

# Planning for Success after Subsidy

## Service Manager Framework for EOA Good Practice- TRANSITION PLAN

### PHASE 1

#### ASSESSMENT PERIOD (initial impact assessment)

- Have the right data/information and tools to get started (BCA & financial and project data)
- Monitor and track project viability
- Undertake high-level EOA Analysis (project level data and building condition information A MUST)
- Determine subsidy splits and debentures by project, using cost allocation if necessary
- High level analysis to assess where the pressure points are, magnitude and timing of impacts

#### PLANNING PERIOD (planning for corrective measures)

- Start EARLY- 1 to 5 years before mortgage expires
- Plan for longer term, business like perspective
- Plan for balancing fiscal resources with human realities
- Understand impacts at both program and portfolio level
- What are your EOA obligations?
- Establish an appropriate accountability relationship with providers

Check-in with municipal decision makers

### PHASE 2

#### DIALOGUE WITH PROVIDERS

- establish a discussion with provider Boards and staff on EOA issues and assess their initial intentions regarding post- EOA, promote collaborative info sharing and the importance of partnerships

#### UNDERTAKE REFINED ANALYSIS/TESTING

- Develop hard estimates for subsidy impacts post- EOA and federal step down
- Assess your service level standards and your ability to address them within the context of projected EOA impacts
- Consider strategic opportunities arising from asset leveraging as a means to help meet/exceed service level obligations

### PHASE 3

#### DEVELOP AN EOA TRANSITION PLAN

- Prepare providers for EOA- work with providers on remediation of current operational and capital reserve issues to help better position them for EOA
- Establish interim measures – define rules of engagement pre-EOA for how interim funding/business case requests from providers will be handled, define a process and policies around how SM Consent requests will be handled
- Identify retention strategies – for viable housing projects, identify options for addressing any anticipated gaps in service level standard gaps and maintaining the local affordable housing supply
- Evaluate alternate supply strategies-for non-viable housing projects or where asset leveraging potential can be realized, evaluating alternate approaches to meet service levels (i.e., regenerate, intensification)
- Determine funding strategies
- Establish a post-EOA accountability framework- establishing rules for SM-provider agreements post- EOA
- Setting a staging strategy- identifying transition plan priorities, recognizing the differing project impacts that will arise

Get your transition plan approved by municipal decision-makers- bring forward your plan for approval, securing necessary resources to implement the plan and address anticipated EOA impacts

## IMPLEMENT YOUR TRANSITION PLAN