

# End of Mortgage (EOM)

## Pre-Recorded Webinar #2 EOM Planning Process

February 5, 2025



# Land Acknowledgement



The City of Toronto acknowledges that we are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. The City also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaty signed with multiple Mississaugas and Chippewa bands.



# African Ancestral Acknowledgement

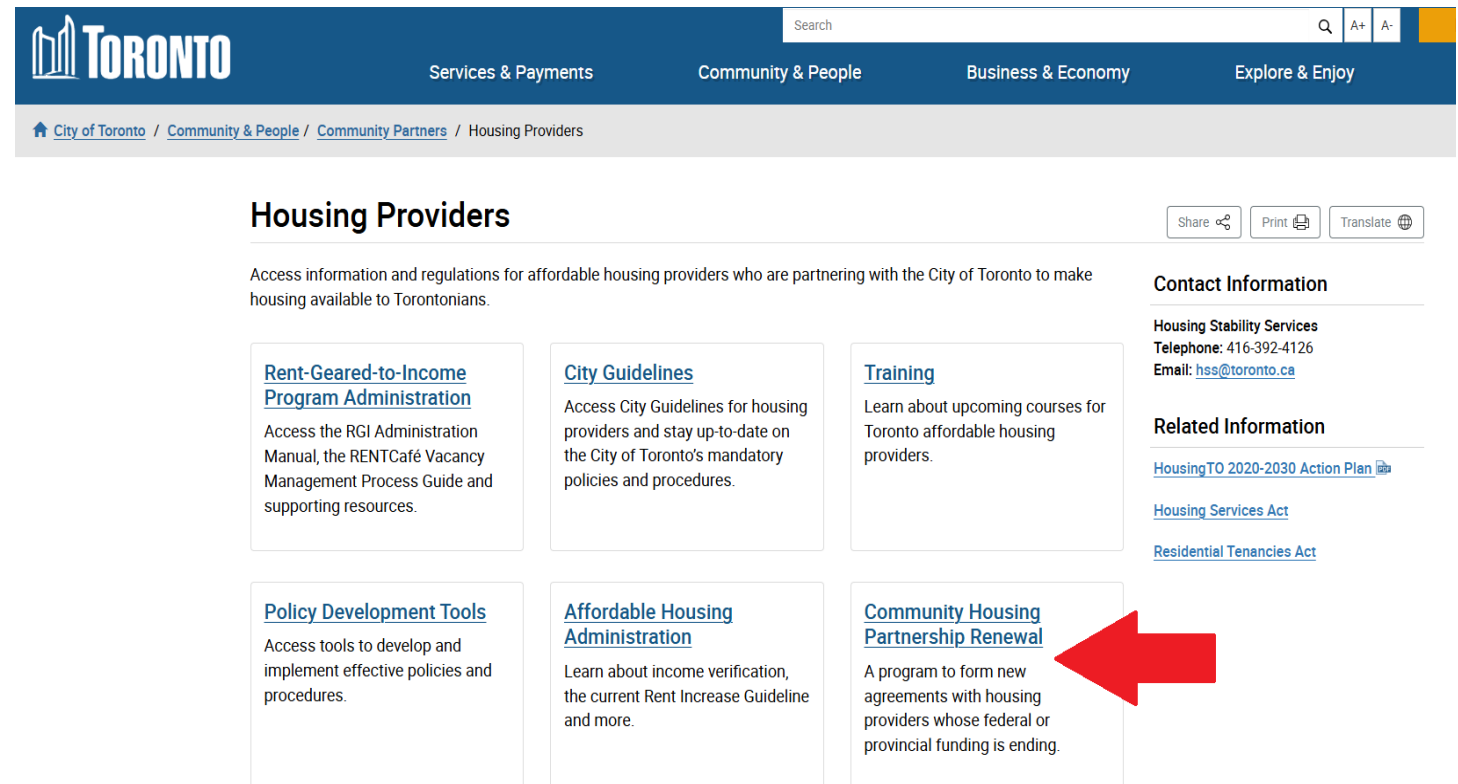
Though I am not a person of African descent, I am committed to continually acting in support of and in solidarity with Black communities seeking freedom and reparative justice in light of the history and ongoing legacy of slavery that continues to impact Black communities in Canada. As part of this commitment, I would also like to acknowledge that not all people came to these lands as migrants and settlers. Specifically, I wish to acknowledge those of us who came here involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery. In support of the City of Toronto's ongoing efforts to confront anti-Black racism, I pay tribute to those ancestors of African origin and descent.

# Agenda

- EOM Roadmap
- Phase 1: Gather, Review & Understand
- Phase 2: Analysis
- Phase 3: Financial Outlook
- Phase 4: Reflection & Review
- Phase 5: Agreement Execution & Phase 6: Sustainability

# Webpage – Community Housing Partnership Renewal

- To support continued collaboration, the City has developed a webpage dedicated to Community Housing Partnership Renewal.
- Access the webpage here:  
[www.toronto.ca/community-people/community-partners/social-housing-providers/community-housing-partnership-renewal/](http://www.toronto.ca/community-people/community-partners/social-housing-providers/community-housing-partnership-renewal/)



**Toronto**

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City of Toronto / Community & People / Community Partners / Housing Providers

## Housing Providers

Share Print Translate

Access information and regulations for affordable housing providers who are partnering with the City of Toronto to make housing available to Torontonians.

### [Rent-Geared-to-Income Program Administration](#)

Access the RGI Administration Manual, the RENTCafé Vacancy Management Process Guide and supporting resources.

### [City Guidelines](#)

Access City Guidelines for housing providers and stay up-to-date on the City of Toronto's mandatory policies and procedures.

### [Training](#)

Learn about upcoming courses for Toronto affordable housing providers.

### [Policy Development Tools](#)

Access tools to develop and implement effective policies and procedures.

### [Affordable Housing Administration](#)

Learn about income verification, the current Rent Increase Guideline and more.

### [Community Housing Partnership Renewal](#)

A program to form new agreements with housing providers whose federal or provincial funding is ending.

### Contact Information

Housing Stability Services  
Telephone: 416-392-4126  
Email: [hss@toronto.ca](mailto:hss@toronto.ca)

### Related Information

[HousingTO 2020-2030 Action Plan](#)  
[Housing Services Act](#)  
[Residential Tenancies Act](#)

# EOM Roadmap – Discussion Guide

- The webpage is an access point for providers to review information related to EOM and includes a Discussion Guide.
- The Discussion Guide can be found by clicking the “End of Mortgages” accordion and then scrolling down to the Discussion Guide heading.

The screenshot shows the City of Toronto website's "Community Housing Partnership Renewal" page. The page has a blue header with the City of Toronto logo and navigation links: Services & Payments, Community & People, Business & Economy, Explore & Enjoy, and City Governance. Below the header is a breadcrumb trail: City of Toronto / Community & People / Community Partners / Housing Providers / Community Housing Partnership Renewal.

The main content area is titled "Community Housing Partnership Renewal". It includes a search bar, share, print, and translate icons. The text explains the community housing sector's role and the City's vision for housing, as set out in the [HousingTO 2020-2030 Action Plan](#) ("HousingTO Plan"). It also mentions that the system through preserving assets and maintaining affordability, implemented through new agreements with eligible housing providers.

The development of new agreements with former federal and provincial-administered housing providers are guided by three principles:

1. **Affordability:** To develop agreements with housing providers to maintain and/or improve affordability for tenants.
2. **Sustainability and Growth:** To sustain and grow the social housing stock by supporting capital repairs and redevelopment.
3. **Maintaining Partnerships:** To renew existing partnerships with housing providers that provide valuable contributions and to allow for flexible funding model that meets the needs of individual housing providers.

Below the text is an accordion menu with two items: "End of Mortgages" and "Expiry of Operating Agreements". A red arrow points to the "End of Mortgages" item.

Below the accordion menu is a section titled "Information Sessions". It includes the heading "Information Session #1 – November 21, 2023" and a paragraph explaining the session's purpose. Below the paragraph are links to the "City and HSC Presentation", "CHFT Presentation", "ONPHA Presentation", and "Information Session Summary Report".

Below the "Information Sessions" section is a section titled "Discussion Guide". It includes a paragraph explaining the guide's purpose and a link to the "Discussion Guide-Expiry of Mortgages". A red arrow points to the "Discussion Guide" heading.

# EOM Roadmap – Discussion Guide (cont.)

- The Discussion Guide supports Phase 1 to 4 of the EOM Roadmap by providing information on:
  - Legislation and impact related to EOM;
  - Role of the Board of Directors through the EOM planning process;
  - Phases and steps in the EOM planning process;
  - Organizational readiness for EOM; and
  - Resources and tools to prepare for change.

## DISCUSSION GUIDE

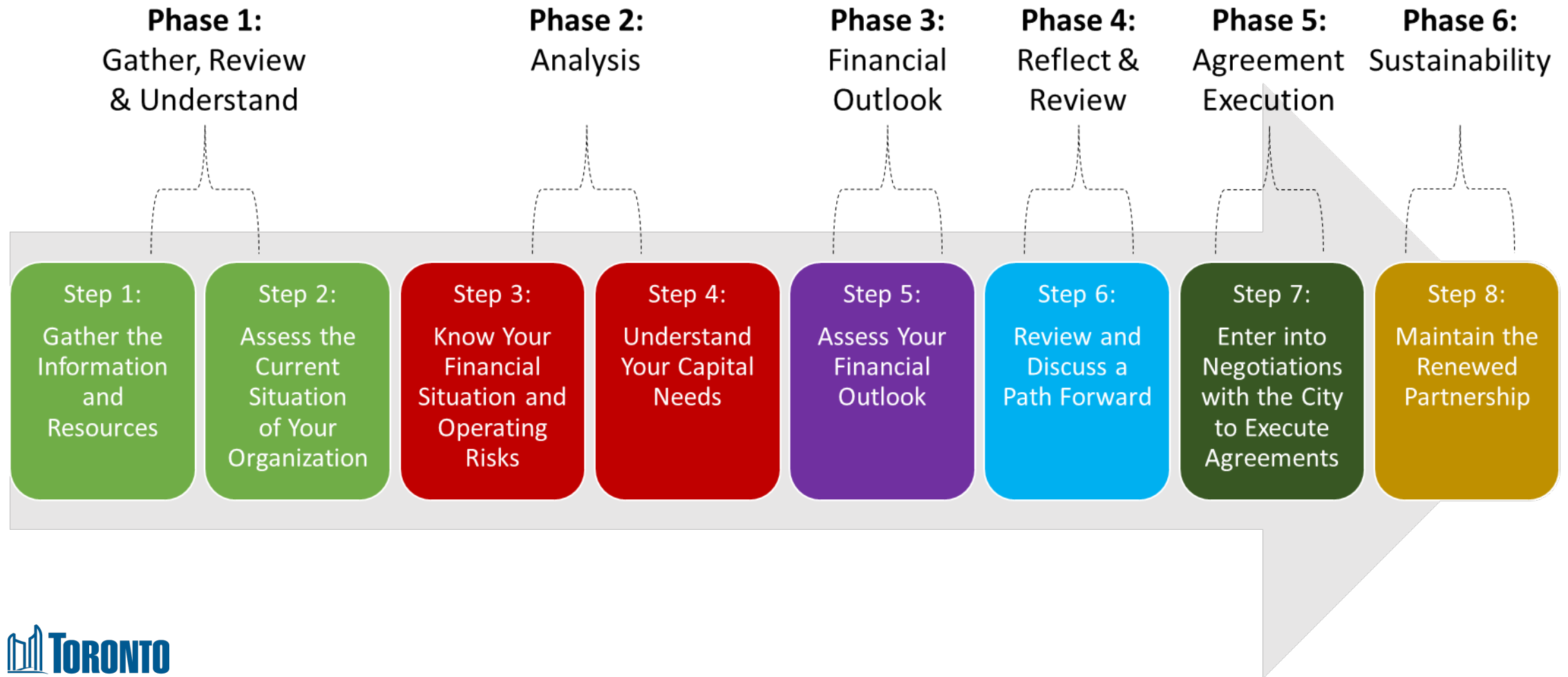
Community Housing  
Partnership Renewal

Expiry of Mortgages



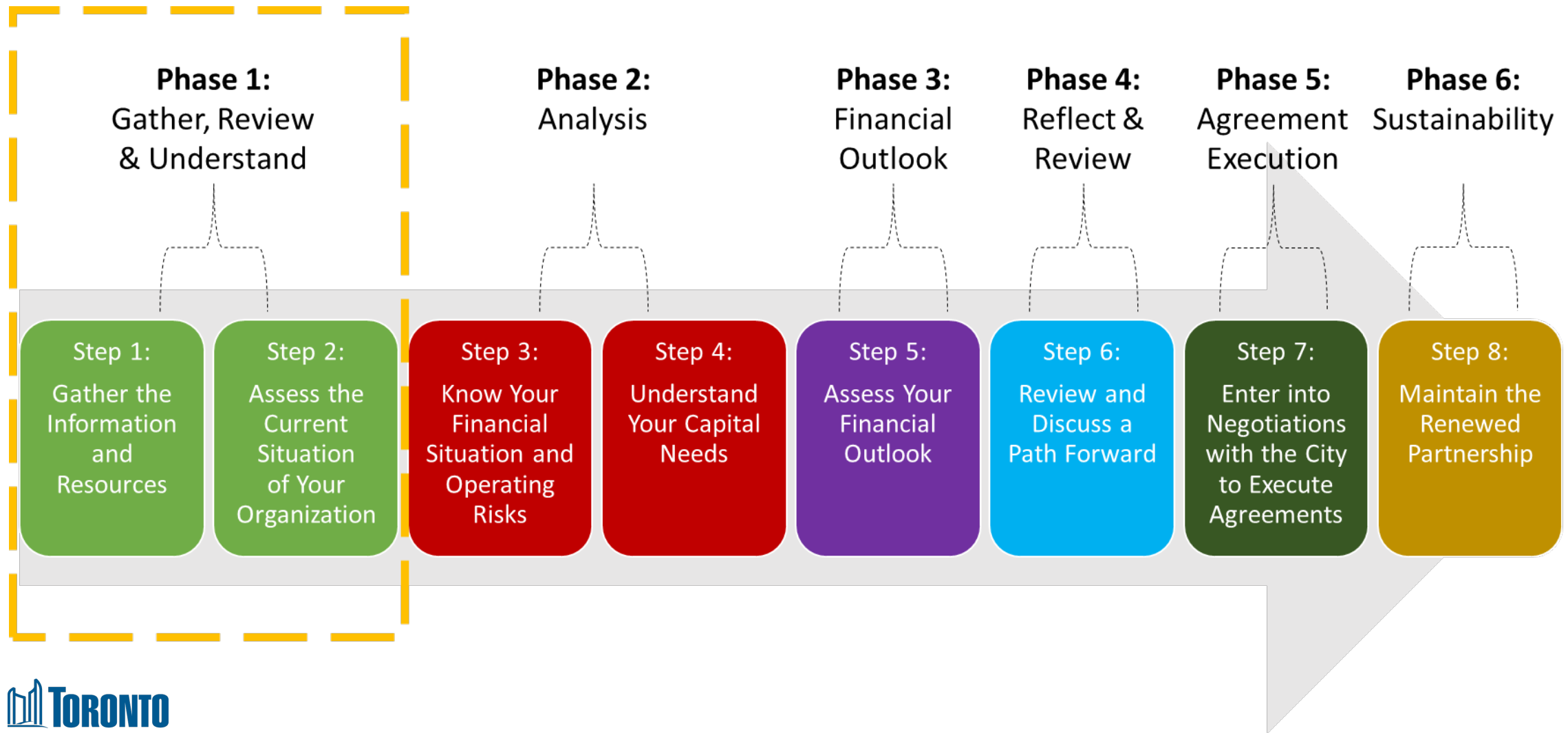


# EOM Roadmap





# Phase 1: Gather, Review & Understand



# Step 1: Gather Information & Resources



- Gathering, reviewing, and understanding information is one the most important parts of the EOM planning process.
- Understanding all the necessary information you need to make a decision will support you in achieving the best outcomes post-mortgage expiry.

# Step 1: Gather Information & Resources (cont.)

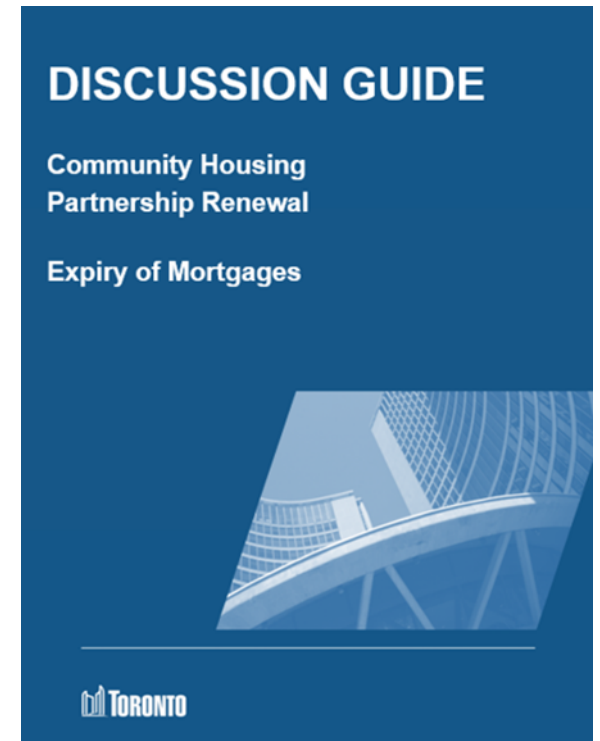
- Know your EOM date (s) and the number of properties impacted.
- Understand your Articles of Incorporation and the mandate under which you were incorporated.
- Identify if you are the registered owner of the land, or is the land leased?
- Do you have partnerships/agreements with the City or support agencies? (i.e., Rent Supplement, COCHI, etc.)



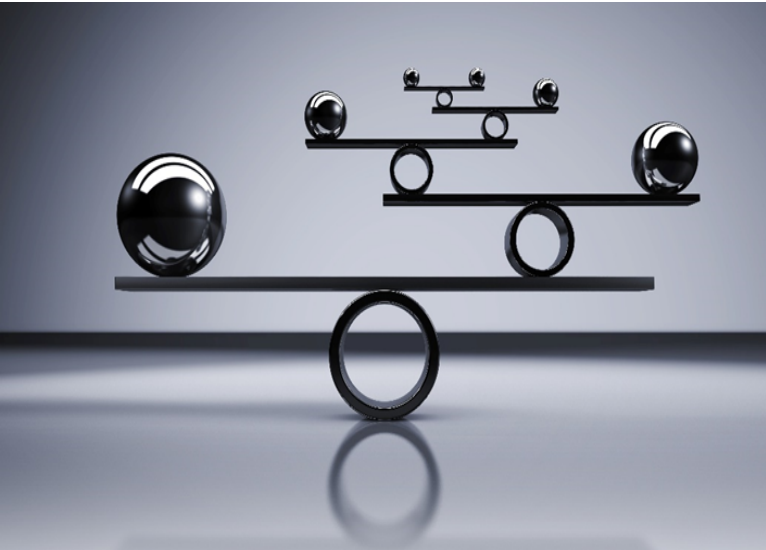
**Information gathering**

# Discussion Guide Resources to Use in Step 1

- Appendix 3: Financial Summary Template
- Appendix 6: Information Gathering & Review Tracker
- Appendix 9: Community Housing Renewal Strategy Transformation Guide (by ONPHA)
- Appendix 9: Sector Transformation Enterprise Program (by ONPHA)



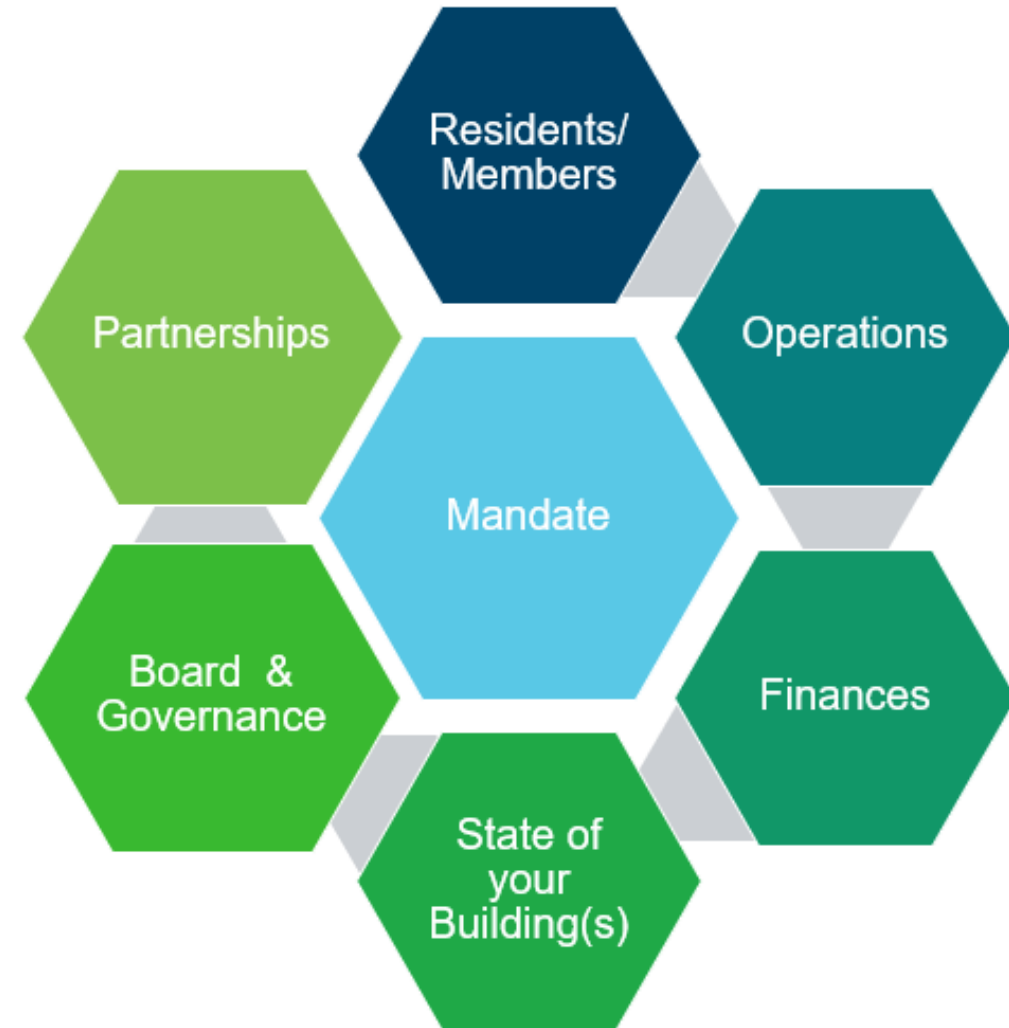
# Step 2: Assess the Current Situation of Your Organization



- You will need to assess where your organization currently stands.
- Through your assessment, you will get clarity on your current situation so you can begin to focus on the future and how you can operate after mortgage maturity.

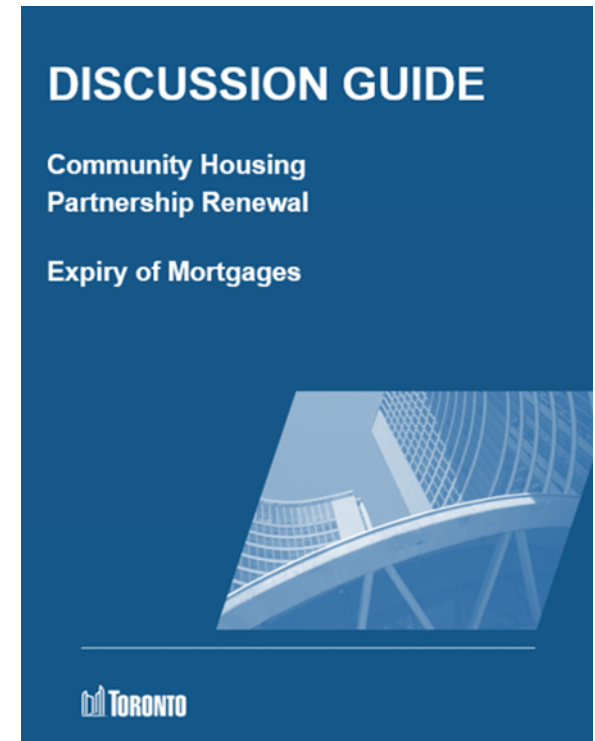
## Step 2: Assess the Current Situation of Your Organization (cont.)

- Review and discuss each area of your organization (ex: how are we doing?)
- Discuss the organization's strengths, weaknesses, opportunities and challenges.
- Identify emerging trends, issues and pressures.
- Frame the key priorities for your organization in the short, medium and long-term.



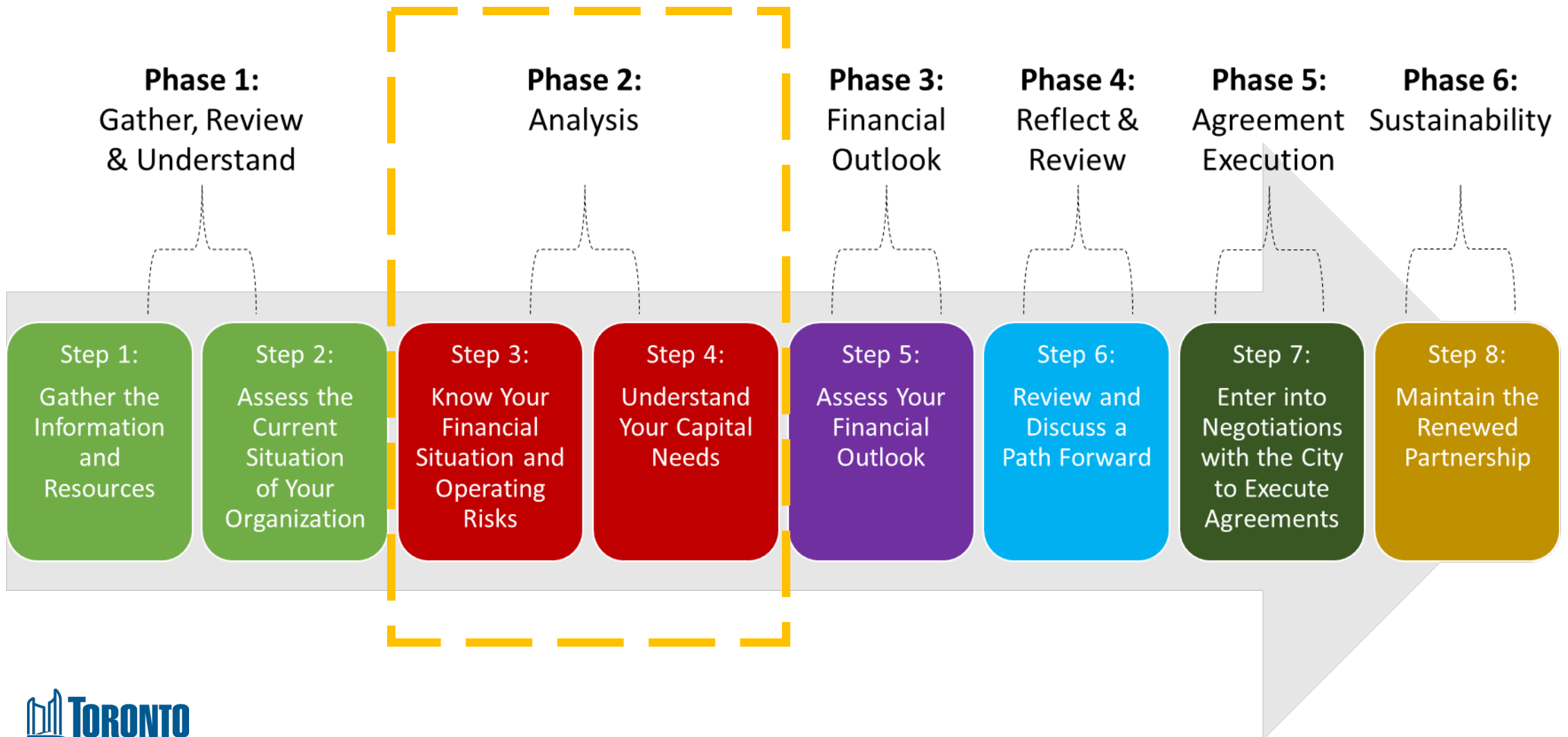
# Discussion Guide Resources to Use in Step 2

- Appendix 9: Self-Assessment Tool (by Community Housing Transformation Centre)
- Appendix 4: SWOT Analysis Template
- Appendix 9: Simplified Assessment Tool for Examining the Impacts of Expiring Operating Agreements (by Canadian Housing and Renewal Association)





# Phase 2: Analysis



# Step 3: Know Your Financial Situation & Operating Risks



- Regardless of your net operating position, knowing the details of your financial standing can help you better evaluate your current state and plan for your financial future.
- Knowing your current financial situation and operating risks can be a starting point for planning the goals you wish to achieve.
- Understanding how things are accomplished through active decisions will strengthen your relationship to how your organization functions and prioritizes.

## Step 3: Know Your Financial Situation & Operating Risks (cont.)

- Identify your current RGI and market unit counts, in addition to your targets.
- Know the rents or housing charges you are currently charging market units.
- Identify outstanding loan balances or other financial encumbrances.
- Identify whether your most recent Audited Financial Statements shows you in a surplus or deficit position.

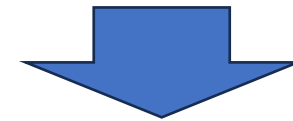
# Assessing Your Financial Situation

- **Your finances**
- **Your assets (properties)**
- **Your operations**



Highly recommended to understand the financial position of your project (s)

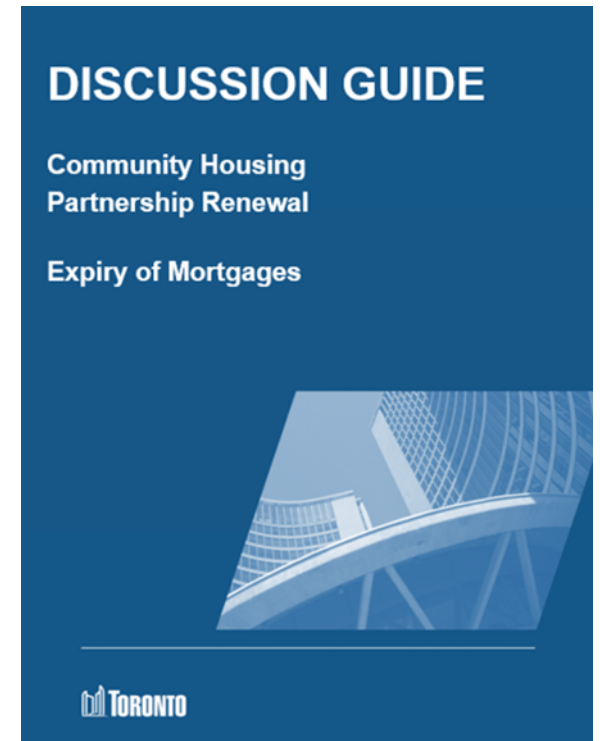
Do the math to get a glimpse of what the operating and capital side of the project looks like when the mortgage is fully paid out



**Your financial health**

# Discussion Guide Resources to Use in Step 3

- Section D: Self-Reflection Tool - Governance
- Section D: Self-Reflection Tool - Operations
- Section D: Self-Reflection Tool - Finances



## Step 4: Understand Your Capital Needs



- Having a clear view of your capital needs can help your organization operate smoothly and maintain your building in a state of good repair.
- Monitoring your assets, and maintaining them, can help you make important decisions in the short, medium, and long-term.
- It is important to understand how your assets are essential for your organization as you seek to operate efficiently in a post-mortgage environment.

## Step 4: Understand Your Capital Needs (cont.)

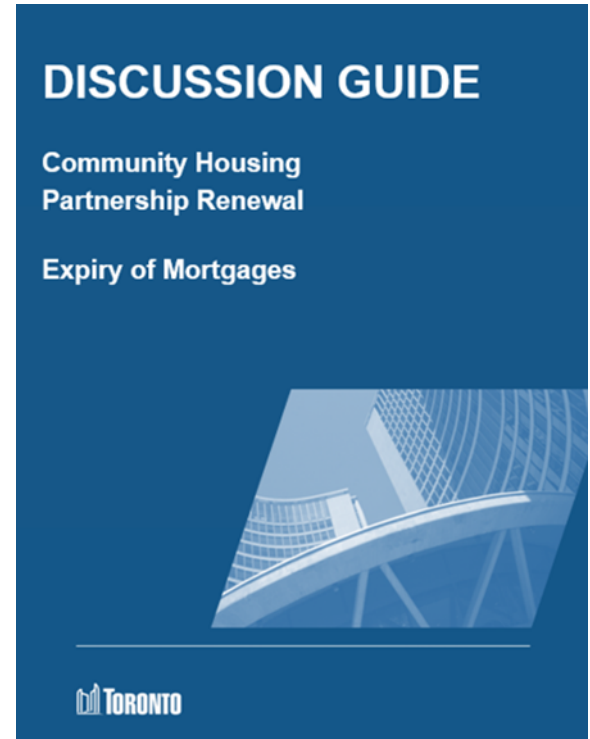


- Building Condition Audit (BCA)
- Capital Reserve Fund Forecast (CRFF)
- Building Inspection Information
- Annual Unit Inspection Information
- Building Knowledge

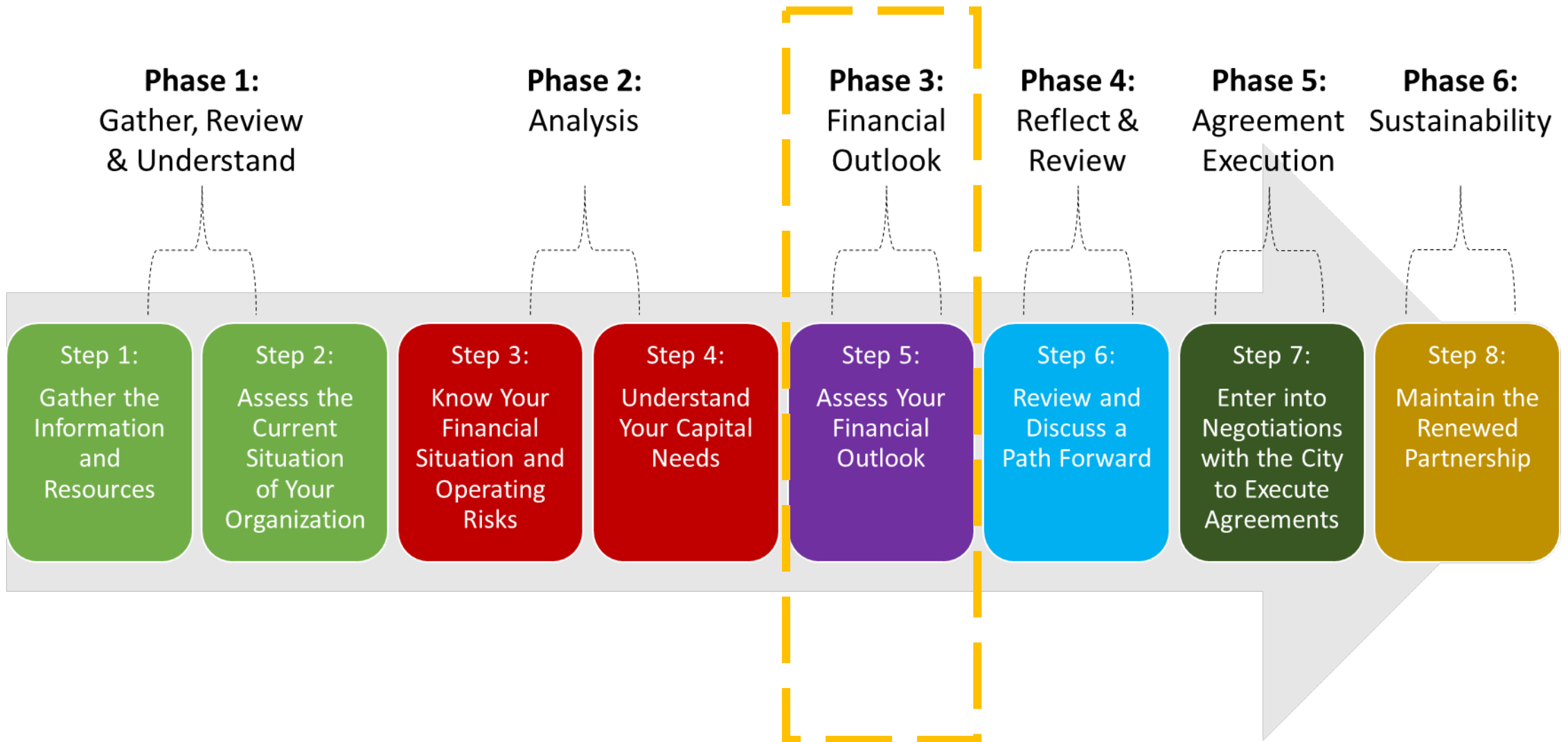


# Discussion Guide Resources to Use in Step 4

- Section D: Self-Reflection Tool - Asset Management
- Appendix 9: End of Mortgage Checklist (by CHF Canada)



# Phase 3: Financial Outlook



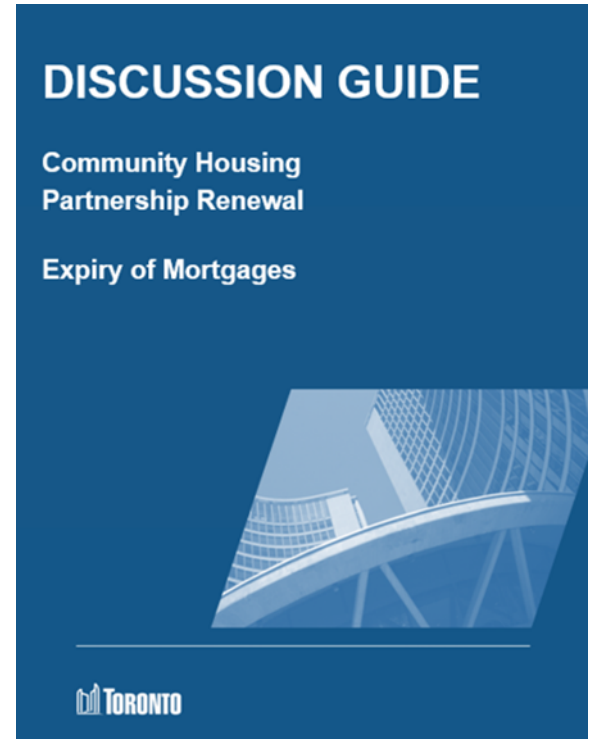
# Step 5: Assess Your Financial Outlook



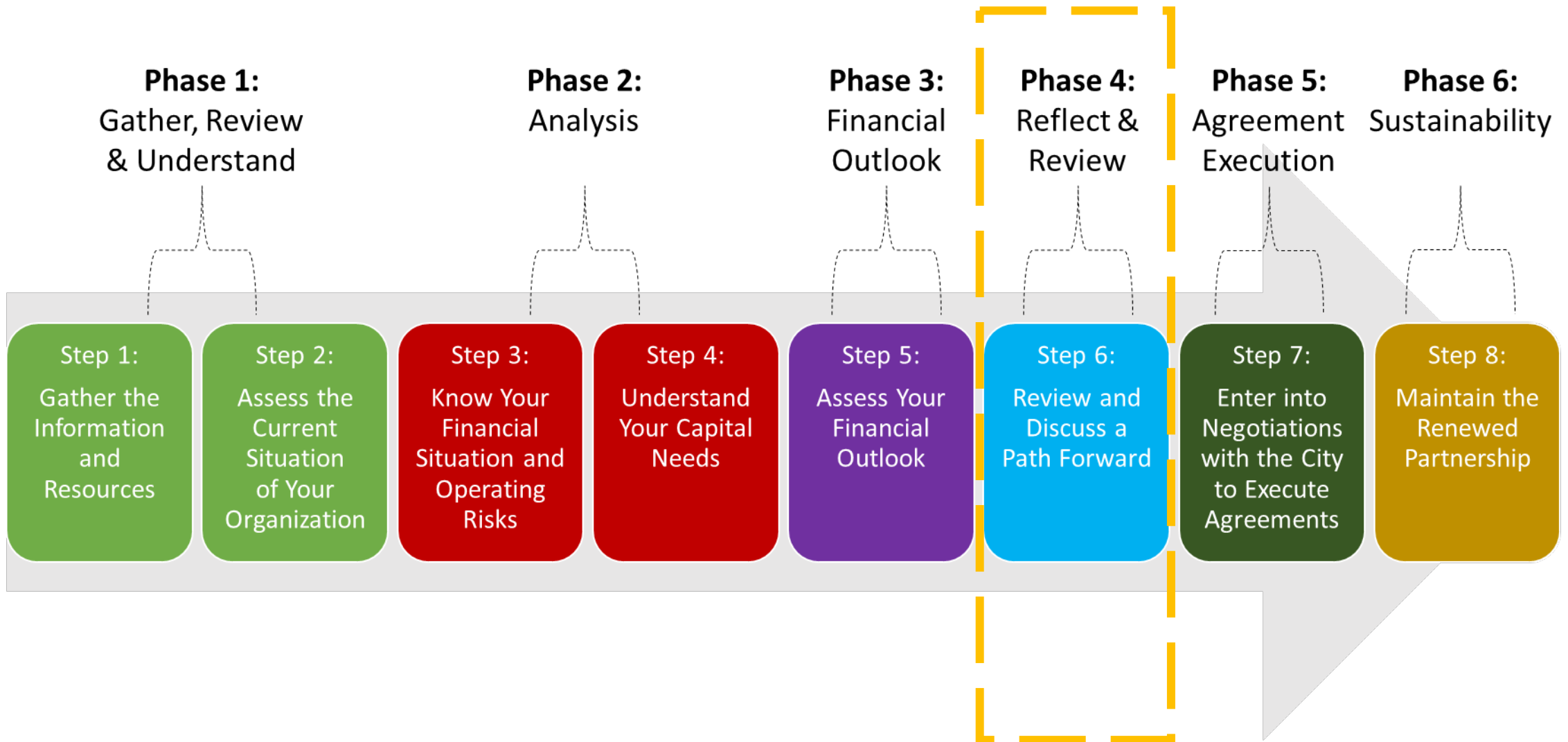
- Use what you've learned about the current financial state of your organization to develop an outlook for the future.
- Your organization will have the ability to make informed decisions and develop tailored implementation plans.

# Discussion Guide Resources to Use in Step 5

- Appendix 7: Financial Outlook Template
- Appendix 9: Guide to Financial Statements (by Chartered Professional Accounts of Canada)



# Phase 4: Reflect & Review



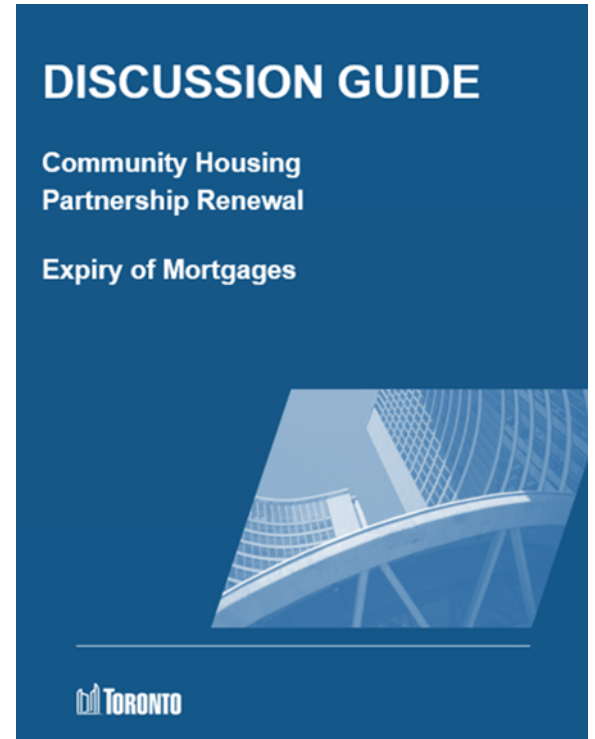
# Step 6: Review & Discuss A Path Forward



- To develop a path forward, your role will be to review, reflect and discuss with other Board members and staff.
- You will need to use everything that you've learned and uncovered in Phases 1-3 to map out what the future of your organization looks like.
- This step will require you to have detailed, and often complex, discussions with the entire Board that may span several meetings.

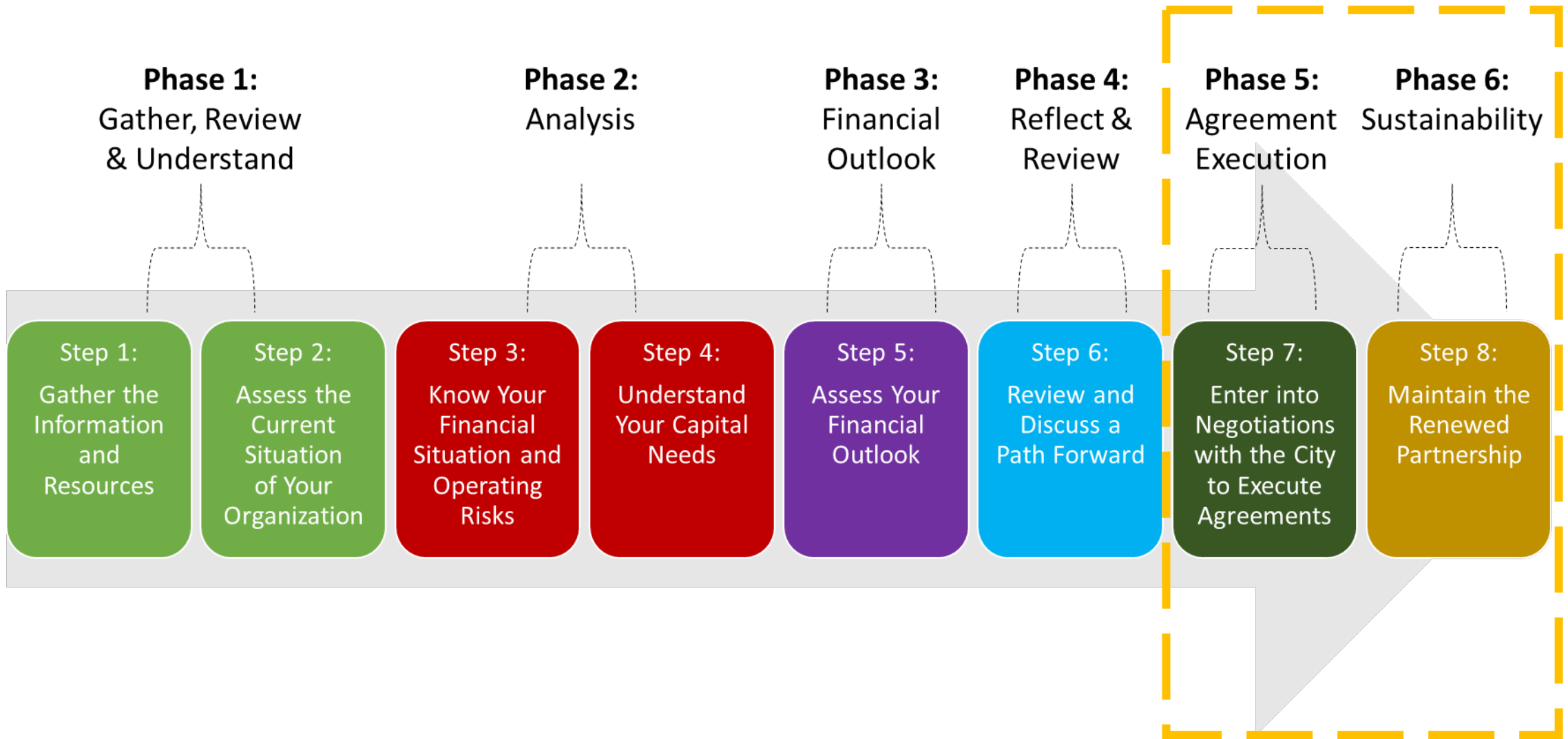
# Discussion Guide Resources to Use in Step 6

- Appendix 8: Discussion Points Template





# Phase 5: Agreement Execution & Phase 6: Sustainability



# Step 7: Agreement Execution & Step 8: Maintain the Partnership

- On June 26, 2024, City Council adopted the Community Housing Sector Modernization and Growth Strategy (Item 2024.PH13.9), which can be accessed here:  
<https://secure.toronto.ca/council/agenda-item.do?item=2024.PH13.9>
- The Strategy supports community housing providers to grow and preserve their rent-geared-to-income and affordable housing stock. The Strategy encompasses six key initiatives to achieve these objectives, including a dedicated initiative focused on end of mortgage.
- Staff are now in the process of developing a new operating and funding framework for community housing providers that have reached end of mortgage.
- To support Step 7 and 8, you can begin to review these materials in this Discussion Guide:
  - Appendix 9: Preparing to Negotiate at End of Mortgage Guide (by CHF Canada)
  - Appendix 9: Techniques for End of Mortgage Negotiations Guide (by CHF Canada)

# Thank You!

For any questions, please email

[HSS@toronto.ca](mailto:HSS@toronto.ca)

