

# Service Manager Framework for EOA Good Practice

## Making decisions regarding EOA projects

Where projects are meeting viability requirements at EOA an assessment of asset potential could be pursued to help evaluate suitability for asset leveraging.

QUESTIONS TO DETERMINE IF A PROJECT CAN GENERATE ASSET	FACTORS TO CONSIDER	POTENTIAL REMEDIAL MEASURES
<b>CURRENT VIABILITY</b>		
Is the project operationally viable today?	<ul style="list-style-type: none"> <li>● Governance/management</li> <li>● Fiscal stability</li> <li>● Adequacy of reserves</li> <li>● Provider capacity</li> <li>● Organizational stability</li> </ul>	<ul style="list-style-type: none"> <li>● Cost reduction strategies</li> <li>● Revenue generation strategies</li> <li>● Debt re-financing</li> <li>● Supplementary SM assistance</li> <li>● Sustainability planning</li> </ul>
<b>VIABILITY AT EOA</b>		
Is the project operationally viable at EOA?	<ul style="list-style-type: none"> <li>● Withdrawal of fed funding</li> <li>● Fiscal sustainability</li> <li>● Adequacy of reserves</li> <li>● Local market conditions</li> <li>● Equity position</li> <li>● Financing vehicles</li> </ul>	<ul style="list-style-type: none"> <li>● Cross-funding strategies</li> <li>● Revenue generation strategies</li> <li>● Maximizing market rents</li> <li>● Re-structuring RGI component</li> <li>● Consolidation/shared services</li> <li>● Debt financing</li> <li>● Supplementary SM assistance</li> </ul>
<b>AFFORDABILITY AT EOA</b>		
Is the project affordable to residents EOA	<ul style="list-style-type: none"> <li>● Local need indicators</li> <li>● Service level standards</li> <li>● Local market conditions</li> <li>● RTA status</li> </ul>	<ul style="list-style-type: none"> <li>● Cross-funding strategies</li> <li>● RGI adjustments/transfers</li> <li>● Rent supplement bridging</li> <li>● Supplementary SM assistance</li> <li>● Municipal tax relief via MCF</li> </ul>
<b>ASSET POTENTIAL</b>		
Does the project have leveraging potential	<ul style="list-style-type: none"> <li>● Useful life of the asset</li> <li>● Asset value/equity</li> <li>● Sustainability potential</li> <li>● Financing vehicles</li> <li>● SHA/HSA implications</li> <li>● Provider NP/tax status</li> <li>● RTA status</li> </ul>	<ul style="list-style-type: none"> <li>● Cross-funding strategies</li> <li>● Debt financing</li> <li>● Unit blending</li> <li>● Re-purposing</li> <li>● Re-development</li> <li>● Intensification</li> <li>● Re-generation/divestment</li> </ul>