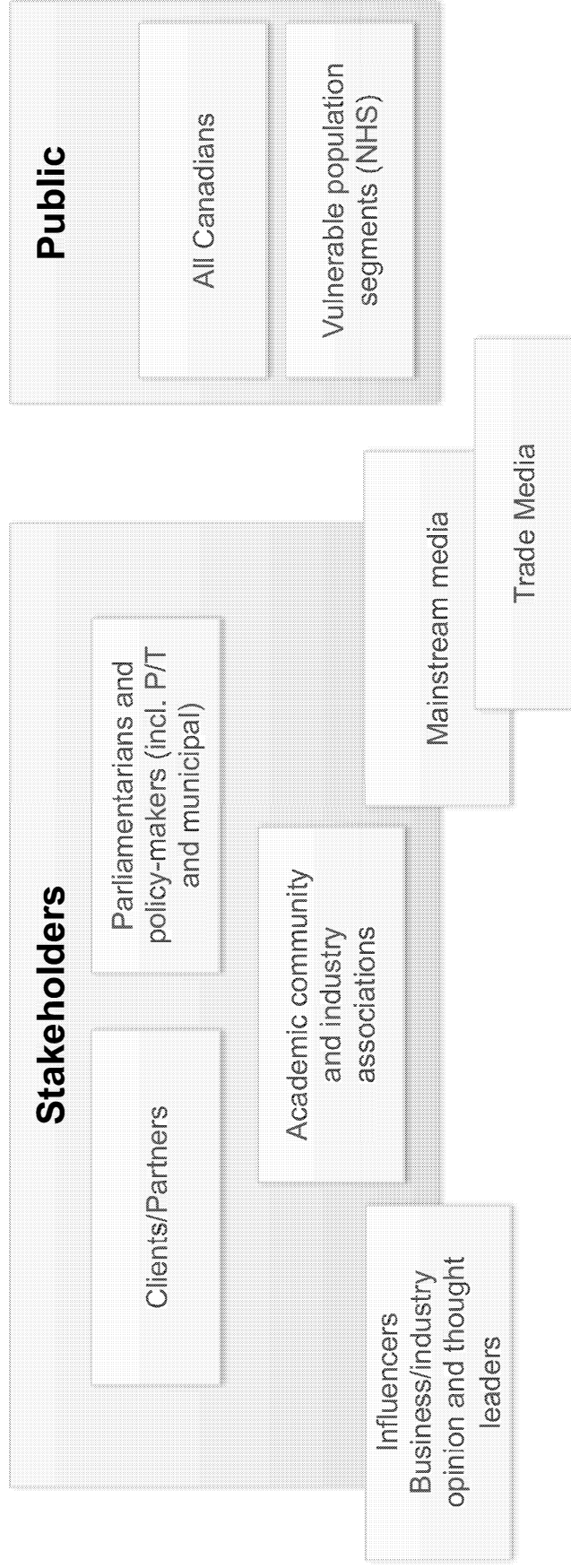
A cluttered landscape

Overall, the scan shows that the ecosystem in which CMHC operates is crowded with undistinctive brands. Other findings include:

- 1. Overall:** Majority of brands reviewed across each category show lack of focus and clarity in conveying their unique value, brand purpose and personality is not well defined – purely functional/one dimensional
- 2. Messaging:** Brands work to earn trust with references to their history, credibility and stability. In terms of most used words, there was a common theme of ‘duty to help/serve Canadians’. Inclusivity features prominently in the voice and tone of competitors. There is an accountability to all people, not just some. According to common messaging, the ‘why’ is a stronger Canada
- 3. Colour:** Blue as primary colour is a common choice, as it supports credibility and stability. At the same time, dark or deeper blues feel traditional, conservative, dusty, old-school. Red is also a common choice for primary colour, in some cases it is a clear link to Canada/Canadian, as well as conveying stability, strength, boldness, alert
- 4. Look & Feel:** Design, colour palettes, lengthy or acronymized names feel dated, traditional, inaccessible, etc. Some brands use abstract iconography to differentiate their brand, while many of CMHC’s partners/stakeholders use iconography literally to clarify or describe the business they are in visually, i.e. references to a house or roof, just as CMHC does

Audiences

Given the dual mandate of CMHC – serving the public interest through its work with industry stakeholders as well as being uniquely positioned to engage the public nationally (CMHC expresses this as *B2B for C*) the brand must appeal to both its business-to-business stakeholders as well as Canadians, and use audience-specific messaging to engage each.



Overview of audience insights/perceptions

- Awareness: 55% aided / 15% unaided
 - Skews male and older (55+)
- About a third of public that said they were aware, said they were familiar with activities – stakeholders were twice as likely
 - Most cited MLI
 - Stakeholders also noted housing market research
 - Media were most familiar with housing market analysis
- However, awareness of role in affordable housing is low with all groups
 - Agreement that *CMHC serves an important public interest* (81% stakeholders, 61% public)
 - Lower agreement with CMHC facilitates housing affordability in Canada (63%, 58%) and CMHC is a leader in advancing solutions related to housing affordability (including access to housing) (63%, 53%)
- Majority believe that CMHC's aspiration is important – however, less likely to agree that CMHC is well positioned to deliver on it
 - Stakeholders and influencers (those more familiar) were more likely to agree
 - Influencers added that this is good for the country and the economy, and necessary for productive citizens, while several said shelter is a necessary and fundamental issue

Sources: *Brand Perception and Awareness Survey, 2018; Influence/Impact Research - Influencers, 2018; Research on Media Perceptions of CMHC, 2018; Research with Academics, 2018; Housing Research Product Evaluation Survey, 2018; Housing Market Insights product Evaluation Survey, 2018.*

Overview of audience insights/perceptions

- General agreement amongst stakeholders and influencers that “CMHC is viewed as Canada’s authority on housing” “CMHC has consideration influence on the housing market” and “CMHC is a top of mind source on housing”
 - Only 38% of Influencers agreed with “authority” – note influence, but some attribute to monopoly, or b/c CMHC are the funders, others noted that CMHC is less influential than others
 - Some disagreed that CMHC is “the” (as in “only”) authority, and noted that it is one of several equal authorities
- Perceived as *trusted/trustworthy* and *expert* – scored lower on *inclusive, collaborative and innovative* – consistent across all audiences
- Stakeholders and gen pop define a home similarly, using descriptors: *safety, security and comfort*
- Impression of logo and name were generally neutral amongst stakeholders and public
 - Younger audiences were less positive – supports opportunity to refresh
 - Positive impressions b/c of link to “housing” and “family”
 - Positive and (some) negative responses to colour
 - Neutral on name – very few felt the name did *not* fit CMHC mandate and activities; most common reason for positive impression what that the name is easy to understand

Sources: *Brand Perception and Awareness Survey, 2018; Influence/Impact Research - Influencers, 2018; Research on Media Perceptions of CMHC, 2018; Research with Academics, 2018; Housing Research Product Evaluation Survey, 2018; Housing Market Insights product Evaluation Survey, 2018.*

Additional insights

Some stakeholders perceive CMHC as...

- A slow-moving government department
- Not having enough focus on long-term solutions (care for co-operative/subsidized housing units)
- A follower, not a leader, in terms of innovation in the industry
- Not a holistic partner (familiarity is limited to narrow focus areas)
- Most association partners feel their relationship with CMHC isn't as productive, meaningful, or collaborative as it could be

The general population perceive CMHC as...

- A mortgage loan insurance provider (45%) – low familiarity with other products/service, particularly assistance to Indigenous groups (<1%)
- Would-be homebuyers are the least familiar, although still supportive of what CMHC does
- Only 26% of consumers agree that *CMHC is at the heart of Canada's housing system*
- The greatest need is for housing data, mortgage insurance info and financial assistance
- CMHC not the first choice for housing info by Canadians, even amongst those that are aware

Sources: *Brand Perception and Awareness Survey, 2018; Influence/Impact Research - Influencers, 2018; Research on Media Perceptions of CMHC, 2018; Research with Academics, 2018; Housing Research Product Evaluation Survey, 2018; Housing Market Insights product Evaluation Survey, 2018.*

Brand status

Overview of brand project context, challenges and gaps:

- Organizational direction has been established and made clear via the corporate strategy
- New aspiration statement and internal mantra provide signal brand purpose
- Brand personality elements are unknown – but appear intuitive (common)
- Senior management supports brand-building effort and internal champions have been identified to facilitate implementation
- Transitioning to be a more inclusive and customer- and technology-driven organization – internal transformation
- A long-term brand vision and brand promise do not exist and must be defined
- Baselines have been established, but KPIs not set – plan to measure ROI should be established
- Integrated Marketing Communications Strategy was developed in 2017 and may required adjustment based on brand outcome
- Substantial audience research is available and has informed understanding of the brand status and audience needs – we note, however, that there is a gap w.r.t. affordability
- Brand awareness and familiarity are low outside of existing stakeholder base – leaving significant room for improvement/growth

Brand status

- CMHC has established trust and is perceived as a leader
- Discussions with internal stakeholders demonstrated that there is an implicit and *shared* internal understanding of what the brand stands for and the value it brings – but it is not clearly defined
- Staff are engaged and there is pride and excitement about the direction of CMHC
- Brand image and personality are unknown and image is mixed; perceived as trusted, and expert, but low on collaborative, innovative and inclusive – as well as slow, bureaucratic, risk-averse
- Brand associations are differentiated but there is room to strengthen amongst stakeholders and influencers, undifferentiated and weak amongst public
- Stakeholder/client experience is positive and aligned with the brand direction

Key findings

An overview of insights and direction informing the brand strategy

Key findings

Audiences

Clients, partners, influencers and public: stakeholders are familiar insofar as they have interacted with us – and have a positive impression. Awareness contributes to positive impression. Generally, audiences don't fully understand why we exist – many don't know what we do. Canadians primarily associate our brand with "Mortgage" and are unaware of the broader, positive impact of CMHC in their lives and communities. Importantly, the majority agree with the importance of our aspiration.

Comparators

CMHC does not have competition in the traditional business sense across all of its business lines (Policy & Innovation, Client Solutions and Client Operations) – though it does compete with associations and private companies in mortgage insurance and funding, and research and analysis. As Canada's housing agency it is unique – government with a commercial interest. Key benefits are access and influence, and is stable and trusted. There are many players and much 'noise', but CMHC has a distinctive voice.

Internal Perspective

Many brand attributes were raised for discussion, including trusted, expert, important/valuable, credibility, care, dedication, collaboration, responsive, relevant, meaningful – but the key strength, with the most credibility and potential, was *expertise/leadership in housing*. CMHC is recognized for this and demonstrates this value in a number of ways, and it is something we can work toward growing/sharing. The challenge will be in communicating its value and not working against our goal of being collaborative/inclusive.

Brand Challenge

The CMHC brand needs clarity and focus; we need to determine and document what the brand truly stands for – and for whom – and hone that down a few key ideas. We need consistent CMHC brand messaging in all marketing materials. We need all stakeholders, including employees, to be more clearly/fully informed and able to act as brand ambassadors. This will help us solve a key challenge of confusion – as well as provide/facilitate transparency – and allow us to be effective in awareness building.

Why rebrand?

Because the CMHC brand represents more

CMHC delivers many more benefits than what audiences currently recognize – and we work with many players to deliver as much value to Canada / all Canadians

Because it will support our affordability strategy

Defining CMHC's vision, unique value and personality in alignment with the new strategy will enable us to connect more meaningfully with audiences and express our key messages clearly and consistently

Because the brand's look has become dated

The brand identity is no longer in line with current best practices and has not been reviewed in some time. While a recent refresh to the visual system was executed by The Studio, this was a partial and temporary solution only to address specific challenges within the framework of the current brand

Because the NHS presents an ideal opportunity

Tied to the affordability strategy, the NHS provides a national, multi-year platform to demonstrate tangible value and reposition the CMHC brand in the minds of both public and industry stakeholders

Branding needs

Focus

The brand strategy will be articulated in the Brand Lens and 3 key statements that summarize the most promising strengths and potential for the CMHC brand. By reinforcing these statements consistently in marketing and communications, internally and externally, CMHC's brand equity will gradually increase.

Reduce confusion

Stakeholder confusion is a detriment to the CMHC brand and stands in the way of any efforts to increase brand equity. Improvement in this area must work from the top down, in terms of branding, marketing and communications, therefore the brand strategy must absolutely achieve clarity and simplicity.

Remember audience

Public think of *mortgage* or “tax” when they think of CMHC, and not of terms like *housing expert* or *financial stability and housing system*. Therefore, we must speak in clear, no-nonsense language to make our brand meaningful to our audience.

Strategy

How we'll 'get there'

Strategy starting point

The brand strategy will align with and support CMHC’s mission and aspiration:

Mission	We help Canadians meet their housing needs
Vision	The heart of a world-leading housing system – <i>to be reviewed</i>
Aspiration	By 2030, everyone in Canada has home they can afford and that meets their needs
Positioning	Authority on housing – <i>to be reviewed</i>
Internal mantra	Working together to deliver results for Canadians

No tension exists in the vision statement in relation to the new strategy – focus has shifted to the aspiration statement. The current positioning (and secondary positioning) statements require revision. “Authority” is in tension with organizational direction and brand strategy.

Overview of CMHC offering

Assisted Housing

We help Canadians in need gain access to suitable, adequate housing they can afford. We receive parliamentary appropriations to fund assisted housing programs which operation on a break-even basis. We also 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.

Housing Analysis and Research

We collect data and offer analysis and insights to support informed decision making, including on housing policy matters, and a better understanding of housing and housing markets. We undertake research and policy analysis on a range of housing needs and housing finance issues to support a well-functioning housing system, to contribute to financial stability and to promote housing affordability and choice.

Commercial Operations

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 the need for funding from the Government.

Mortgage funding: 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 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 the covered bond legal framework, another source of mortgage funding, which we administer on a cost recovery basis.

Foundation

Based on the brand assessment and discussions with internal stakeholders during workshops, we identified two themes/strengths that underpin the brand:

Effectively responding to change as constant

Since its inception and throughout its history, CMHC has adapted and responded to its external context, and addressed emerging and critical challenges effectively to ensure the stability of the housing system and Canadians' access to housing. The brand has consistently shifted to ensure relevance and effectiveness, while remaining stable and trusted. These stories demonstrate CMHC's vital role and value, as well as the brand's history of delivering on its mandate.

Brand as engager and collaborator

A crucial part of what makes CMHC distinctive and valuable is its dual role and responsibility – bringing together many players to deliver critical value to Canada and all Canadians – financial stability, as well as sustainable economic growth and social inclusion. This theme focuses on CMHC's relationships with partners and sub-brands, leveraging their value. We need to reduce confusion and turn this perceived tension into a brand strength/asset.

Brand vision

This is what success looks like for us – it's what we want CMHC to become

The company Canadians are most proud of.

Brand promise

This is our commitment to our audiences – stakeholders, public, employees

A nonstop, unwavering commitment to provide housing solutions for Canadians.

This is our duty to Canada and each other.

When Canadians think of CMHC, they think of a company that brings people together and delivers solutions that ensure everyone in the country has a home that works well for them. It means safety and security for Canadians today and for generations to come.

We build partnerships and deliver value through our work in affordability, our research and analysis, and our commercial operations.

Brand belief

This is why we exist and what we stand for

**Access to housing is the key to a stronger
and more secure Canada.**

Brand tenets

Internal Mantra – *Working together to deliver results for Canadians*

To communicate how we empower our stakeholders, we have developed a short list of core brand tenets. These statements support every aspect of the CMHC brand. They inspire us to strive for success in our daily work. And they connect everything we do to improve housing in Canada.

Tenet	Rationale
Expertise We are more than MLI – we are a team of experts with deep knowledge and insight into the Canadian financial housing system, as well as advising on policy. Our stakeholders stay informed and engaged, and the system remains stable.	Insight and expertise Focuses on audience experience by humanizing the company and connecting it to the people behind the brand. Enforces CMHC as a trusted source.
Collaboration We work with a vast network of partners across the country to deliver housing solutions that help all Canadians access a home that they can afford and that meets their needs.	Collaborating for housing success Aims to clarify that brand represents much more than “mortgage”; that it is committed to affordability; offers many programs and services; and brings partners together to find solutions.
Public Service As a crown corporation, we are committed to serving the public interest – our work in affordability, research and analysis, and our commercial operations are all focused on ensuring a stable housing system in Canada today and for generations to come.	Public Service Establishes a new tone for the brand in talking about benefits to Canadians. Takes a bold and clear stand regarding its contributions. Sets the stage for the growth and public engagement activities.

Positioning

This is the space we own in the minds of our audiences

Defining CMHC

When asked to prepare a ~15-word response to “Who is CMHC?”, Workshop participants prepared the following statements:

- We provide innovative solutions so that everyone in Canada has a home that meets their needs
- We are experts in affordable housing solutions and financial housing market stability
- We are the expert in housing that provides timely solutions promoting stability and inclusion [sic]
- We make housing markets more stable and partner with others to finance housing for vulnerable Canadians
- We are Canada’s Housing agency committed to ensuring...[everyone in Canada has a home they can afford and that meets their needs]
- We work with partners to deliver housing programs and inform future housing policy through data, innovation and research so that everyone in Canada has a home they can afford and meets their needs
- We are (expert) conveners and catalysts for housing solutions so everyone in Canada has a safe, adequate and affordable place to live
- Experts. Work through others influence/shape housing landscape in Canada to help Canadians have a home they can afford and that meets their needs [sic]
- CMHC is a team of strategic advisors (experts) working together (for you) to support the housing industry in Canada...these connections help us contribute to helping Canadians find a place to call home
- We are credible experts in housing working with partners to enable affordability and housing market stability
- CMHC is a team of experts working together to support our housing industry. These connections help Canadians achieve/meet their housing needs (place to call home)
- CMHC delivers, with its key partners, innovative housing solutions that benefit all Canadians
- We will find solutions to Canada's housing affordability crisis

Defining statement

We are Canada's housing experts.

We work with partners to deliver innovative solutions that ensure that our country's housing system thrives and that all Canadians have a home that meets their needs and that they can afford.

Positioning

Home. It's so much more than a building or a physical space. It's a feeling – and it's one that we all share and cherish. It means comfort and security, family and identity.

It's the idea that everyone is welcome, and that everyone belongs. It's the foundation of our future, as individuals and as a nation. That's what CMHC is about.

We are Canada's housing experts. We work with partners to deliver innovative solutions that ensure our country's housing system thrives and that all Canadians have a home that meets their needs and that they can afford.

We are guardians of The Home.

A guardian

leads

supports

safeguards

champions

Personality

If the brand was a person, what kind of person would it be?

Brand personality

A set of adjectives that describe how the brand expresses, interacts and behaves – and the overarching feelings we want stakeholders to associate with CMHC.

Your personality should be distinctive and achievable. Defining the brand personality presents an opportunity to set the brand apart and meaningfully connect with audiences on a human level.

An effective personality will help set your brand apart from others and, when expressed consistently on all levels of the brand identity, personality will become a core part of the brand and audiences will immediately associate certain feelings with your work.

A clearly defined personality also provides an effective evaluation tool as you begin applying the new brand, ensuring communications are aligned and on-strategy.

Brand personality dimensions

21(1)(a)

Brand personality dimensions

21(1)(a)

Brand personality dimensions

21(1)(a)

Brand personality dimensions

21(1)(a)

Brand personality dimensions

Brand personality

Based on findings from the brand review, CMHC *is*:

Credible	Ambitious	Personable	Passionate	Approachable
Reliable/dependable	Inspiring	Person-centric	Dedicated/committed	Effective
Trusted	Competent	Confident	Bold	Brave/takes a stand
Diverse	Knowledgeable	Serious	Efficient	Determined/persistent
Versatile	Socially conscious	Future proof	Agile	Disciplined
Visionary	Thoughtful	Consistent	Catalytic	Collaborative
Realist	Practical	Canadian	Authentic	Professional/buttoned-up
Conciliator/convenor	Disruptor	Responsive	A team of experts	Fastidious/keen
Leader	Responsible	Relatable	Adventurous	Aware/in-the-know/alert
Professional	Proud	Recognized	Friendly	Compelling
Solid	Hardworking	Influential	Admirable	Essential
Stable	Approachable	Difference-maker	Smart/intelligent	Forward-looking
Modern	Ingrained in everything	Empathetic/listener/'in touch'	Creative	Honest
Innovative	Easy to evangelize/be proud	Inclusive	Purpose-driven/resolute	Decisive
Open/transparent	Helpful	Resilient	Cool under pressure	Clear-thinking
Committed to change			Non-traditional	

Brand personality

Based on finding from the brand review, CMHC is not:

Erratic	Inflexible	Arrogant	Overly
One dimensional	Old fashioned	Distant/corporate	commercial/materialistic
Traditional/conventional	Too serious	Inflexible	
Risk-averse	Overly friendly	Bullish	
Staunch	Touchy feely	“All talk”	
Disorganized	Sappy	Idealistic/naïve	
Insular	Sentimental	Boring	
Rebellious	Flashy	Partisan	
Agreeable	Self serving	Pessimistic	
Lone wolf	Loose	Overly cheery/jovial	
Bureaucratic	A wild card	Silly/frivolous	
Same old	Flippant	Trendy	
Dated	Elitist	Pushy	

Recommended brand personality

The following characteristics came up consistently during discussions with internal stakeholders, both in discussions about desired brand attributes and observed in employee behaviour and attitudes. Each connects to characteristics noted by stakeholders and provide a strong foundation for living out the brand strategy – addressing essential but aspirational attributes for CMHC: *on the ball*, *considerate* and *ambitious*.

On the ball

We're sharp, confident and reliable. We know that our mandate is critical, and we're proactive in using our expertise and experience to meet the housing needs of people and organizations. We're level-headed and professional.

Considerate

We're approachable, empathetic and attentive. We strive to understand housing issues from every angle and perspective, and we respond with solutions that respect and benefit all Canadians. We're always here to help.

Ambitious

We're inspired, committed and hardworking. We're guided by a bold vision for the future of housing in our country, and we bring a lot of energy, intelligence and passion to achieving it. We're determined to get better.

Brand architecture

This is how the brand and programs fit together.

Brand architecture

Brand architecture is the logical, strategic and relational structure for all of brands, sub-brands and program brands. Creating a clear and coherent brand architecture will help build the brand by ensuring everyone within the organization works to a common and clearly understood goal – and moves CMHC closer to achieving its vision. It creates structure within which day-to-day tactical decisions can be made more easily. The goal is to maximize customer value and internal efficiencies.

The following is draft based on our current understanding and provides a clear approach – **input and validation with CMHC is required to finalize the structure.**

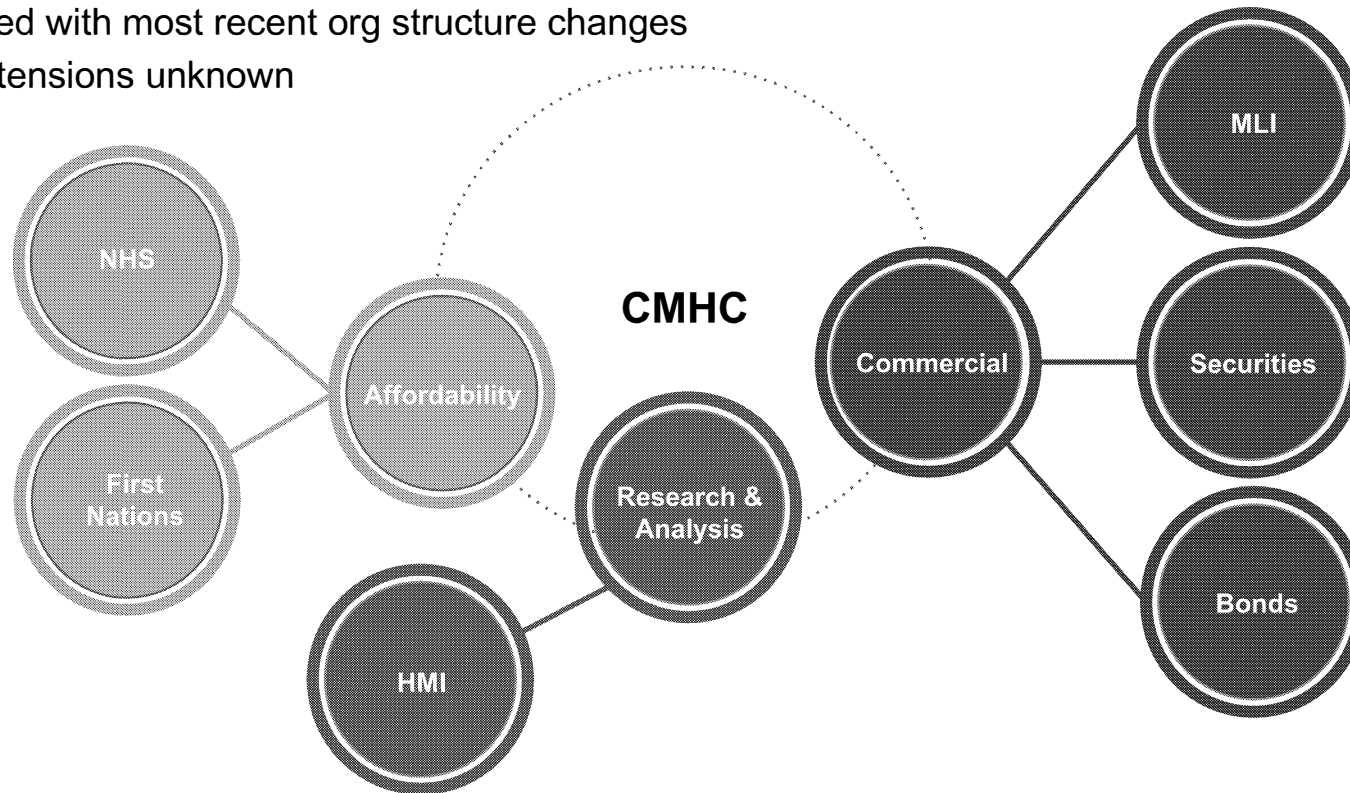
The final CMHC brand architecture will:

- Establish connections between sub-/program/partner brands that make sense
- Build a fresh approach to highlighting partnerships
- Balances the needs of all brand extensions
- Articulate the value and benefit related brands add to the masterbrand and vice versa.

Perceived architecture

How it appears to be structured:

- Not aligned with most recent org structure changes
- Brand extensions unknown



Brand architecture models

Monolithic

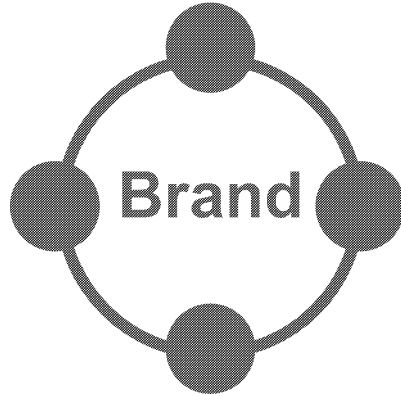
e.g. FedEx



In this model, most if not all subsidiaries/product/services are clearly branded by the parent brand – e.g. FedEx Ground, FedEx International, FedEx Business – creating clear and strong linkage with a master brand.

Endorsed

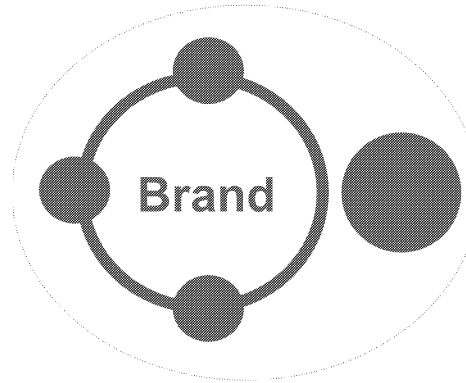
e.g. Marriott



The parent brand endorses and links together sub-brands or individual product brands (Courtyard Marriott, Marriott Residence Inn); sub-brands have more distinct personalities than those in the monolithic model.

Hybrid

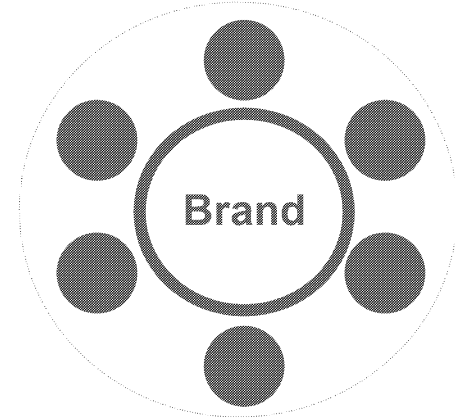
e.g. Coca-Cola Company



The parent brand endorses and links together sub-brands (Diet Coke, Coke Zero) and also owns other independent brands (Sprite, Fruitopia) that are marketed with distinct identities.

House of Brands

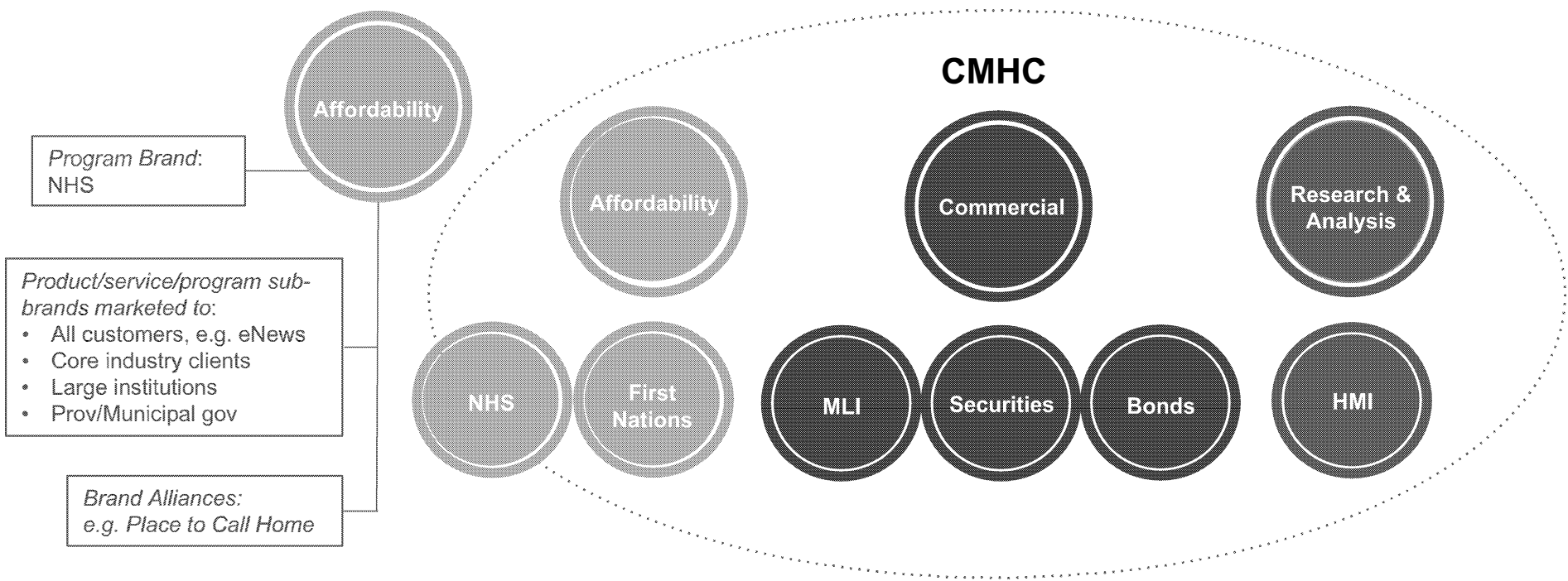
e.g. Unilever



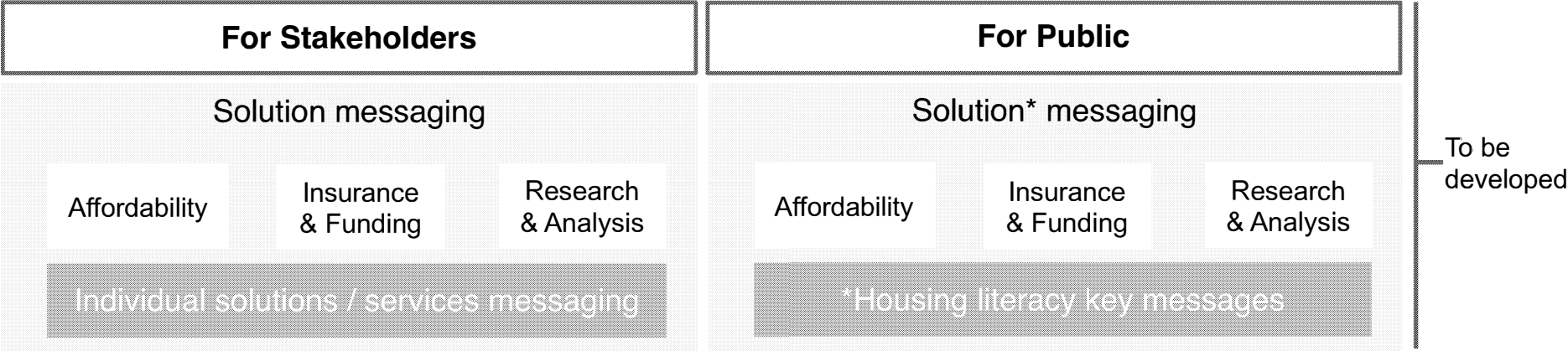
Subsidiaries/product/services are the lead brands (e.g. Dove, Breyers) and the parent brand acts only as a holding brand, and is not marketed to consumer audiences.

Revised architecture

Recommended brand architecture:



Messaging structure



Creative expression

How will the brand express itself verbally and visually?

Creative review

- **The Purpose/The “Why”:** The brand’s overarching concept isn’t clearly defined. Once the “why” or the core truth at the centre of the brand identity is revealed, the rest of the brand will flow naturally out of it
- **Architecture:** A logical framework for sub-brands and how they relate to one another is a crucial step in creating a unified brand
- **Consistency:** A lack of consistency in the brand is often a result of an undefined identity. Because there isn’t a strong sense of cohesion, the brand’s focus is obscured. An established and fully realized brand identity will lend focus and precision to the brand without it feeling forced
- **Voice & Tone:** Writing according to the new brand personality attributes will help give messages more energy and life, creating clearer meaning and deeper emotional resonance with target audience. A voice that doesn’t dilute the mandate is critical as CMHC focuses more on engaging the Canadian public
- **Channel-specific content:** On social media, there are opportunities to cater to different audiences on each channel. Tailoring their content on channels like LinkedIn and Twitter might help them reach key audiences in new ways
- **Bringing data to life:** CMHC could continue to explore ways to represent important housing data through visuals, not only on social, but in their reports and guides
- **High production value video:** CMHC should prioritize purpose-shot video over stock footage to tell their stories. Especially with a new focus on affordability, there is an advantage to showing real people in real situations

Logo assessment

A key element of the CMHC brand is its logo. The current logo should be updated to be more contemporary, in line with design best practices, and representative of a leading organization.

From a look and feel perspective, the CMHC brand has room for modernization. The logo design and brand colours are both now “dated” and not in line with best practices – e.g. the large size of the graphic element and the imbalance between font and chevron.

Existing logo assessment:

- Chevron feels dated and heavy
- Icon is relatively large; it dominates visually and makes the text smaller/less prominent; it makes logo very cumbersome and, therefore, more difficult to work with in small spaces
- Serif font is conservative and has a less accessible feel
- Red primary colour and all caps serif font reads “government” and “institutional”
- Red is very Canadian/Liberal red and can be challenging to work with

Voice & tone

This is the way we speak to our audiences.

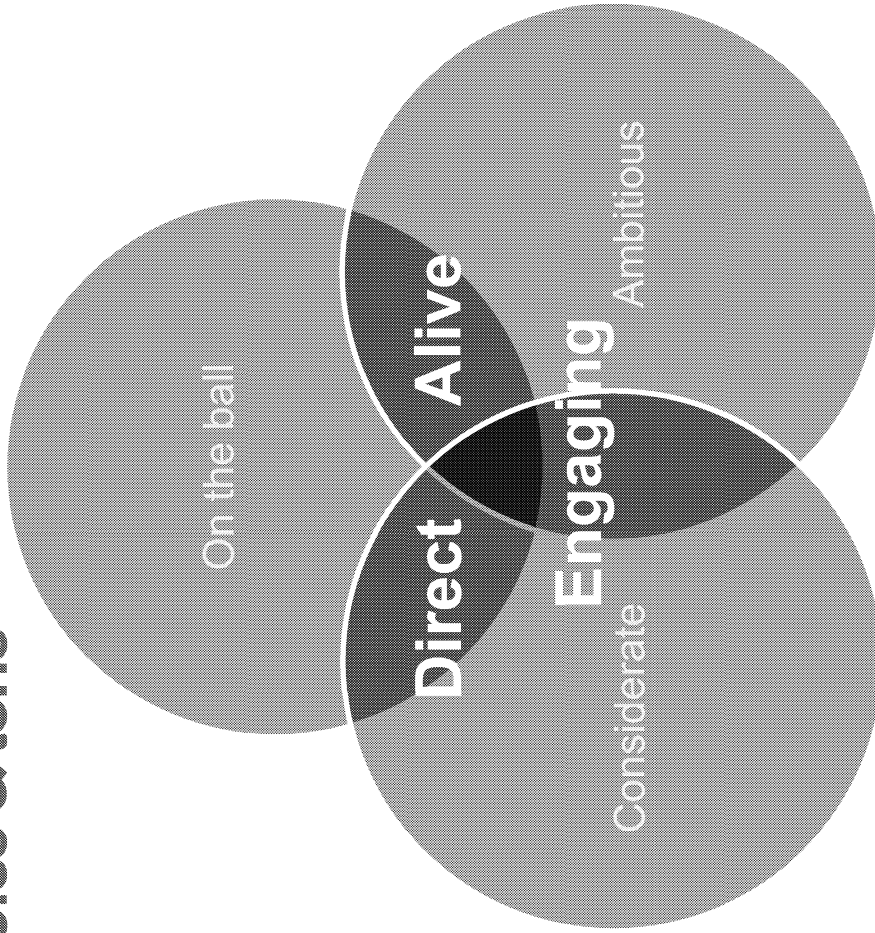
Voice and tone guide how the brand communicates in written and verbal communications, and the characteristics are based on the brand personality aspects.

The CMHC brand must communicate and interact in a way that highlights its distinctive personality, energy, and culture. These features will help to position the brand.

The brand is focused on one purpose. You share this idea in the things you say — but also in the way you say them.

Whether you're speaking to Canadians, clients, partners, policy-makers or staff, your voice must come through consistently. Your tone may change as your context does, but it is always the same personality speaking.

Voice & tone



When the speaking or writing with the brand, DO NOT:

Sound bureaucratic – taxingly process- or institutionally-driven. The brand sounds human and aware of the audience

Appear exclusive – the brand is open; it does not talk down to or at its audience

Overly use jargon – this is part of being inclusive, the brand invites its audience in and uses plain speak

Forget the audience – just like a person, the brand must adapt the way it speaks and writes to suit the context and the audience it is addressing. Consider which characteristics should be emphasized—like audio levels— what is appropriate when sharing a successful AHIF project on Facebook with public audiences is not the same tone the brand will take when negotiating with a lender.

Brand name

There is equity in the current name, however, it does not resolve confusion or, rather, provide clear focus for those that are unfamiliar with CMHC. Given CMHC's is adopting a more public-facing role and the associations the brand wants to claim – such as inclusivity – a more accessible/direct name would be advantageous. Adopting a new name is significant and tangible way to signal “change” is happening at CMHC, to both internal and external stakeholders. A name change would be a larger investment for the organization. **Further testing on name is required to inform CMHC's decision.**

Challenges with the current name:

- “Mortgage” reinforces misperceptions that CMHC is provides mortgage or is only about mortgage insurance
- “Corporation” sounds elitist, less reliable/trustworthy – tension with “stability”, “inclusion” and public interest

Solution – two options for testing:

1. Keep the name, use the acronym as primary signature: CMHC
2. New name, simple and direct: Housing Canada, Canada Housing

Brand name

The naming target below provides the parameters for the name development – shortlist of options have already been presented and are recommended for testing

Audience	Clients/partners, government, industry influencers, Canadian public
Market	Canada – English and French must be considered
Sensitivities	Appropriate to the housing industry and national mandate
Benefits	Canadian/national, financially stable, innovation, funding
Name Type	Descriptive (firm)
Competition/ Comparators	Provincial/municipal government and industry stakeholders Private banking (CG, Genworth, etc.)
Themes	Housing, Canadian, growing/vibrant/dynamic, reliable/strong/productive
Personality	<i>On the ball, Considerate, Ambitious</i>

Brand tagline or slogan

This reinforces our mindset and brand belief, and inspires our audiences

The tagline must serve a purpose – either *descriptive*, and thereby clarifying the brand's product/offering in the mind of target audiences, or *evocative*, connecting emotionally and inspiring the audience by tapping into a shared vision.

The tagline can evolve with the brand and be leveraged for marketing purposes only. A tagline, or slogan, could be considered for the external brand launch.

The direction should be based on what will be most effective given the current brand state – and once a decision on the brand name has been made.

- What work does the tagline need to do now?
- What is our audience's current mindset, and what message do we need to convey first?
- What can it contribute to the name and visual ID that will get the brand closer to achieving it's aspiration?
- Consider translation requirements and provide specifications for usage

Look & feel

This is the overarching look and feel direction – to be expanded further into the Creative Brief – to guide development of the new visual identity

The CMHC brand visual identity must be reflective of its personality: *on the ball*, *considerate* and *ambitious*.

The new identity must also honour/respect the brand's history, and maintain resonance with current stakeholders. It must 'bring them along' and should not feel like a complete departure. In other words, creative development should consider varying degrees of evolution. It must also take into account practical aspects of application and accessibility, as brand application will span a broad range of content areas and all audiences.

The follow keywords will guide visual expression of the CMHC brand to align with strategy:

Modern – not traditional or conservative

Strong – not quiet, flat, small or soft

Simple – not busy/cluttered, complicated or vague/unclear

Agile – not static, tired, cumbersome or slow

Recommendations for brand application

Further to the brand strategy and architecture, we recommend the following (details for each on the following slide):

1. Test organizational name
 - Name has considerable equity – recognized, but not understood
 - This should be carefully tested (planned)
2. Redesigned logo and visual ID system – update based on following parameters
 - Less bureaucratic feel
 - More modern and accessible design
 - Maintain linkage to Canada
3. Align efforts – the brand has too many identities
 - Cohesive identity – convey full picture of all that CMHC is doing and benefit from increased visibility
 - Customize to unique audience needs

Brand lens

Brand strategy at-a-glance

Brand lens

The brand lens is a tool that succinctly articulates the key brand strategy elements by answering four key questions. Answers are ambitious and forward-looking, but realistic – i.e. it describes what the brand can and should be.

Who am I? Who is the brand? What are its core attributes?

CMHC is Canada's trusted housing expert, ensuring market stability and housing affordability for all Canadians; we are proud to be the guardian of The Home, providing value to our country today and for future generations.

Expertise – Collaboration – Public Service

How do I act? How do I speak? The brand's personality, voice and tone

Guiding the style of marketing communications materials

Personality:

On the ball

Considerate

Ambitious

Voice/Tone:

Direct

Alive

Engaging

What do I offer? Brand benefits

Stakeholders: informed and supported; CMHC is a reliable/trusted partner, service, reassurance, credible source of information, national oversight and convener

Canadians: safety and security, empowered and reassured – via access to housing; knowledge and understanding of the housing system, how housing contributes to financial stability

What do I look like?

This is how the brand is expressed through its visual identity. This direction will guide creative development, including logo, design system, photography, etc.

Modern

Strong

Simple

Agile

banfield

banfield.agency



Blogs

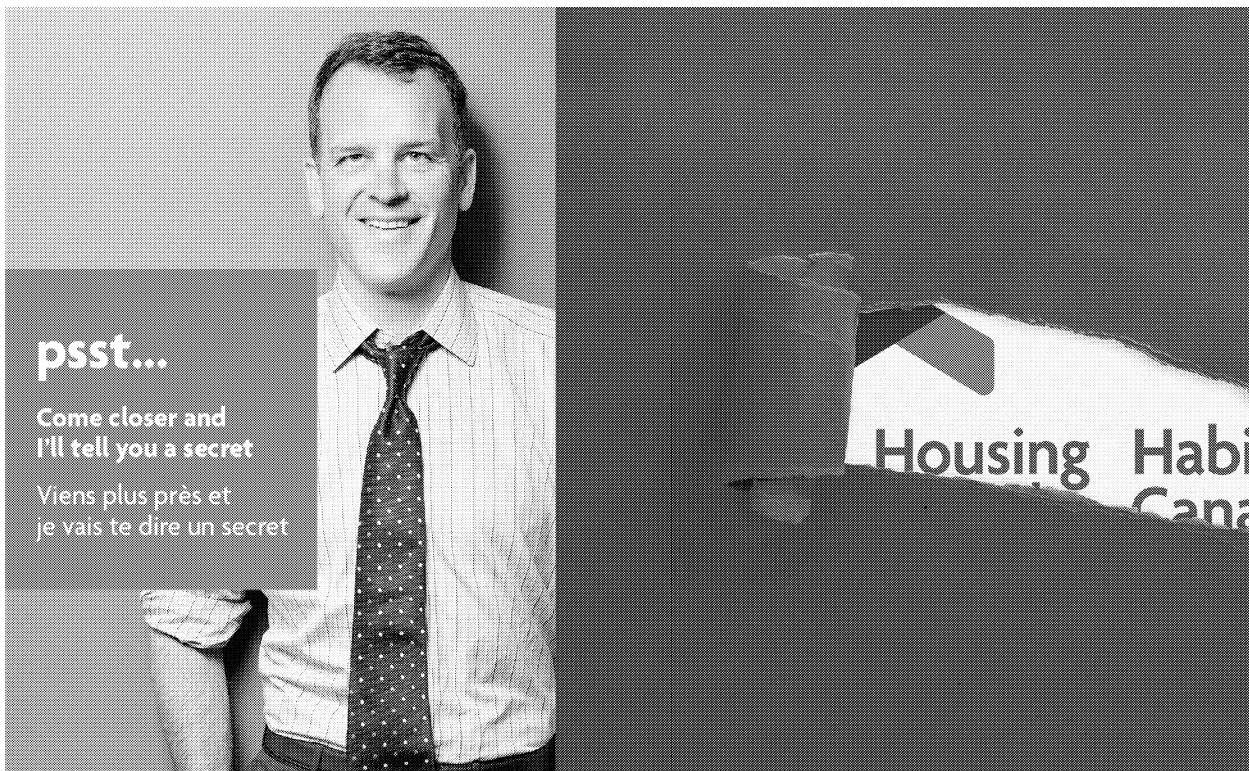
Executive Blog

Employee Blog

Executive Blog

What's in A Name: A New Brand? / Qu'y a-t-il en un nom? Une nouvelle marque?

Thursday, September 17, 2020



Shakespeare asked, "What's in a name? A rose by any other name would smell as sweet."

I wonder: would it? Would a modest, simple, fragrant, gentle flower truly strike us as equally sublime if we called it "Barrenwort" or "yucca," actual plant names? No, Gertrude Stein was right: "a rose is a rose is a rose," undeniably.

Names create first impressions and our name, "Canada Mortgage & Housing Corporation," no longer accurately reflects who we are. The word "mortgage" is confining: it places too much emphasis on financing home ownership, since only owners can have mortgages, and not enough on housing affordability — our true *raison d'être*.

A company's brand, like anything, should reflect its strategy. I mentioned in [my last note](#) that the Board has reiterated CMHC's strategic goal that "**by 2030, everyone in Canada has a home that they can afford and that meets their needs.**" Our 2021-2025 Corporate Plan will be finalized soon and includes a renewed focus on what it's going to take for us to reach our objective.

A name and brand that declare who we are, not who we used to be, would be timely and would also help redefine our company to Canadians. A branding team led by Caroline Joannis has explored a range of ideas and come up

16(2)(c)

with a simple, declarative and meaningful new idea. We held off mentioning this until now since our focus has been on responding to the pandemic.

It seems like the right time to share this work with you, now. And since a video first captured my imagination about what our brand could be, I hope you all watch it and feel differently about our company. Think of the perfect simplicity of the rose ...



After all, **Housing Canada** is who we are and what we do.

You'll notice that we would keep our chevron, honouring the past and the idea of a roof over people's heads. And it's been updated to reflect our "new personality": collaborative, bold ... and friendly. We'd also like to rename the company to something like "Housing Canada Corporation," but there's no rush on that (it would require legislation): we can use a new brand as a trade name.

While we wouldn't introduce it until next year, Caroline will be conducting information sessions to take you through all of the thinking that her team has done. She is full of passion for this work; please take the time to attend.

As our branding team knows, after two years of working on this idea, « *C'est le temps que tu as perdu pour ta rose qui fait ta rose si importante.* » (Antoine de St-Exupéry, *Le Petit Prince*)

Evan

La question est de Shakespeare : « Qu'y a-t-il en un nom? Ce que nous nommons rose, sous un autre nom, sentirait aussi bon. »

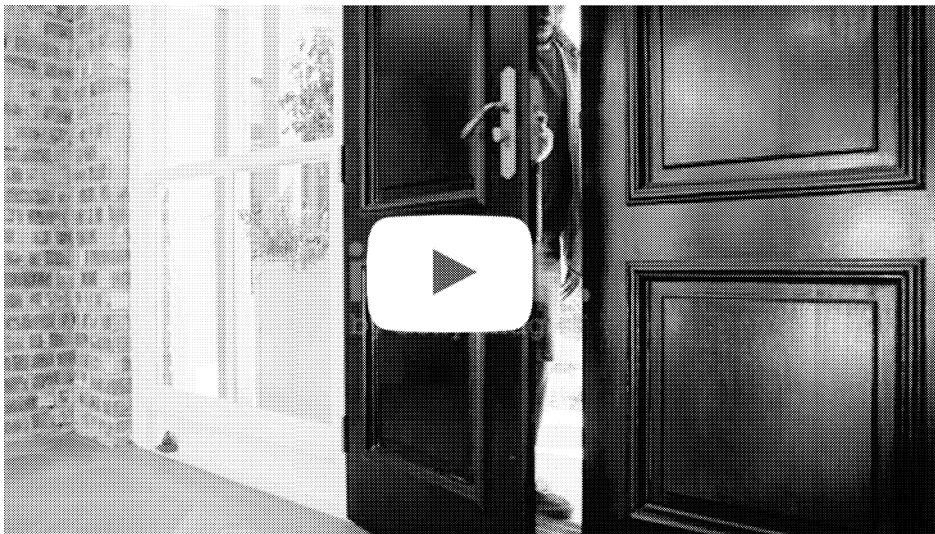
Serait-ce bien le cas? Je me le demande... Cette simple fleur, modeste, fragrante et douce, nous semblerait-elle aussi sublime si nous l'appelions « epimedium » ou « yucca », comme on appelle d'autres plantes? Non, Gertrude Stein avait raison : « une rose est une rose est une rose ».

Les noms forgent les premières impressions et le nôtre, « Société canadienne d'hypothèques et de logement », ne reflète plus qui nous sommes. Le mot « hypothèques » est restrictif. Il met trop l'accent sur le financement de la propriété résidentielle, puisque seuls les propriétaires peuvent avoir un prêt hypothécaire, et pas assez sur l'abordabilité du logement – notre véritable raison d'être.

La marque d'une société, comme le reste, devrait refléter sa stratégie. J'ai mentionné dans mon dernier billet que le Conseil d'administration avait réitéré l'objectif stratégique de la SCHL de faire que « **d'ici 2030, tout le monde au Canada pourra se payer un logement qui répond à ses besoins** ». Nous mettons la dernière main à notre Plan d'entreprise 2021-2025, qui accordera une attention renouvelée à ce qu'il nous faudra pour atteindre cet objectif.

Se donner un nom et une marque qui déclare qui nous sommes, plutôt que ce que nous étions, voilà qui arriverait à un moment opportun. Cela nous aiderait aussi à redéfinir notre société aux yeux des Canadiens. Une équipe de l'image de marque, dirigée par Caroline Joannis, a exploré différentes idées et a trouvé une idée simple, parlante et significative. Nous avons attendu avant de vous la faire connaître, car nous étions occupés à réagir à la pandémie.

Le moment semble maintenant bien choisi pour vous faire partager les résultats de ce travail. Voici une vidéo qui a d'emblée captivé mon imagination à propos ce que pourrait être notre marque. J'espère que vous la regarderez tous et qu'elle vous inspirera un sentiment nouveau par rapport à notre société. Pensez à la simplicité parfaite de la rose...



Après tout, **Habitation Canada** est ce que nous sommes et ce que nous faisons.

Vous remarquerez que notre chevron serait conservé, pour honorer le passé et l'idée du toit. Il a été rajeuni pour illustrer notre « nouvelle personnalité » : collaboratrice, audacieuse... et sympathique. Nous aimerions aussi changer le nom de notre société pour quelque chose comme « Société d'habitation du Canada », mais ce n'est pas urgent (cela exigerait des démarches législatives). Nous pouvons utiliser notre nouvelle marque à la manière d'un nom commercial.

Cette nouvelle marque serait mise en place seulement l'an prochain, mais Caroline tiendra des séances d'information avec les employés pour expliquer toute la réflexion qu'elle a faite avec son équipe. Caroline est passionnée par son travail. S'il vous plaît, prenez le temps d'assister à une des sessions.

Comme notre équipe de l'image de marque le sait bien, après deux années de travail sur cette idée : « *C'est le temps que tu as perdu pour ta rose qui fait ta rose si importante.* » (Antoine de St-Exupéry, *Le Petit Prince*)

Evan

16(2)(c)

19(1)

83 Like Comment ...

51 comments

Tom Mccarthy I like it - Who we are and what we do - Housing Canada is Housing Canada! BRAVO!
Thursday, September 17, 2020

Caroline M. Arsenault I love it! Simple, clear and friendly. Looking forward to those information sessions - congratulations and great work to the whole team!
Thursday, September 17, 2020

Nathalie Kock Love it! Meaningful simplicity
Thursday, September 17, 2020

Karen Huibers Great video - very inspiring! Well done team!
Thursday, September 17, 2020

François Lévesque D'accord avec les commentaires de mes collègues, plus besoin d'acronyme différents en anglais et français, Habitation Canada, Housing Canada, HC pour les intimes :-) Bravo!
Thursday, September 17, 2020

Benoit Liodenot Très belle idée, j'aime beaucoup la nouvelle image de marque qui reflète davantage ce que nous sommes!
Thursday, September 17, 2020

Denise Hoffman J'adore! C'est vraiment représentatif de nous, notre travail et ce que nous essayons d'accomplir. So proud to be part of Housing Canada! Great work!!
Thursday, September 17, 2020

Abra Adamo This is a very exciting change! Staff and Canadians will now see themselves more fully in the name, Housing Canada. So awesome. :)
Thursday, September 17, 2020

Stéphane Seillier Have to admit, made me smile and swell up with pride. C'est qui nous sommes!
Thursday, September 17, 2020

Irina Borda Love it, It's truly reflects what we do.
Thursday, September 17, 2020

Add a comment

1 - 10



Post

**Pages 277 to 282
are duplicates**

**Pages 283 to 288
are not relevant**



PO#101 Corporate Rebranding

Impact Assessment – Go Live Date Postponement

April 2020

v7

Canada



Table of Contents

Topic	Slide Numbers
Executive Summary	3, 4
Completion Summary – Deliverables and Milestones	5, 6
Completion Summary – Financial Impact Assessment	7
Project Re-initiation – Financial Analysis	8, 9
Project Re-initiation – Timelines and key dates	10, 11
Project Re-initiation – Email and LAN	12, 13
Project Re-initiation – Workstream Summary	14, 15
Appendix – Workstream Details	16 to 28

Change Driving The Impact Analysis

Brief Summary of the Change	Rebranding launch postponed. June 1 was the tentative new target date for launch, which has now been postponed indefinitely
Problem Statement and Proposed Change (a clear description of the problem, and the change required to resolve the problem)	<ul style="list-style-type: none"> On 16/Mar/2020, a decision was made regarding postponing the go-live date for Rebranding project from 17/Apr/2020 to the new target date of 01/June/2020 On 01/Apr/2020, decision from Business was communicated by project Sponsor that go-live date has been postponed indefinitely – meaning June 1st is no longer the tentative date as CMHC monitor's the ongoing COVID-19 situation closely Project team needs to reschedule project tasks in the delivery life cycle to accommodate business team availability and technical environment availability.
Change Drivers: (what is causing the problem)	Executive management is adjusting projects in order to prioritize CMHC's coordinated response to COVID-19 as the situation develops.
Benefits of Proposed Change(s)	<ul style="list-style-type: none"> Business impact of brand launch not clouded by emergency communications related to COVID Additional time to plan and test for email and LAN changes

Areas Impacted				
Scope	Requirements	Budget	Schedule	
No	No	Yes	Yes	
Raised By (Originator):	Business Area:	Change Owner:	Role:	Date:
Amélie Lecompte	IT	Rebrand Project Team	Deputy Chief Information Officer	16/Mar/2020
Caroline Joannis	Corporate Brand Management	Rebrand Project Team	Sponsor	01/Apr/2020

CANADA MORTGAGE AND HOUSING CORPORATION



3

Impact Analysis: Executive Summary

- Postponement has created the need to a) close out the current project and b) have a plan for re-initiation:
 - a. Impact assessment of work done to date in order to complete project postponement by issuing a Rebrand Postponement CR
 - b. Updated impact assessment to ramp project back up at a later date
- Original Project Milestone Status:
 - Project Kickoff: *Completed*
 - M1 - Deliver Inventory of Changes and Validated Schedule for all Systems – DEL 01: *Completed*
 - M2 - Successful completion of Testing and critical bug fixes to enable go-live – DEL02, DEL 03: *56% of work planned for M2 was completed. Original budget of.*
 - M3 - Project Closure – DEL04: *Not started*
- Milestone Changes and New CR:
 - A new contractual Change Request (CR 2) has been created that does not invoke any new cost rather splits original milestone 2 into two parts:
 - **Milestone 2a** – Project Postponement reflecting 56% completion
 - **Milestone 2** – Remainder of Baseline M2
- Future costs anticipated:
 - ROM budget (to be confirmed at project re-initiation) is estimated to be
 - Remaining Milestone 2 and Milestone 3:
 - Project CR #4 for email username change:
 - Project CR #5 Schedule change:
- Future timeline anticipated:
 - From formal re-initiation date, 3 months to complete the work from start date to ramp up team and complete email work

Completion Summary: Deliverable Summary

The deliverable table is pulled from PO 101.001. Progress summary column provides additional details on the work related to each deliverable and completion status in order to justify work done to date

#	Name	Milestone	Progress Summary
DEL01	Inventory of Changes Document Package (Target Completion Date: Three (3) weeks after project start date)	1	Completed
DEL05 *	Go Live Date Postponement Impact Assessment	2a	Completed (This Impact Assessment due to indefinite postponement of Rebrand go-live date)
DEL02	Test Closure Memo (Target Completion Date: Ten (10) weeks after Project Re-initiation Date)	2	Draft test closure memo is completed. This deliverable encompasses the following delivery phases: build, QA, UAT, Regression. Subsequent slides show status on completion. From a delivery perspective the project was nearing completion of QA. Next slide shows status on remaining delivery phases as well as an estimated breakout for how M2 is broken out into the different delivery phases.
DEL03	Go Live Checklist (Target Completion Date: Ten (10) weeks after Project Re-initiation Date)	2	Approved Go Live Checklist that contains each release associated with this project. The deliverable encompasses the tasks required to go live from a deployment perspective. Next slide provides information on key task completed to date.
DEL04	IT Project Closure Report	3	Draft Closure Memo is completed. This is a document confirming close of project, listing the activities done, remaining, and lessons learnt submitted to ITPM for approval

* DEL05 has been added as part of CR#2

CANADA MORTGAGE AND HOUSING CORPORATION



5

Completion Summary: Milestone Summary

Current Milestone Status: the table below shows project milestones from PO 101.001 and completion status.

Milestones	Status
Project Kickoff	Completed
M1 - Deliver Inventory of Changes and Validated Schedule for all Systems – DEL 01	Completed
M2 - Successful completion of Testing and critical bug fixes to enable go-live – DEL02, DEL 03	56% completed based on analysis below
M3 - Project Closure – DEL04	N/A

M2 Progress Summary: the table below shows a detailed breakout of the delivery phases associated with M2, includes: effort distribution and completion summary.

Phase	Phase % of Total M2 Effort	% Complete (% effort of M2 Completed)	Comments	Associated Deliverable
Build	40% of M2	90% work complete (36% of M2 completed)	<ul style="list-style-type: none"> AIP: Build not started as changes to be made in PROD in go-live week MIDAA: Build not started, was planned in April'2020 during MIDAA project hypercare EMILI: Pending logos/banners from Studio to complete all build tasks CRM: Outstanding questions/decisions from MBS, certain workflow decisions are pending myHR: Logo yet to be updated for the email notifications (pending from Studio) Platform/Infrastructure: For lower environments, not all URL's have been updated 	<ul style="list-style-type: none"> DEL02 – Test Closure Memo
QA	20% of M2	90% work complete (18% of M2 completed)	<ul style="list-style-type: none"> Appendix slide provides summary of QA execution, along with link to draft Test Closure Memo QA walkthroughs were conducted for HMIP, Platform/Infrastructure, myHR, ServiceNow and ERP 	
UAT	20% of M2	0% work complete (0% of M2 completed)	<ul style="list-style-type: none"> In the original schedule UAT was to start alongside QA execution given the aggressive nature of the timeline and this is what was budgeted for from a resource allocation perspective. Across all workstreams UAT has not started. QA walkthroughs were completed in order to prep the business across several workstreams 	
Regression	10% of M2	0% work complete (0% of M2 completed)	<ul style="list-style-type: none"> To be completed after UAT complete. Several regression test plans are automated across the workstreams 	
Release Planning	10% of M2	25% work complete (2% of M2 completed)	<ul style="list-style-type: none"> An activity that was planned to start two weeks prior to go live. The deployment for Sitecore, which was the most labor-intensive task was completed and made backwards compatible i.e. deployment pipeline re-architected with new SSL certs in QA environment and has been made backwards compatible – therefore can be redeployed at project re-initiation 	<ul style="list-style-type: none"> DEL03 – Go Live checklist
TOTAL	100%	56% of M2 completed	<ul style="list-style-type: none"> Percentage complete is based on point time analysis of the phases above. 	

Completion Summary: Financial Impact Assessment

Current Fee Structure: The table below shows the fee structure from PO 101.001

Milestones	Due Date	Fee %	Amount	Comments
Project Kickoff	31-Jan-20	100%	\$858,303	Completed
M1 - Deliver Inventory of Changes and Validated Schedule for all Systems – DEL 01	21-Feb-20			Completed
M2 - Successful completion of Testing and critical bug fixes to enable go-live – DEL 02, DEL 03	30-Apr-20			DEL 02 - Test Closure Memo; DEL 03 - Go-live checklist
M3 - Project Closure – DEL 04	14-May-20			DEL 04 - Project Closure
TOTAL				

To-Be Fee Structure: The table below shows the proposed fee structure to postpone the project based on % complete of milestone 2 i.e. 56% of baseline M2:

Milestones	Due Date	Fee %	Amount	Comments
Project Kickoff	31-Jan-20	100%	\$858,303	No change
M1 - Deliver Inventory of Changes and Validated Schedule for all Systems – DEL 01	21-Feb-20			No change
M2a - Project Postponement – DEL 05	30-Apr-20			<ul style="list-style-type: none"> • Milestone calculated as 56% of Baseline M2 • Deliverable for milestone is this deck (DEL 05)
M2 - Successful completion of Testing and critical bug fixes to enable go-live – DEL 02, DEL 03	10 weeks after project re-initiation			Remainder of baseline M2
M3 - Project Closure – DEL 04	14 weeks after project re-initiation			No Change
Total		100%	\$858,303	

- Interim Project Closure report is located in the following link:
 - [Project Closure PO101 Rebranding](#) CANADA MORTGAGE AND HOUSING CORPORATION
 - [Project Document Quality Control Checklist PO101 Rebranding](#)



Project Re-initiation: Approach and Assumptions

1) General recommended approach:

- a. Prepare and submit CR for work completed to date to close out PO 101. Supporting artifacts to close out the project will be Quality Control Checklist, and Project Closure Report, and this Impact Assessment document.
- b. Pause all application workstream work by April 2. Pause O365 and Platform work for email and LAN by April 10
- c. 12 weeks prior to go live the project team revisits the impact assessment to re-initiate the project – start with 12 weeks
- d. 10 weeks prior to go live, the O365 and Platform workstream for email and LAN to ramp back up. During this 10 week period Application Discovery, QA, UAT, regression and release planning is completed – this is the **path to production** for email and LAN change
- e. 5 weeks prior to go live, the application teams ramp back up. During this 5 week period UAT, regression and release planning is completed – this is the **path to production**

2) These are the high level assumptions for project re-initiation:

Key Assumptions

Scope: new scope additions will need to be considered at the point of re-initiation, e.g. HBT. Baseline for scope can be sourced from PID, CR1 and CR2 (MIDAA, ERP) and decision documentation for Email and Lan changes

Budget:

- Budget to complete project will be revisited at re-initiation. Remaining budget can be used for planning purposes, but work effort is subject to change based on changes to the environment in the intervening period. The plan for remaining budget should also include the ROM estimates for proposed project extension and Email & Lan scope (proposed CR's 4 & 5)
- These CR's were in flight when the project was postponed and the ROM's were shared (refer next slide for details of all CR's)
- For greater clarity, the ROM budget to be confirmed at project re-initiation is Here's the breakout:
 - Remaining budget (\$858,303
 - CR 4 (Email change - update to firstname.lastname) :
 - CR 5 (Milestone Update) :

Schedule: the schedule presented in this deck can be used as a baseline for planning purpose

Email & Lan: the decisions that have been made regarding Email and LAN changes are included when the project is re-initiated

Change Requests & their status

- The following is the list of CR's for Rebranding project with details on which the one's submitted:

Change Request	Title	Description	State	ROM	Comments
CR1	ERP Finance	Including ERP in scope	Approved and submitted to IT-PRMO on April 01		Contractually, submitted together as CR 1
CR2	MIDAA	Including MIDAA apps in scope	Approved and submitted to IT-PRMO on April 01		
CR3	Milestone Update	April 8 to April 17 date change	CR shared March 12 (Link: project extension). However, in light of the launch postponement, this CR was to get repurposed to reflect June 1 proposed date		No longer valid
CR4	Email change – update to firstname.lastname@hc.ca	Requirement for email username and LAN ID change at cutover	ROM shared March 30 (link: Email & Lan scope). Proposed approach and schedule was reviewed with project stakeholders and ROM was shared. Official CR was not submitted due to project going on-hold.		Will be built in to the new PO at project re-initiation
CR5	Milestone Update	April 17 to June 01 date change	ROM shared March 30 (link: Email & Lan scope). Repurpose CR3 to reflect the June 1 go-live date. Official CR was not submitted due to project going on-hold.		Will be built in to the new PO at project re-initiation
CR6	Go-live date indefinite postponement	Rebrand Project Postponement	CR has been drafted and submitted to IT-PRMO		Contractually, submitted as CR 2

CANADA MORTGAGE AND HOUSING CORPORATION



Project Re-initiation: Proposed Timeline

(New date TBD)

Go-Live

Base Timeline

(Past months, tasks excluded)



Workstream	2020								
	Mar					Apr			
	02-06	09-13	16-20	23-27	30-03	06-10	13-17	20-24	
Website (SiteCore)	QA UAT		Reg. Test		Rel. Mngt.				
HMIP	QA UAT		Reg. Test		Rel. Mngt.				
CRM	QA UAT		Reg. Test		Rel. Mngt.				
myHR (SuccessFactors)	QA UAT		Reg. Test		Rel. Mngt.				
EMILI	QA UAT		Reg. Test		Rel. Mngt.				
ServiceNow	QA UAT		Reg. Test		Rel. Mngt.				
MyFinance (ERP)	QA UAT		Reg. Test		Rel. Mngt.				
AIP and PowerBI	QA UAT		Reg. Test		Rel. Mngt.				
MIDAA	QA UAT		Reg. Test		Rel. Mngt.				
Office 365 / Platform Services	QA UAT		Reg. Test		Rel. Mngt.				

Proposed Timeline

(Past months, tasks excluded)

Go-Live



2020														
Month TBD				Month TBD						Month TBD				TBD
WK	WK	WK	WK 1	WK 2	WK 3	WK 4	WK 5	WK 6	WK 7	WK 8	WK 9	WK 10	WK 11	
Park Changes									Re-Dep	Reg. Test UAT & Re-test	Rel. Mngt.			
									Re-Dep	Reg. Test UAT & Re-test	Rel. Mngt.			
									Re-Dep	Reg. Test UAT & Re-test	Rel. Mngt.			
									Re-Dep	Reg. Test UAT & Re-test	Rel. Mngt.			
									Re-Dep	Reg. Test UAT & Re-test	Rel. Mngt.			
									Re-Dep	Reg. Test UAT & Re-test	Rel. Mngt.			
									Re-Dep	Reg. Test UAT & Re-test	Rel. Mngt.			
									Re-Dep	Reg. Test UAT & Re-test	Rel. Mngt.			
									Re-Dep	Reg. Test UAT & Re-test	Rel. Mngt.			
Park Changes				Design, Build, QA & UAT					Rel. Mngt., SI, CM Support					

Project Re-initiation: Key Dates

(New date TBD)

Task	Start Date	End Date	Duration (Days)
Decision on Go-Live to ramp team back up for all workstreams	12 weeks before Go Live	12 weeks before Go Live	N/A
Validate impact assessment (scope, budget, schedule, i.e. PID)	12 weeks before Go Live	10 weeks before Go Live	10
Start work for email and LAN changes (see next 2 slides)	10 weeks before Go Live	10 weeks before Go Live	N/A
Re-Deploy changes across application workstreams	5 weeks before Go Live	5 weeks before Go Live	5
Have Testers lined up for UAT	5 weeks before Go Live	5 weeks before Go Live	N/A
UAT: Execution	4 weeks before Go Live	4 Weeks before Go Live	5
UAT: Re-testing defect fixes	3 weeks before Go Live	2 weeks before Go Live	5
Regression Test: Execution	4 weeks before Go Live	2 weeks before Go Live	10
Regression Test: Re-testing defect fixes	3 weeks before Go Live	2 weeks before Go Live	5
Production Changes approved / Go No-Go Decision by	2 weeks before Go Live	2 weeks before Go Live	N/A
Release Management	2 weeks before Go Live	2 days before Go Live	10
Go-Live *	Launch Day	2 weeks after brand launch	10
Hypercare **	Launch Day	3 weeks after brand launch	15

* Go-live dates vary as per system ** Hypercare for infra and platform

Project Re-initiation: Email and LAN timeline

Task	2020													
	Month TBD				Month TBD				Month TBD				Month TBD	
	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W12	W13
Test Setup														
Test User account creation, remote test environment preparation														
Assignment of accounts to test users														
Initial TC inventory														
Business Rules														
App Discovery - Identify impacted apps (internal)														
Remote Cutover design and QA														
Test Ready					★									
Execute D365 Apps, Windows Login														
Engage developers for internal apps														
Develop solutions														
Engage SSO external app vendors														
Recruit testers for internal and external App testing														
Raise SNOW to request all app access to 10 test users														
Assign testers to test user account for apps that is ready (1 per app)														
Execute Internal and External App Testing														
Test complete								★						
Service Introduction														
Change Management Support														
Release Planning														
Go-Live													★	
Hypercare														

CANADA MORTGAGE AND HOUSING CORPORATION



12

Project Re-initiation: Email and LAN – UAT Roles and Responsibilities

Task	Role	Description	Start	End
Business Rules	<ul style="list-style-type: none"> Business Analysis (HR, IT) Documentation 	Document key requirements and business process rules specific to username, e.g. length, collisions, name changes, onboarding, HR integration. Collaborate with Accenture SME's	10W prior to go-live	8W prior to go-live
App Discovery (Internal)	<ul style="list-style-type: none"> Verification (IT, business lines) 	Confirm that the apps identified for internal testing is complete. Participate in business discussions as required – this could be a SITPB activity, e.g. for Wallstreet	10W prior to go-live	6W prior to go-live
Engage SSO external app vendors	<ul style="list-style-type: none"> 3rd Party Business Owners Rebranding project team 	Drive discussions with impacted 3 rd parties that will need to make changes to limit business disruption for access / account history. e.g. Doccentre Hub	10W prior to go-live	8W prior to go-live
Execute Online Exchange Tests	<ul style="list-style-type: none"> CMHC IT UAT testers (users identified) 	Execute baseline and post cutover scripts written by Accenture team specific to office online – collaborate with Accenture to log user impacts to feed change management, e.g. actions required to resolve 1 drive links	9W prior to go-live	4W prior to go-live
Execute Desktop Office 365 Apps, Windows Login	<ul style="list-style-type: none"> CMHC IT UAT testers (users identified) 	Execute baseline and post cutover scripts written by Accenture team specific to desktop Office 365 and Windows Login – collaborate with Accenture to log user impacts to feed change management and SI, e.g. first time login, service desk call scripts	9W prior to go-live	4W prior to go-live
Recruit testers for internal and external App testing	<ul style="list-style-type: none"> CMHC Rebranding (UAT) Business UAT testers 	Identify resources to perform application testing on internal and external applications across enterprise environment	8W prior to go-live	6W prior to go-live
Execute Internal and External App Testing	<ul style="list-style-type: none"> Business UAT testers 	Execute baseline and post cutover scripts written by Accenture team specific to application testing – collaborate with Accenture to log user impacts to feed change management and SI, e.g. specific app instructions	8W prior to go-live	2W prior to go-live
Service Introduction	<ul style="list-style-type: none"> IT Oversight 	Complete standard SI activities specific to email & LAN changes	6W prior to go-live	1W prior to go-live
Change Management Support	<ul style="list-style-type: none"> IT Oversight, UAT testers CMHC Rebranding (Change) 	UAT team, collaborating with Accenture team needs to feed change management workstream to inform change impact assessment and communication plan	4W prior to go-live	0W prior to go-live

Impacted workstream summary (1)

Workstream	Lead	Current status	Future path
Website (SiteCore)	Victor	<ul style="list-style-type: none"> TDD, Build, 87% QA has been completed 	<ul style="list-style-type: none"> UAT must take place in higher environment. UAT must be coordinated with web content changes. Recommend delaying UAT start until there is a clear path to production to limit impacts to other in -light work. Environment team has re-architected a deployment pipeline with new URL's. Pipeline is backwards compatible and will be saved for future redeployment
HMIP	Victor	<ul style="list-style-type: none"> TDD, Build, 97% QA has been completed URL testing outstanding 	<ul style="list-style-type: none"> When there is a clear path to production, promote code to higher environment and perform regression testing DNS level change for updated URL will need to be performed. Current RITM to get this done has been cancelled
CRM Portal ("Front Office" CRM) & D365 – CRM ("Back Office" CRM)	Glenn	<ul style="list-style-type: none"> TDD, Build, 86% QA has been completed Some open questions that need to be closed 	<ul style="list-style-type: none"> Date uncertainty will require re-work to apply configuration changes in test environment as the current environment needs to be freed up for other work. This will necessitate another round of QA before UAT can start.
myHR (SuccessFactors)	Prabhakar	<ul style="list-style-type: none"> TDD, Build, 97% QA has been completed 	<ul style="list-style-type: none"> UAT will be conducted in environment where branding changes are currently deployed Changes can stay in the environment as there are no collisions at this time, but they may need to be backed out depending on requested change from business owners
EMILI	Meghan A	<ul style="list-style-type: none"> TDD, Build, 57% QA has been completed 	<ul style="list-style-type: none"> Code branch will be saved in Azure Dev Ops for redeployment at a later date to finish build tasks and QA. Project team needs to work with insurance enhancement team and HBT team to align changes for launch

Impacted workstream summary (2)

Workstream	Lead	Current status	Future path
ServiceNow	Bill	<ul style="list-style-type: none"> TDD, Build, 100% QA has been completed 	<ul style="list-style-type: none"> When there is a clear path to production, project team will need to redo changes to ServiceNow as an upgrade of ServiceNow to newer version is planned in June 2020
MyFinance (ERP)	Gilbert	<ul style="list-style-type: none"> TDD, Build, 100% QA has been completed 	<ul style="list-style-type: none"> UAT team confirmed rebranding testing will be delayed, recommend following single timeline as other workstreams
AIP and PowerBI	Hamza	<ul style="list-style-type: none"> Work halted until there is a clear path to production 	<ul style="list-style-type: none"> Ramp up team to make changes and complete UAT in the weeks leading to launch
MIDAA	Keiron	<ul style="list-style-type: none"> Work halted until there is a clear path to production 	<ul style="list-style-type: none"> Ramp up team to make changes and complete UAT in the weeks leading to launch Ongoing IT-Ops team that supports MIDAA (new team), might be engaged once this is picked up again
Office 365 / Platform Services	Divyang / Lin	<ul style="list-style-type: none"> URL changes are embedded in application workstream deployment paths For Microsoft exchange changes, ramping up test approach for Office, Applications, and 3rd parties 	<ul style="list-style-type: none"> Follow proposed path (slide 6) to complete email and LAN ID changes for new go-live date For URL changes, work across impacted workstreams to ensure certs and deployment pipelines are updated for UAT test environments and PROD



Appendix

Completion Summary: QA Execution Summary

Summary:

- Overall, ~90% of QA has been completed across workstreams. Includes both test planning, script creation and execution.
- The in-progress Test Closure Memo is available on project SharePoint: [Rebranding -Test Closure Memo - Draft v0.2](#)
- Rebranding QA test plan link - <https://dev.azure.com/cmhcvs/CMHC-SCHL/testPlans/define?planId=135706&suitId=135707>
- UAT is yet to start and will need to be completed across all workstreams when project restarts
- The UAT Rebranding test plan link: <https://dev.azure.com/cmhcvs/CMHC-SCHL/testPlans/define?planId=143507&suitId=143508>

Applications	Total TC's	Total TC's Executed	TC's Passed	TC's Failed	TC's Blocked	Execution %	Pass %	Failed %	Blocked %	Open Defects
HMIP	148	144								
Emili	49	28								
CMHC Website (SiteCore)	186	160								
myHR (SuccessFactors)	46	45								
CRM	136	118								
Service Now	61	61								
ERP	29	29								
Office 365 / Platform Services (Agora, SharePoint)	38	19								
Overall	693	605								

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
Office 365 / Platform Services (URL)	<ul style="list-style-type: none"> Setup new domains on DNS and add relevant DNS records Procured and setup SSL certificates for Sitecore QA Front-end and backend URL SSL and URL setups and redirection on Sitecore QA environment IVR Changes: Approach and third party vendor identified 	<ul style="list-style-type: none"> SSL/New URL setup and redirection: <ul style="list-style-type: none"> SSL procurement for UAT/PRD environments: Target date for procuring remaining SSL certs is at least 5 weeks prior to new go-live SSL/New URL setup on IIS and App GWY for SiteCore UAT/PRD environments SSL/New URL setup on IIS and App GWY for HMIP DEV/SYS/PRD environments DNS: <ul style="list-style-type: none"> Setting up hc.ca domain on DNS and Office 365 Pending some DNS record setup for new URL domains IVR Changes: <ul style="list-style-type: none"> Implement the changes in IVR by updating the wordings in transcripts and engaging with third party vendor (Newmood) Quote from Newmood to apply changes is approximately 	divyang.pandya@accenture.com	<ul style="list-style-type: none"> Relevant Documents: 07. O365 - Platform Services QA test plan link - Newmood quote -

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
Office 365 / Platform Services (Email/LAN/UPN)	<ul style="list-style-type: none"> Made the technology decision of sync primary email, UPN and LANID to optimize user experience Setup 10 generic test user accounts and 5 virtual desktops to facilitate the testing for all Office 365 suite, system functions, internal tier 1,2 apps and external SSO apps for LANID/UPN/Primary Email change Key testing area identified: 1. login/access, and 2. user history retainment Office 365 suite test completed 1st round, identified operational issues to be fixed, waiting for 2nd round of regression test, using @cmhc.ca in place of @hc.ca for testing Lotus Notes testing completed 1st part Xerox SSO vendor testing undergoing, vendor working with issues to cope with changes ServiceNow SSO vendor testing undergoing, problematic area identified 	<p>Continue Discovery:</p> <ul style="list-style-type: none"> Continue getting full list of tier 1,2 internal apps that might be impacted by LANID/UPN change Conduct targeted testing to identify internal apps and the areas need to be changed. esp. when developer time will be required, the workload/complexity/change-lead-time need to be assessed. Continue engaging all external vendors for SSO testing to get ready to cope with changes Office 365 suite, system functions, internal tier 1,2 apps and external SSO apps ALL need to be tested and changes made to ensure smooth cutover and frictionless user experience. These needs AO, BU cooperation Complete Office 365 suite testing and develop the plan for cutover Complete Lotus Notes testing 	lin.c.zhu@accenture.com	<ul style="list-style-type: none"> Relevant Documents: 07. O365 - Platform Services QA test plan link -

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
Website (SiteCore)	<ul style="list-style-type: none"> One of most important workstream for rebranding since this is primarily external facing In line with discussion with Web team (Patrice's team), the recommendation is to do content updates (which are to be done by Web team) as close to launch date as possible – this is to avoid longer blackout TDD, Build, 87% QA has been completed QA was conducted in qascr03 environment Deployment pipeline re-architected with new SSL certs in QA environment and has been made backwards compatible – therefore can be redeployed at project re-initiation 	<ul style="list-style-type: none"> Redeploy deployment pipeline and complete QA Deploy changes to UAT environment with another set of SSL certs. Coordinate with CMHC Web team to complete UAT and synch with content changes (content updates) in UAT environment for full end to end test. Note, content changes can only be applied to UAT environment because of architecture and access considerations Considering new go-live date, target to lock down content updates at least 2 weeks prior in order to complete UAT and perform technical regression test 	victor.s.lee@avanade.com / vickram.rameshbabu@accenture.com	<ul style="list-style-type: none"> Relevant Documents: 01. CMHC Website (SiteCore) QA test plan link -

SiteCore Environments – relevant for SSL procurement and setup:

Environment	Fully Qualified Domain (EN)	Fully Qualified Domain (FR)	Comments
QA	qascr01.housingcanada.ca	qascr01.habitationcanada.ca	
QA	qascr02.housingcanada.ca	qascr02.habitationcanada.ca	
QA	qascr03.housingcanada.ca	qascr03.habitationcanada.ca	This is QA environment
UAT CMS	http://esutsrcms02/sitecore	http://esutsrcms02/sitecore	UAT CMS URL is internal to CMHC network. No bilingual version for this URL
UAT Website	www.uatscr.housingcanada.ca	www.uatscr.habitationcanada.ca	This is the URL for the “UAT CMHC Website”
Pre-PROD	www.uatscrhd.housingcanada.ca	www.uatscrhd.habitationcanada.ca	No Pre-Prod environment yet
PROD	housingcanada.ca	habitationcanada.ca	
PROD	www.housingcanada.ca	www.habitationcanada.ca	

CANADA MORTGAGE AND HOUSING CORPORATION



20

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
HMIP	<ul style="list-style-type: none"> TDD, Build, 97% QA has been completed (URL testing outstanding) QA is being done in Dev environment 	<ul style="list-style-type: none"> When there is a clear path to production, promote to higher environment and perform regression and UAT Considering new go-live date, target to deploy to UAT environment at least 2 weeks in advance for Regression and go-live readiness 	victor.s.lee@avanade.com / vickram.rame.shbabu@accenture.com	<ul style="list-style-type: none"> Relevant Documents: 09. HMIP QA test plan link -

HMIP Environments – relevant for SSL procurement and set up:

Environment	Fully Qualified Domain (EN)	Fully Qualified Domain (FR)	Comments
DEV & QA	www05-dev.housingcanada.ca	www05-dev.habitationcanada.ca	This is QA environment
UAT	www05-sys.housingcanada.ca	www05-sys.habitationcanada.ca	
PROD	www03.housingcanada.ca	www03.habitationcanada.ca	

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
CRM Portal ("Front Office" CRM) & D365 – CRM ("Back Office" CRM)	<ul style="list-style-type: none"> TDD, Build, 86% QA has been completed 	<ul style="list-style-type: none"> Once the project has a new locked in date for launch, the team can take a new copy of CRM to apply the changes and perform QA and UAT. The team will need at least 1 month prior to launch to complete the tasks Some open questions that need to be closed by respective LOB's <p>Potential Rework:</p> <ul style="list-style-type: none"> Given the nature of changes made to CRM portal (mostly app configuration) and additional changes that are will be worked on, the delay in production launch will result in rework that cannot be avoided. The rebranding changes will need to be applied to a future version of the 'production' copy of CRM, which will contain current in flight work. Team is making sure that re-work is minimized through documentation 	glenn.deschenes@accenture.com	<ul style="list-style-type: none"> Relevant Documents: 04. Front Office CRM QA test plan link -

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
myHR (SuccessFactors)	<ul style="list-style-type: none"> TDD, Build, 97% QA has been completed Changes can stay in the environment as there are no collisions Mostly Remi's team (z-tech group) and Accenture onshore team has visibility to that environment 	<ul style="list-style-type: none"> UAT will be conducted in environment where branding changes are currently deployed Project team will support Remi's team to complete UAT since there are changes done by both Accenture project team + Remi's team When there is a clear path to production, complete regression in the week leading up to launch. Contract for SAP professional services to enable careers website URL change 	p.appannagari@accenture.com	<ul style="list-style-type: none"> Relevant Documents: 02. myHR (SuccessFactors) QA test plan link - SAP professional services

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
EMILI	<ul style="list-style-type: none"> TDD, Build, 57% QA has been completed Keep rebranding changes in the current test environment (training), but new changes may need to be introduced pending enhancement work 	<ul style="list-style-type: none"> When there is a clear path to production, which includes change plan for lenders, deploy changes for QA regression and UAT Certain changes can only be tested in MAINT (lender test). Rebranding changes can be parked as a branch for reintroduction at a later date Rebranding changes will not be deployed to MNT anytime soon since Lenders have visibility to this environment and the change plan needs to be factored in Ensure outstanding le Studio work is provided to dev team Business decision on deployment timeline given impacts to lender community and HBT timeline 	meghan.arora@accenture.com	<ul style="list-style-type: none"> Relevant Documents: 03. EMILI QA test plan link - Le Studio request: EMILI Images Studio Request

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
ServiceNow	<ul style="list-style-type: none"> TDD, Build, 100% QA has been completed Changes are available in Staging for UAT Rebrand changes can reside in Staging environment 	<ul style="list-style-type: none"> UAT is pending <p>Potential Rework:</p> <ul style="list-style-type: none"> An upgrade of ServiceNow to newer version is planned in June 2020 When there is a clear path to production, project team will need to redo changes to update sets that are introduced with the newer version and originally had Rebranding changes New catalog items introduced in ServiceNow as part of ongoing demands/enhancements will require implementing branding changes 	bill.b.v.yangco@accenture.com	<ul style="list-style-type: none"> Relevant Documents: 08. ServiceNow QA test plan link -

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
MyFinance (ERP)	<ul style="list-style-type: none"> TDD, Build, 100% QA has been completed VM10 represents QA environment UAT cannot be done in QA environment since data is masked (offshore environment) 	<ul style="list-style-type: none"> UAT: When there is a clear path to production, deploy changes to UAT environment and support test effort and complete regression test 	gilbert.g.khayat@avanade.com	<ul style="list-style-type: none"> Relevant Documents: 10. Finance (ERP) QA test plan link -

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
AIP and PowerBI	<ul style="list-style-type: none"> TDD has been completed 	<ul style="list-style-type: none"> Build, QA and UAT When there is a clear path to production, ramp up team to make changes and complete UAT in the weeks leading to launch 	hamza.briak@accenture.com	<ul style="list-style-type: none"> Relevant Documents: 06. AIP and PowerBI QA test plan link -

Impacted workstreams

Workstream	What has been completed	What is Remaining	SME / POC	Links
MIDAA	<ul style="list-style-type: none">TDD has been completed	<ul style="list-style-type: none">Build, QA and UATWhen there is a clear path to production, ramp up team to make changes and complete UAT in the weeks leading to launch	rebecca.mccormick@accenture.com	<ul style="list-style-type: none">Relevant Documents: 11. MIDAAQA test plan link -



**Pages 317 to 327
are duplicates**

Mélanie Larose

From: Caroline Joanisse
Sent: September-18-20 4:38 PM
To: Giovanni Tino
Cc: Dan Ivancak; David Charron; Christina Haddad
Subject: RE: Key messages – A new brand? / Messages clés - une nouvelle image de marque?

Will do. Thank you for flagging it Dan.

From: Giovanni Tino <gtino@cmhc-schl.gc.ca>
Sent: September-18-20 4:37 PM
To: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Subject: RE: Key messages – A new brand? / Messages clés - une nouvelle image de marque?

Thank you for reaching out Caroline.

My thoughts would be to remove it as it will create more confusion.

Regards,

Giovanni.

From: Caroline Joanisse <cnjoanis@cmhc-schl.gc.ca>
Sent: September-18-20 2:03 PM
To: Giovanni Tino <gtino@cmhc-schl.gc.ca>
Subject: FW: Key messages – A new brand? / Messages clés - une nouvelle image de marque?

Hi Giovanni,

This was flagged in our key messaging – would you recommend we remove it?

Caroline

Caroline Joanisse

Manager, Corporate Brand Management | The Studio

cnjoanis@cmhc-schl.gc.ca

T: 613-748-2459

C:

700 Montreal Road, Ottawa, ON

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Caroline Joanisse

Gestionnaire, Image de marque | Le Studio

cnjoanis@cmhc-schl.gc.ca

T : 613 748-2459

C :

700, Chemin Montreal, Ottawa, ON

Société canadienne d'hypothèques et de logement (SCHL)

www.schl.ca



From: Dan Ivancak <divancak@cmhc-schl.gc.ca>
Sent: September-18-20 1:30 PM
To: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>
Cc: David Charron <dcharron@cmhc-schl.gc.ca>
Subject: FW: Key messages – A new brand? / Messages clés - une nouvelle image de marque?

Hi Caroline.

I have a question into the proposed messaging, specifically the references to issues with providing MLI in certain regions (at least, if not entire country) for promoting that in the messaging?

I understand there are
 , Do we want to be

Is CMHC getting out of the mortgage loan insurance (MLI) business? • No, MLI continues to be an important area of our business. We will continue to offer MLI to qualified homebuyers and developers of multi-unit properties. • We will continue to offer MLI in all parts of the country and support both homeownership and other forms of housing, including large residential rental properties (e.g., rental apartments, _____ student housing).

Dan Ivancak

Advisor, Rental Construction Financing

Multi Unit Rental - Client Solutions

divancak@cmhc-schl.gc.ca

Telephone: 416 218-3361

100 Sheppard Ave E, Suite 300, North York, ON, M2N 6N5

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

#FlattenTheCurve #StayHealthy

We are in this together.

See how CMHC is supporting Canadians during the COVID-19 pandemic: cmhc.ca/covid-19

From: David Charron <dcharron@cmhc-schl.gc.ca>
Sent: September-18-20 1:24 PM
To: Dan Ivancak <divancak@cmhc-schl.gc.ca>
Cc: Joe Schifano <jschifan@cmhc-schl.gc.ca>; John Ialeggio <jjaleggi@cmhc-schl.gc.ca>; Brad Uberig <buberig@cmhc-schl.gc.ca>
Subject: RE: Key messages – A new brand? / Messages clés - une nouvelle image de marque?

Hi Dan,

I'm in meetings this afternoon...can you please validate with Caroline J. ?

From: Dan Ivancak <divancak@cmhc-schl.gc.ca>
Sent: 18 septembre 2020 13:22
To: David Charron <dcharron@cmhc-schl.gc.ca>
Cc: Joe Schifano <jschifan@cmhc-schl.gc.ca>; John Ialeggio <jjaleggi@cmhc-schl.gc.ca>; Brad Uberig <buberig@cmhc-schl.gc.ca>
Subject: RE: Key messages – A new brand? / Messages clés - une nouvelle image de marque?

From the messaging, is this correct? Do we want to highlight _____ at this time?
generally?

Is CMHC getting out of the mortgage loan insurance (MLI) business? • No, MLI continues to be an important area of our business. We will continue to offer MLI to qualified homebuyers and developers of multi-unit properties. • We will continue to offer MLI in all parts of the country and support both homeownership and other forms of housing, including large residential rental properties (e.g., rental apartments, _____ student housing).

Dan Ivancak

Advisor, Rental Construction Financing

Multi Unit Rental - Client Solutions

divancak@cmhc-schl.gc.ca

Telephone: 416 218-3361

100 Sheppard Ave E, Suite 300, North York, ON, M2N 6N5

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

#FlattenTheCurve #StayHealthy

We are in this together.

See how CMHC is supporting Canadians during the COVID-19 pandemic: cmhc.ca/covid-19

From: David Charron <dcharron@cmhc-schl.gc.ca>

Sent: September-18-20 12:51 PM

To: z-Multi-Unit Affordable Rental <z-Multi-UnitAffordableRental@cmhc-schl.gc.ca>

Subject: FW: Key messages – A new brand? / Messages clés - une nouvelle image de marque?

Hello team, please read the messages in the link below.

From: Dean D'Souza <ddsouza@cmhc-schl.gc.ca> **On Behalf Of** Employee Bulletin employés

Sent: 18 septembre 2020 12:47

Cc: Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>

Subject: Key messages – A new brand? / Messages clés - une nouvelle image de marque?

(Le français suit)

Given the news about CMHC's potential transition to a new brand in 2021 that has appeared in the media, our front-facing staff/key account managers may receive questions from our clients and partners. No final decisions have been made on our timing.

For people leaders with staff that talk to clients and partners, please use your discretion to determine whether this messaging should be proactively shared with some or all of your clients and partners or if you will share it on a reactive basis.

Please encourage your employees to read Evan's blog post from yesterday if they have not yet seen it.

If you have any questions, please send them to [Caroline Joannis](#), Manager, Corporate Brand Management.

Comme les médias ont commencé à parler du changement de marque de la SCHL prévu pour 2021, il est possible que nos employés de première ligne et nos gestionnaires de comptes clients reçoivent des questions de la part de nos clients et partenaires.

Les gestionnaires de personnes qui supervisent des employés en interaction avec des clients et des partenaires doivent leur transmettre [le message suivant](#).

Veuillez encourager vos employés à lire le blogue d'hier de Evan s'ils ne l'ont pas encore vu.

D'ici là, si vous avez des questions, veuillez envoyer un courriel à [Caroline Joannis](#), Gestionnaire, Image de marque

Mélanie Larose

From: Victoria Dulmage-Abboud
Sent: October-15-20 9:19 AM
To: Lynne Vézina; Jessica Webb
Subject: Attendance & Materials - MC Meeting - October 15
Attachments: Attendance - October 15, 2020.docx; MC Meeting - October 15, 2020 - Materials.pdf

Hi Lynne,

Please see attached the attendance and meeting materials for the MC meeting.

Merci!
Victoria

Victoria Dulmage-Abboud

Senior Administrative Assistant
Corporate Governance – President's Office
vdulmage@cmhc-schl.gc.ca
Telephone: 613-742-5405
700 Montreal Road, Ottawa, ON, K1A 0P7
Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca



Visit cmhc-nhs.ca | Visiter schl-snl.ca

Victoria Dulmage-Abboud

Administrateur principal
Gouvernance de la Société – Bureau du Président
vdulmage@cmhc-schl.gc.ca
Telephone: 613-742-5405
700 Montreal Road, Ottawa, ON, K1A 0P7
Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca

**Pages 333 to 344
are not relevant**

2020 Q3 DECISION & ACTION LIST – MANAGEMENT COMMITTEE (MC)***PROTECTED***
Updated October 2020

Meeting Date	Agenda Item	Meeting Decisions and Actions	Presenter / Proponent	Next Steps	Status
August 20	Portfolio of Projects & Available Funding	<p>The committee was informed that the Communication and Modernization Program, as well as the branding initiative would be added to the portfolio.</p> <p>Eleanor Hughes, Director Corporate Strategy Development advised members of the development of a reporting framework intended to quantify benefits realization in order to better inform decisions on where to invest. She confirmed that over the coming months testing of the framework would be conducted on current projects, and asked for the support of project sponsors in carrying out this work.</p> <p>Antony Kent, Director Finance Business Partnering confirmed that funding earmarked for COVID-19 response efforts had been fully utilized.</p> <p>The committee was advised that reforecasting of available funding was taking place and an update would be provided once available.</p> <p>It was determined that the Innovation team would work with Finance to determine gaiting of funding for HelpSeeker throughout 2020-2022.</p>	E. Hughes A. Kent		No Action Required

**Pages 346 to 347
are not relevant**

2020 Q3 DECISION & ACTION LIST – MANAGEMENT COMMITTEE (MC)**PROTECTED**
Updated October 2020

Meeting Date	Agenda Item	Meeting Decisions and Actions	Presenter / Proponent	Next Steps	Status
July 30	Portfolio of Projects & Available Funding	<p>Antony Kent, Director, Finance Business Partnering and Eleanor Hughes, Director, Corporate Strategy development, provided an update on the available funding and portfolio.</p> <p>Christina Haddad, Vice President, Communications & Marketing, confirmed that the re-branding initiative would occur in 2020 and should be included to the 2020 portfolio.</p> <p>Teams for both initiatives will work with Finance and Corporate Governance to determine next steps in terms of required approval.</p>	E. Hughes A. Kent		Complete
July 30	Corporate Planning Financials: Operating Expenditures Efficiencies Review	<p>Mr. Kent presented the final workstreams and workplan for the second phase of identifying efficiencies and confirmed that a deep dive review would be completed by the end of 2020.</p> <p>The Committee discussed the use of appropriations and “stop doing” initiatives and André Charbonneau commented that the accountability lied within the sector, but that Finance could help enable the process.</p>	A. Kent M. Cunningham	Q4 TBC	In Progress

**Pages 349 to 454
are not relevant**

Mélanie Larose

From: Executive Blog <no-reply@sharepointonline.com>
Sent: September-17-20 10:03 AM
To: Lynne Vézina
Subject: Blog Subscription - What's in A Name: A New Brand? /...

[Executive Blog](#)

What's in A Name: A New Brand? /... has been changed

[Modify my alert settings](#) | [View What's in A Name: A New Brand? /...](#) | [View Posts](#)

Title: What's in A Name: A New Brand? / Qu'y a-t-il en un nom? Une nouvelle marque?

Approver
Comments:

Body:

psst...

**Come closer and
I'll tell you a secret**

**Viens plus près et
je vais te dire un secret**

Shakespeare asked, "What's in a name? A rose by any other name would smell as sweet."

I wonder: would it? Would a modest, simple, fragrant, gentle flower truly strike us as equally sublime if we called it "Barrenwort" or "yucca," actu

Names create first impressions and our name, "Canada Mortgage & Housing Corporation," no longer accurately reflects who we are. The word "r

A company's brand, like anything, should reflect its strategy. I mentioned in my last note that the Board has reiterated CMHC's strategic goal that our objective.

A name and brand that declare who we are, not who we used to be, would be timely and would also help redefine our company to Canadians. A pandemic.

It seems like the right time to share this work with you, now. And since a video first captured my imagination about what our brand could be, I h



After all, **Housing Canada** is who we are and what we do.

You'll notice that we would keep our chevron, honouring the past and the idea of a roof over people's heads. And it's been updated to reflect our trade name.

While we wouldn't introduce it until next year, Caroline will be conducting information sessions to take you through all of the thinking that her tea

As our branding team knows, after two years of working on this idea, « *C'est le temps que tu as perdu pour ta rose qui fait ta rose si importante.*

Evan

La question est de Shakespeare : « Qu'y a-t-il en un nom? Ce que nous nommons rose, sous un autre nom, sentirait aussi bon. »

Serait-ce bien le cas? Je me le demande... Cette simple fleur, modeste, fragrante et douce, nous semblerait-elle aussi sublime si nous l'appelions

Les noms forment les premières impressions et le nôtre, « Société canadienne d'hypothèques et de logement », ne reflète plus qui nous sommes. véritable raison d'être.

La marque d'une société, comme le reste, devrait refléter sa stratégie. J'ai mentionné dans mon dernier billet que le Conseil d'administration avait qui accordera une attention renouvelée à ce qu'il nous faudra pour atteindre cet objectif.

Se donner un nom et une marque qui déclare qui nous sommes, plutôt que ce que nous étions, voilà qui arriverait à un moment opportun. Cela n'attendu avant de vous la faire connaître, car nous étions occupés à réagir à la pandémie.

Le moment semble maintenant bien choisi pour vous faire partager les résultats de ce travail. Voici une vidéo qui a d'emblée captivé mon imagination



Après tout, **Habitation Canada** est ce que nous sommes et ce que nous faisons.

Vous remarquerez que notre chevron serait conservé, pour honorer le passé et l'idée du toit. Il a été rajeuni pour illustrer notre « nouvelle personnalité législative ». Nous pouvons utiliser notre nouvelle marque à la manière d'un nom commercial.

Cette nouvelle marque serait mise en place seulement l'an prochain, mais Caroline tiendra des séances d'information avec les employés pour expliquer.

Comme notre équipe de l'image de marque le sait bien, après deux années de travail sur cette idée : « *C'est le temps que tu as perdu pour ta rose.* »

Evan

Comments:

Category:

Published: 9/17/2020 12:00 AM

**Number of
Likes:** 34

**Approval
Status:** Approved

Last Modified 9/17/2020 9:59 AM by Dean D'Souza

Mélanie Larose

From: Derek Ballantyne <dballantyne@dkgi.ca>
Sent: September-18-20 9:34 AM
To: Derek Ballantyne; Linda Morris; Anne Giardini; Janice Abbott; Paul Rochon; graham.flack@hrsdc-rhdcc.gc.ca; Bob Dhillon; Gordon Laing; Hebert, Andre; Bruce Shirreff
Cc: Evan Siddall; Lynne Vézina
Subject: CMHC branding - in the news

Yesterday articles appeared on CTV.com and the Globe and Mail on the potential re-branding of CMHC to Housing Canada. This followed from Evan sharing the concept with staff through an internal blog. You will recall the Board approved proceeding with this subject to agreement by the Minister and central agencies as required. I attach a post from Evan exalting the news item.

Derek



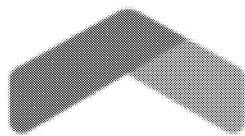
Evan Siddall • 1st

President & CEO, Canada Mortgage & Housing Corporation

9h • Edited •

"Housing Canada" is who we are and what we do. Along with our provincial, territorial, municipal and Indigenous counterparts, developers, landers and non-profit and co-operative housing providers, we are devoted to housing Canadians. Our Board approved this rebranding over a year ago, but we held off as our efforts were devoted to easing the burden of the pandemic. I shared this potential new name and logo (our updated "chevron" a nod to our history) with our 2,000 colleagues earlier today.

Looking ahead to 2021, we decided to share the concept with our employees. As other Crown entities have done, we hope to present CMHC differently and in a manner consistent with our strategic goal that "by 2030, everyone in Canada has a home they can afford and that meets their needs." We think the name is friendlier and distances us from the idea that we exist to promote home ownership through increased mortgage borrowing. While we remain one of Canada's largest financial institutions, we are much more — Canada's housing authority and policy leader, an innovator and the delivery agency responsible for delivering Canada's first-ever National Housing Strategy. Our true aim is housing affordability for all, Housing Canada. #housing #affordablehousing #cmhc #branddesign



Housing Canada Habitation Canada



with Canada Mortgage and Housing Corpo...

**Pages 463 to 464
are not relevant**

Mélanie Larose

From: Victoria Dulmage-Abboud
Sent: September-22-20 8:56 AM
To: Lynne Vézina; Jessica Webb
Subject: Good morning! Please see attached the materials and attendance. Victoria
Attachments: Materials - ExCo - September 22, 2020.pdf; Attendance - 22 September .docx

**Pages 466 to 512
are not relevant**

Mélanie Larose

From: Jessica Webb
Sent: September-21-20 11:40 AM
To: Lynne Vézina
Subject: MC Minutes
Attachments: Attendance- minutes - September 17 2020.docx

Here you go Lynne! I'm sorry, I was just finishing something up.

Jessica Webb
Specialist, Corporate Governance
Spécialiste, Gouvernance de la Société
Canada Mortgage Housing Corporation
Société Canadienne d'hypothèque et de logement

jewebb@cmhc-schl.gc.ca

Page 514
is not relevant

ATTENDANCE LIST

21(1)(a)

21(1)(b)

21(1)(c)

Additional Item Attendees:

Item 2) Report from the Chair of IPAC:

- **Eleanor Hughes**, Director, Corporate Strategy Development

Item 3) Portfolio and Available Funding:

- **Antony Kent**, Director, Finance Business Partnering
- **Eleanor Hughes**, Director, Corporate Strategy Development

Item 4) Business Case: FTE's for Housing Programs:

- **Jennifer Potenza**, Senior Specialist, Finance and Planning
- **Eleanor Hughes**, Director, Corporate Strategy Development

Item 5) Strategy Adjustments:

- **Eleanor Hughes**, Director, Corporate Strategy Development
- **Jennifer Houston**, Advisor, Strategy and Performance Measurement, Corporate Strategy Development
- **Denise Hoffman**, Senior Specialist, Corporate Strategy Development

Item 6) MC Survey Results: Portfolio Management:

- **Eleanor Hughes**, Director, Corporate Strategy Development
- **Sharon Ross**, Advisor, Governance, Corporate Strategy Development

Blog by evan on branding – intention is to Caroline – Christina we will say on people leader call – where we are on work and plans to come – plans of communications, information sessions, names and images to ensure no allergic reactions and once evan speaks to globe and mail later today and then we'll see the reaction and manage accordingly – wont give too much info now – we will monitor and we have messages ready but we'll see the reaction

Anik – evan's interview isn't about the rebrand

Rapid housing, there could be a big announcement

Agenda: today Eleanor show

**Pages 516 to 525
are not relevant**

Mélanie Larose

From: Cynthia Morgan
Sent: September-23-20 12:54 PM
To: z-People Leaders
Subject: Monthly Leadership Call Recording - Enregistrement de l'appel mensuel de leadership
Attachments: EN - September PL Call Deck (1).pdf; FR - September PL Call Deck (1).pdf; Wheel of Data Rainbow.pdf; September Additional Information - Information supplémentaire de septembre.pdf; Sept 2020 launch_FR messaging.docx; Sept 2020 launch_EN messaging.docx

Hello,

Please note that the recording from the September 17th call has been made available [here](#). A copy of the presentation as well as additional materials have been included in this email for your reference.

Thank you and have a great day!

Bonjour,

Veuillez prendre note que l'enregistrement de l'appel du 17 septembre est disponible [ici](#). Une copie de la présentation ainsi que des documents supplémentaires ont été joints au présent courriel à titre de référence.

Merci et bonne journée!

**Pages 527 to 546
are not relevant**

**Pages 547 to 555
are duplicates**

**Pages 556 to 563
are not relevant**

**Pages 564 to 565
are duplicates**

**Pages 566 to 646
are not relevant**

Mélanie Larose

From: Anik Génier
Sent: October-01-20 9:32 PM
To: Marie-Claude Tremblay; Lisa Williams; Andre Charbonneau
Cc: Evan Siddall; Annick Pépin
Subject: Branding

Bonsoir,

That said, we are not off the hook. I suggest that with the immediate CP issue resolved we reconvene next week to consider next steps.

Anik

Get [Outlook for iOS](#)

**Pages 648 to 652
are duplicates**

Mélanie Larose

From: Charles Sauriol
Sent: September-11-20 7:58 AM
To: Anik Génier; Annick Pépin
Subject: Final Blog EN and FR
Attachments: Evan Blog_Housing Canada_sept. 17_FR.docx; Evan Blog_Housing Canada_sept. 17_EN.docx

Bonjour.

As discussed yesterday. The French is ready and I'm sharing in case Evan would like to take a final look. We still have time for changes as this is scheduled to go out next Thursday. So ideally, (minor) changes can come in no later than Wednesday as I'll need to adapt the French accordingly.

Merci.

Charles Sauriol
Senior Business Partner, Communications and Marketing
Partenaire d'affaires principal, Communications et Marketing
613-748-2799

csauriol@cmhc.ca



Page 654
is a duplicate

**Pages 655 to 662
are not relevant**

Page 663
is a duplicate

**Pages 664 to 668
are not relevant**

Mélanie Larose

From: Anik Génier
Sent: September-16-20 9:24 AM
To: Charles Sauriol
Cc: Annick Pépin
Subject: FW: FwDiligent Boards Annotations 2020-09-16
Attachments: evan-siddall-Revised-Branding-Launch-Me...-Annotations-09-16.pdf

FYI

From: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Sent: September-16-20 9:20 AM
To: Christina Haddad <chaddad@cmhc-schl.gc.ca>; Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>; Caroline Joannis <cnjoanis@cmhc-schl.gc.ca>; Anik Génier <agenier@cmhc-schl.gc.ca>
Subject: FwDiligent Boards Annotations 2020-09-16

My edits attached.

E

**Pages 670 to 681
are duplicates**

Mélanie Larose

From: Anik Génier
Sent: October-02-20 12:53 PM
To: Marie-Claude Tremblay
Subject: Fwd: Strategy Adjustment Communications

I don't think that we should be so definitive about branding, we should stick to referring to it as an intention rather than a fait accompli.

As we'll discuss next week, We don't have clarity yet on how and when we will try to get that (i've asked them to provide clarity on the mechanics).

I haven't spoken to Evan about branding since he received the email from is still required so not sure how he will want to proceed.

Since feedback on the blog is requested for the 6th, i wanted to flag to you right now in case our meeting doesn't take place until later in the week.

Bon vendredi!
 Anik

Get [Outlook for iOS](#)

From: Eleanor Hughes <ehughes@cmhc-schl.gc.ca>
Sent: Friday, October 2, 2020 12:07:02 PM
To: z-Executive Committee Members <z-ExecutiveCommitteeMembers@cmhc-schl.gc.ca>
Cc: Christina Haddad <chaddad@cmhc-schl.gc.ca>; Chelsea Murray <camurray@cmhc-schl.gc.ca>; Jennifer Houston <jhouston@cmhc-schl.gc.ca>; Lynne Vézina <lvezina@cmhc-schl.gc.ca>
Subject: Strategy Adjustment Communications

Hello ExCo Members,

I'm writing to you to confirm the next steps on communicating the strategy adjustments to employees, following the Board's approval yesterday.

As part of communicating our strategy adjustments to employees, we'd like to equip our people leaders with the knowledge to answer questions from and provide direction to their teams prior to a broad employee communiqué. We heard from informal focus groups on strategy execution in 2019 that people want to hear from their people leader. We also know that many teams are already thinking of 2021 and are wondering about how the adjustments may impact their work and where they fit in.

To this end, we are proposing a special people-leader call the week of October 12, where the Corporate Strategy Development team will present the *why* behind the adjustments and followed by a Q&A with ExCo members for extra context (material will be provided to members on key messaging). This is a great opportunity for PLs to hear a one-source-of-truth explanation on the adjustments.

Ahead of this special call, people leaders will receive a briefing package to prepare questions as needed. This call would be followed by a blog to all employees from ExCo members. Please click [here](#) to provide your feedback on the blog [by COB October 6](#).

One of the key messages is that we are at a midpoint in the adjustment process, with further work to be done at the company level on the performance measures for the Outcomes and any related adjustments to the Strategic Objectives performance measures, before moving to sector-level adjustments (e.g. placemats). Sectors will be encouraged to consider the impact through discussion with sector management and people leaders, but save looking at sector adjustments until early in 2021. This recognizes the workload pressures that many teams are facing in Q4 as well. Also a valuable lesson learned from 2019 cascading process was that doing the sector level work in parallel with the corporate level resulted in some challenges.

One last point I'd like to draw your attention to is on the Outcomes statements. We have added the word "house" to this outcome statement to avoid any confusion with MLI/Securitization pricing:

"Canada's housing system supports sustainability and house price stability".

We welcome your feedback on our proposed approach.

Thank you,

Eleanor

Eleanor Hughes
Director, Corporate Strategy Development
People and Strategy
ehughes@cmhc-schl.gc.ca
Telephone: 613 748-2942
700 Montreal Road, Ottawa, ON
Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca



Eleanor Hughes
Directrice, Élaboration de la stratégie de la société
Personnes et Stratégie
ehughes@cmhc-schl.gc.ca
Téléphone : 613 748-2942
700, Chemin Montreal, Ottawa, ON
Société canadienne d'hypothèques et de logement (SCHL)
www.schl.ca



**Pages 684 to 696
are duplicates**

Mélanie Larose

From: Annick Pépin
Sent: October-02-20 8:27 AM
To: Anik Génier
Cc: Shirley Roy
Subject: RE: Branding discussion on next steps

Allo,

We will schedule a time next week. Participants are only those included in your email only?

@Shirley: Let me know if you want be to take care of it.

Merci,

Annick

From: Anik Génier <agenier@cmhc-schl.gc.ca>
Sent: October-01-20 9:32 PM
To: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>; Lisa Williams <lrwillia@cmhc-schl.gc.ca>; Andre Charbonneau <acharbon@cmhc-schl.gc.ca>
Cc: Evan Siddall <esiddall@cmhc-schl.gc.ca>; Annick Pépin <aepin@cmhc-schl.gc.ca>
Subject: Branding

Bonsoir,

That said, we are not off the hook. I suggest that with the immediate CP issue resolved we reconvene next week to consider next steps.

Anik

Get [Outlook for iOS](#)

Mélanie Larose

From: Anik Génier
Sent: October-02-20 6:27 PM
To: Marie-Claude Tremblay
Subject: Re: Discussion - Next Steps on Branding

Oui absolument!

Get [Outlook for iOS](#)

From: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>
Sent: Friday, October 2, 2020 6:19:00 PM
To: Anik Génier <agenier@cmhc-schl.gc.ca>
Subject: RE: Discussion - Next Steps on Branding

Allô – can we invite Christina to this meeting?

-----Original Appointment-----

From: Evan Siddall <esiddall@cmhc-schl.gc.ca>
Sent: October-02-20 2:36 PM
To: Evan Siddall; Marie-Claude Tremblay; Lisa Williams; Andre Charbonneau; Anik Génier
Subject: Discussion - Next Steps on Branding
When: October-08-20 9:00 AM-10:00 AM (UTC-05:00) Eastern Time (US & Canada).
Where: Microsoft Teams Meeting

From: Anik Génier <agenier@cmhc-schl.gc.ca>
Sent: October-01-20 9:32 PM
To: Marie-Claude Tremblay <mctrembl@cmhc-schl.gc.ca>; Lisa Williams <lrwillia@cmhc-schl.gc.ca>; Andre Charbonneau <acharbon@cmhc-schl.gc.ca>
Cc: Evan Siddall <esiddall@cmhc-schl.gc.ca>; Annick Pépin <aepin@cmhc-schl.gc.ca>
Subject: Branding

That said, we are not off the hook. I suggest that with the immediate CP issue resolved we reconvene next week to consider next steps.
Anik

[Join Microsoft Teams Meeting](#)

**Pages 699 to 701
are duplicates**

**Pages 702 to 704
are not relevant**

Mélanie Larose

From: Anik Génier
Sent: October-19-20 5:25 PM
To: Jessica Webb; Annick Pépin; Victoria Dulmage-Abboud
Subject: RE: Jessica Webb shared "MC Decision & Action List October 15" with you.
Attachments: MC Decision Action List October 15_AG.docx

Thanks Jess, here is the Action List, just made a few tweaks.

From: Jessica Webb <jewebb@cmhc-schl.gc.ca>
Sent: October 19, 2020 3:30 PM
To: Anik Génier <agenier@cmhc-schl.gc.ca>; Annick Pépin <aepin@cmhc-schl.gc.ca>; Victoria Dulmage-Abboud <vdulmage@cmhc-schl.gc.ca>
Subject: RE: Jessica Webb shared "MC Decision & Action List October 15" with you.

I've attached both for you. Thanks Anik!

From: Anik Génier <agenier@cmhc-schl.gc.ca>
Sent: October-19-20 3:24 PM
To: Jessica Webb <jewebb@cmhc-schl.gc.ca>; Annick Pépin <aepin@cmhc-schl.gc.ca>; Victoria Dulmage-Abboud <vdulmage@cmhc-schl.gc.ca>
Subject: Re: Jessica Webb shared "MC Decision & Action List October 15" with you.

Can you send me the document itself pls, i have been trying to access the link since this morning but sharepoint is not cooperating.

Get [Outlook for iOS](#)

From: Jessica Webb <jewebb@cmhc-schl.gc.ca>
Sent: Monday, October 19, 2020 12:59:13 PM
To: Anik Génier <agenier@cmhc-schl.gc.ca>; Annick Pépin <aepin@cmhc-schl.gc.ca>; Victoria Dulmage-Abboud <vdulmage@cmhc-schl.gc.ca>
Subject: RE: Jessica Webb shared "MC Decision & Action List October 15" with you.

Salut Anik, I hope you had a nice weekend.

I wanted to flag that there are two business case approvals within the action list and we aim to provide them to the proponent within two business days. If you could take a look at those, the rest of the action list is not urgent and can wait.

Many thanks,
Jess

From: Jessica Webb
Sent: October-16-20 5:51 PM
To: Anik Génier <agenier@cmhc-schl.gc.ca>; Annick Pépin <aepin@cmhc-schl.gc.ca>; Victoria Dulmage-Abboud

<vdulmage@cmhc-schl.gc.ca>

Subject: Jessica Webb shared "MC Decision & Action List October 15" with you.



Jessica Webb shared a file with you

Hi Anik, as promised. The Chair Update will follow.

Merci!



MC Decision & Action List October 15



This link will work for anyone in CMHC-SCHL.

Open



[Privacy Statement](#)



Page 707
is not relevant

2020 Q4 DECISION & ACTION LIST – MANAGEMENT COMMITTEE (MC)

PROTECTED
Updated October 16 2020

Meeting Date	Agenda Item	Meeting Decisions and Actions	Presenter / Proponent	Next Steps	Status
October 15	Portfolio and Available Funding	<p>Ms. Hughes informed the committee that while there were no significant changes to report, compilation of Q3 data was underway, and would be included in the following iteration.</p> <p>Anthony Kent, Director, Finance Business Partnering, provided the highlights, noting that the available funding had increased as a result of adjustments to the Branding and HelpSeeker initiatives.</p> <p>It was determined that the remaining funding earmarked for COVID-19 would be returned to general contingency.</p> <p>Andre Charbonneau, Deputy Chief Financial Officer, confirmed that undertaking a cost estimate exercise related to resources allocated to COVID-19 would not be necessary, and that Finance was already tracking for Treasury Board requirements associated with emergency response activities.</p> <p>Approved</p> <p>in COVID-19 funding would be released to support Client Operations in adhering to relaxed regulatory rules governing eligibility of portfolio insurance, and resulting increased volumes due to the pandemic.</p>	E. Hughes A. Kent		No Action Required

**Pages 709 to 720
are not relevant**

2020 Q4 DECISION & ACTION LIST – MANAGEMENT COMMITTEE (MC)

PROTECTED
Updated October 16 2020

Meeting Date	Agenda Item	Meeting Decisions and Actions	Presenter / Proponent	Next Steps	Status
August 20	Portfolio of Projects & Available Funding	<p>The committee was informed that the Communication and Modernization Program, as well as the branding initiative would be added to the portfolio.</p> <p>Eleanor Hughes, Director Corporate Strategy Development advised members of the development of a reporting framework intended to quantify benefits realization in order to better inform decisions on where to invest. She confirmed that over the coming months testing of the framework would be conducted on current projects, and asked for the support of project sponsors in carrying out this work.</p> <p>Antony Kent, Director Finance Business Partnering confirmed that funding earmarked for COVID-19 response efforts had been fully utilized.</p> <p>The committee was advised that reforecasting of available funding was taking place and an update would be provided once available.</p> <p>It was determined that the Innovation team would work with Finance to determine gaiting of funding for HelpSeeker throughout 2020-2022.</p>	E. Hughes A. Kent		No Action Required

**Pages 722 to 723
are not relevant**

2020 Q4 DECISION & ACTION LIST – MANAGEMENT COMMITTEE (MC)**PROTECTED**
Updated October 16 2020

Meeting Date	Agenda Item	Meeting Decisions and Actions	Presenter / Proponent	Next Steps	Status
July 30	Portfolio of Projects & Available Funding	<p>Antony Kent, Director, Finance Business Partnering and Eleanor Hughes, Director, Corporate Strategy development, provided an update on the available funding and portfolio.</p> <p>Christina Haddad, Vice President, Communications & Marketing, confirmed that the re-branding initiative would occur in 2020 and should be included to the 2020 portfolio.</p> <p>Teams for both initiatives will work with Finance and Corporate Governance to determine next steps in terms of required approval.</p>	E. Hughes A. Kent		Complete
July 30	Corporate Planning Financials: Operating Expenditures Efficiencies Review	<p>Mr. Kent presented the final workstreams and workplan for the second phase of identifying efficiencies and confirmed that a deep dive review would be completed by the end of 2020.</p> <p>The Committee discussed the use of appropriations and “stop doing” initiatives and André Charbonneau commented that the accountability lied within the sector, but that Finance could help enable the process.</p>	A. Kent M. Cunningham	Q4 TBC	In Progress

**Pages 725 to 733
are not relevant**

Page 734
is a duplicate

Mélanie Larose

From: Anik Génier
Sent: September-16-20 8:42 AM
To: Annick Pépin
Subject: Sept 2020 launch_messaging.docx
Attachments: Sept 2020 launch_messaging.docx

Pls upload to Diligent for Evan. He should have a track change version and review ASAP.

Merci!
Anik

REBRAND LAUNCH – September 2020

- Key messages
- FAQs
- Email to PLs
- Messaging for clients

Sequencing

Activity/action	Timing
Finalize messaging, FAQs, email to PLs	September 14
Meeting with rebrand advisory committee	September 14
Evan's blog	September 17
Email #1 to PLs – key messaging and FAQs	September 17, 11am
PL call (Caroline has 5 mins on agenda)	September 17
Email #2 to PLs – messaging for clients	After news is in the public domain

Key messages

- The COVID-19 pandemic has underscored the importance of a safe and affordable place to call home.
- As homes have become a sanctuary like never before, our new brand would better reflects all that we do – our unwavering commitment to provide housing solutions for Canadians and our aspiration that *by 2030, everyone in Canada will have a home that they can afford and that meets their needs.*

Beginning in 2021, CMHC is considering-will transitioning to a new brand, with a potential new name (Housing Canada) and an updated *logo* that is fresh and contemporary, yet pays tribute to our proud heritage by retaining the chevron that has been our main identifier for 75 years.

- While this work was completed in 2019 and intended to be announced early this year, the COVID-19 pandemic put these plans on hold as we worked to support the government and help Canadians through this unprecedented time.
- The rollout of the new brand would take up to 12-18 months. We would work closely with clients and partners to ensure a smooth transition.

FAQs

OVERALL CHANGE

Why ~~would~~ are we changing our brand and why now?

- After WWII, CMHC was created to address the need for affordable housing for the men and women in service returning to Canada. Some 75 years later, Canadians continue to count on us in difficult times.
- The Housing Canada brand was developed to amplify all of the work we've done to date to reposition our company as ~~ambitious, collaborative and ready~~ to deliver on our bold aspiration. It gives us the

tools to communicate who we are—~~a modern, innovative, client-focused company that Canadians can be proud of~~—in a more powerful, persuasive way.

- Housing affordability is a daily preoccupation in Canada, and the words we use to communicate with Canadians support the reach and clarity of our message.
- A clear understanding of who we are will help us in building the innovative partnerships we need to develop better policies and programs that continue to make a difference in the lives of Canadians.
- Our new name would be more reflective of all that we do and the updated visual identity is fresh and contemporary, yet pays tribute to our proud heritage by retaining the chevron that has been our main identifier for decades.
- The current pandemic and the importance of housing as a fundamental need presents us with an opportunity to refocus our efforts for the good of Canadians.
- The potential new brand would amplify all of the work we've done to date to reposition our company to deliver on our bold aspiration where, both our assisted housing activities and our role preserving the continuous functioning of housing markets in Canada in times of economic and financial stress, underscore the need for greater clarity in how we self-identify.
- While this work was completed in 2019 and intended to be announced earlier this year, the COVID-19 pandemic put these plans on hold as we worked to support the government and help Canadians through this unprecedented time.

When is it coming into effect?

- We could~~will~~ begin to rollout our new brand in 2021 and anticipate that the full transition would~~will~~ take 12-18 months.
- We value our partners and clients and will work closely with them to assess what impacts this change might have on them.
- This is about relating to more clients in a more meaningful way.
- Our legal name for contractual and other purposes will continue to be Canada Mortgage and Housing Corporation. This means that existing contracts and agreements continue to be valid unless a decision is made to update legislation to change our name.

What was the process to arrive at the new brand?

- We initiated a brand review with the help of an external marketing agency in 2018. The review included an inventory of our current branding materials, a look at other brands in the industry, and surveys on the perceptions of Canadians, clients, and employees.
- The review found that while CMHC's brand was trusted, it was also outdated, unfocused and inconsistent, and not aligned with our company's new aspiration, personality and culture.
- CMHC's Board of Directors accepted the recommendation to evaluate options for~~develop~~ a new brand.

Who was consulted?

- The potential new brand was developed in consultation with a representation of internal and external clients and partners. This was the foundation for new visual identity and message guidelines.

Is CMHC abandoning its mandate of facilitating home ownership?

- Our mandate and aspiration is clear – we exist so that *everyone in Canada will have a home they can afford and that meets their needs.*

- We support both homeownership and other forms of housing, including large residential rental properties (e.g., rental apartments, student housing).

Your CEO is slated to leave at the end of the year. So why are you making these changes now?

- CMHC has undergone a tremendous transformation over the last ~~seven~~6 years, modernizing our company, fostering a culture of innovation and performance and refocusing on our goal. This rebrand would beis the next step in our evolution.
- CMHC has 2,000 employees; none of us is irreplaceable and a new brand celebrates the whole being greater than a sum of 2,000 parts.

~~Is CMHC concerned that the new name will be shortened to 'HC' and confused with Health Canada?~~

- ~~• It is not our intention to use or encourage others to use the acronym HC. We will use our full name — Housing Canada — in all marketing and communications materials.~~
- ~~• Our new logo, which retains the traditional chevron for which CMHC is so well known, will also help distinguish us from Health Canada.~~

Isn't it wasteful to spend taxpayers' money on promoting a new brand when there is a shortage of funding for affordable housing?

- We hope a new brand would galvanize more potential relationships for us towards our housing goal — it's an inexpensive way to promote our vision.
- There is no new or additional budget ~~required~~acquired to promote or advertise ~~at~~the new brand.
- Existing communications and marketing channels will be used to promote ~~at~~the new brand.
- Minimal costs associated with developing the potential new brand were incurred pre-pandemic.
- ~~• The new brand better reflects our aspiration and all that we do.~~
- Without an updated brand, we would risk missing opportunities to attract and work with partners who can help us deliver innovative solutions that will contribute to our aspiration.

PRODUCTS AND SERVICES

Are programs/services/funding changing?

- No. We will continue to introduce new programs and initiatives as we roll-out Canada's National Housing Strategy (NHS), a 10-year, \$55-billion plan to improve access to affordable housing for vulnerable Canadians.
- ~~A~~The new brand would~~ill~~ not affect new or existing programs, including NHS initiatives and our commercial activities in the areas of mortgage loan insurance and mortgage funding.

Will new products and services be offered?

- The potential new brand is not linked to our products or services, new or otherwise.
- However, we will continue to introduce new programs and initiatives as we roll-out Canada's National Housing Strategy (NHS), a 10-year, \$55-billion plan to improve access to affordable housing for vulnerable Canadians.

Does the potential new name mean you are now doing things unilaterally with respect to housing programming and services?

- The potential new brand will not affect our relationships with other levels of government and public or private sector partners.
- We recognize that housing is a shared responsibility between the provinces/territories and the federal government. We will continue to work collaboratively with the provinces and territories to deliver jointly funded housing programs and to maximize the impact of our investments.

COMMERCIAL BUSINESS

Is CMHC getting out of the mortgage loan insurance (MLI) business?

- No, MLI ~~this~~ continues to be an important area of our business. We will continue to offer MLI to qualified homebuyers and developers of multi-unit properties.
- We will continue to offer MLI in all parts of the country and support both homeownership and other forms of housing, including large residential rental properties (e.g., rental apartments, student housing).

Is emili being updated? My systems interact with emili, what will be the impact for me?

- emili is being updated as part of a separate project. Although the planned changes are not related to the new brand, changes to your systems may be needed once emili is updated.
- We will discuss any potential changes with affected parties in 2021 when we hope to start the rollout of at the new brand. ~~begins.~~

CONTACTING CMHC/HOUSING CANADA

Will the potential new brand change my relationship with CMHC/Housing Canada?

- The potential new brand itself will not affect your relationships with CMHC/Housing Canada and its staff. We will continue to provide the same expertise and trusted services that you count on.

Are e-mail addresses changing for CMHC employees? What about the website URL?

- Email addresses, the website URL and social media handles would ~~will~~ change with at the new brand.
- New email addresses would ~~will~~ come into effect in 2021.
- For an extended period emails sent to old addresses and links to the old URL would ~~will~~ be redirected to the new ones.

CHANGING DOCUMENTATION

~~Would~~ Does my documentation with the current logo need to be updated? If so, by when?

- We would ~~will~~ provide more information on this in 2021 if ~~when~~ the rollout of at the new brand proceeds ~~begins~~.

What would be the cost and environmental impact of at the new brand?

- We have significantly reduced our use of printed materials in recent years. This means that most of the branding changes will take place online (website, social media, online forms and stationary), at minimal cost.

- Any new printed products that are needed as a result of the potential new brand will be produced on-demand only and using recycled materials. Materials that use our previous name and logo would be properly recycled.

MESSAGING FOR MINISTER

How much is the government spending to potentially rebrand CMHC? Will this money come from housing programs?

- Our Government's historic investment in affordable housing initiatives has not changed, ~~with this announcement.~~
- Any costs associated with a potential ~~the~~ rebrand will come from CMHC's own budget. No appropriated dollars will be used.
- No money would be spent on paid marketing initiatives related to this rebrand.
- I am proud that our government is making housing a priority and look forward to seeing many more accomplishments from CMHC Housing Canada ~~on behalf of Canadians.~~

Does this mean CMHC will have a new mandate? Are more programs and initiatives coming?

- CMHC's mandate has not changed.
- CMHC, under the potential new name Housing Canada, will continue to introduce new programs and initiatives as we roll-out Canada's National Housing Strategy (NHS), a 10-year, \$55-billion plan to improve access to affordable housing for vulnerable Canadians.
- The potential new brand will not affect new or existing programs, including NHS initiatives and commercial activities in the areas of mortgage loan insurance and mortgage funding.

How would ~~it~~ a name change help Canadians without a safe or affordable place to call home?

- We are thrilled that CMHC, ~~under the new name Housing Canada,~~ is leading Canada's first National Housing Strategy, a 10-year, \$55+ billion plan that will give more Canadians a place to call home.
- We are seeing the results with \$xxx invested to date and xxx units built, repaired, or under construction.
- Potentially ~~r~~Rebranding CMHC as Housing Canada is an important step to achieving that goal, demonstrating a clear commitment to providing housing solutions for everyone.
- We will take every opportunity to ensure that the federal government continues to play a role in improving housing affordability for our most vulnerable neighbours.

Email #1 to people leaders

Following Evan's blog today, we have developed key messaging and FAQs (link) to support your conversations with employees.

As well, over the course of the next few months, information sessions/webinars will be offered to provide more information and answer questions. More to come on that.

In the meantime, if you have any questions, please send them to Caroline Joannis, Manager, Brand Management and Corporate Marketing.

Email #2 to people leaders

Given the news about CMHC's potential transition to a new brand in 2021 has appeared in the media, our front-facing staff/key account managers may receive questions from our clients and partners.

For people leaders with staff that talk to clients and partners, please use your discretion to determine whether this messaging (link) should be proactively shared with some or all of your clients and partners or if you will share it on a reactive basis.

If you have any questions, please send them to Caroline Joannis, Manager, Brand Management and Corporate Marketing.

Messaging for clients

- You may have heard that CMHC ~~is considering will~~ transitioning to a new brand beginning in 2021.
- We ~~would~~ have a potential new name (Housing Canada) and an updated logo that is fresh and contemporary, yet pays tribute to our proud heritage by retaining the chevron that has been our main identifier for 75 years.
- The COVID-19 pandemic has underscored the importance of a safe and affordable place to call home. As homes have become a sanctuary like never before, our new brand would better reflect all that we do – our unwavering commitment to provide housing solutions for Canadians and our aspiration that *by 2030, everyone in Canada will have a home that they can afford and that meets their needs*.
- The potential new brand will not affect new or existing programs, including NHS initiatives and our commercial activities in the areas of mortgage loan insurance and mortgage funding.
- Please also note that we will not be changing our legal name for contractual and other purposes. Existing contracts and agreements referring to Canada Mortgage and Housing Corporation will continue to be valid unless a decision is made to update legislation to change our name.
- We are not making any official changes to our brand in 2020. We ~~would~~ begin the rollout of ~~our~~ new brand in 2021 and anticipate that it would ~~it~~ take 12-18 months to complete.
- We understand that these changes may impact you as our client/partner. Should a change take place, we are committed to working closely with you to ensure a smooth transition. We will reach out to you over the next few months to provide more information.
- We will keep you updated on ~~these~~ changes.