Community Led Business Case
Part 1 - Strategy
Part 2 - Concept

[Project Name]

[Project Classification]

[Date]

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This template supports the requirements of community led construction projects on City land and in City facilities based on the project classification and should be used in conjunction with the Community Group Led Construction Project Guide.

Part 1- Strategy and Part 2 - Concept, together create a complete business case, which fulfills requirements for the Park and Facility Development Process and City Grants. **Any updates to Part 1 - Strategy during Part 2 - Concept should be put in *italics* for easy identification of changes.**

Project Classification

Project classifications of basic, intermediate and extensive are defined by a number of factors. The project classification guides the level of effort required for project development and the details required in the business case.

The Project Proposal Assessment identifies the project classification as part of the next steps. If the project proposal scope changes significantly the project classification and Business Case requirements may change, please discuss with the City Liaison if this occurs.

▲ Basic	▲ Intermediate	▲ Extensive
o Small in size and scope o Low complexity o Few stakeholders o No major constraints o Low level of risk (eg public perception, cost, schedule, design, construction, operations, etc.) o Limited impact to group's operations	o Medium in size and scope o Moderate complexity o Several stakeholders o Medium to high level of risk (eg public perception, cost, schedule, design, construction, operations, etc.) o Some impact to group's operations o Many stakeholders, medium to high level risk	o Large in size and scope o High complexity o Many stakeholders o Major constraints o High level of risk (eg public perception, cost, schedule, design, construction, operations, etc.) o Significant impact to group's operations
Examples: basic improvements to a facility or land, minor structural work, solar panels, sign replacement, prebuilt shed on a base structure	Examples: Minor facility expansion, significant abatement, major utility upgrades, redevelopment of rinks and courts, new or replacement constructed sheds and shelter, gazebos, signs with electrical, new or upgraded community gardens, irrigation	Examples: New facility developments or major expansions, outdoor rink development, new outdoor courts, dogs off leash area

PART 1 - STRATEGY

The Community Group will complete the PLAN step in the Strategy Phase Checkpoint 1 Package with the City Liaison. The Community Group will then lead the DO step and complete Part 1 - Strategy, with support from the City Liaison.

1. Project Description

This section provides a high level description of the proposed project: A. What is the project? Describe briefly. B. What is the project location (neighbourhood, park and location within park)? C. What is the project classification (basic, intermediate, extensive) defined in the Project Proposal Assessment? D. How much will the project cost and what is the budget goal? ● If applying for a City of Edmonton Community Grant for the project **ATTACH** the Budget Application with required documentation (see City Grants and Funding) E. How will the project be funded, what is the funding strategy? F. When is the project targeted to be complete?	Mandatory Readiness for Strategy

Mandatory Readiness for Strategy		
Basic	Intermediate	Extensive
✓	✓	✓

A. Project Description

B. Project Location

C. Project Classification

D. Project Cost and Budget Goal

E. Funding Approach / Strategy

F. Targeted Project Completion Date

2. Project Goals and Benefits / Outcomes

This section summarizes the key benefits or outcomes: A. What is the issue to be addressed or the opportunity for improvement? B. What are the goals of the project? C. How does the group and community gain or improve from the proposed project, list the benefits/outcomes?	Mandatory Readiness for Strategy

Mandatory Readiness for Strategy		
Basic	Intermediate	Extensive
	✓	✓

A. Statement of Problem or Opportunity

B. Project Goals (short term)

C. Project Benefits / Outcomes (long term)

3. Strategic Alignment

This section outlines:	Mandatory Readiness for Strategy		
A. How does the project advance both the mandate and strategic direction of your group? B. Provide a summary of community need and/or community group's strategic plan that identifies where this project idea comes from (eg, needs assessment, facility assessment)? C. How does the project aligns with the City of Edmonton strategic priorities? (City Liaison can provide current City documents).	Basic	Intermediate	Extensive
		✓	✓

A. Alignment with Community Group's mandate and strategic direction

B. Summary of Community Need and/or Community Group's Strategic Plan

C. Alignment with City's strategic priorities

4. Activity Based Needs Assessment

The section provides a summary of the findings of the activity based needs assessment:	Mandatory Readiness for Strategy		
A. What are the desired activities or experiences the community indicated was important? B. **ATTACH** the Activity Based Needs Assessment **NOTE:** Activity or experience-based input will then inform the design to best meet the needs rather than starting with a prescribed solution.	Basic	Intermediate	Extensive
		TBA	✓

A. Summary of Activity Based Needs Assessment

5. Context Analysis

The Context Analysis or Environmental Scan defines:	Mandatory Readiness for Strategy		
A. What other amenities, spaces and/or places are available to the community to address this problem or improve the condition? B. What are other groups doing to address similar situations? C. What are the current trends and/or best practices to address similar situations?	Basic	Intermediate	Extensive
		✓	✓

A. Other amenities available to address the situation in the community

B. Other group's solutions to the situation

C. Current trends and best practices to address the situation

6. Alternatives

The Alternatives Section outlines:	Mandatory Readiness for Strategy
A. What options are available to address the problem or opportunity?	

	Basic	Intermediate	Extensive
• For each option provide a high level scope, project cost estimate and operational impacts (eg. "do nothing", share space with other group(s), reduce the scale of the project or remove project elements). B. Identify the best alternative from the options to develop Part 2 - Concept, **this becomes the project recommendation.** **NOTE:** In Part 2 - Concept, additional alternatives and details may be identified to update Alternatives Section.		✓	✓

A. Alternative 1

B. Alternative 2

7. Public Engagement

	Mandatory Readiness for Strategy		
	Basic	Intermediate	Extensive

The Public Engagement Plan is typically completed in Strategy and implemented in Concept including what we heard document.
 	
ATTACH the Public Engagement Plan (PEP) in the appendix that defines the project stakeholders and how the stakeholders will be involved in the decisions being made – see related documents for the City of Edmonton Public Engagement Template on the city website.
ATTACH the What We Heard or Public Engagement Report (typically completed as part of the Concept and Design). Provide a high level summary of the public engagement including:
    A. What are the key findings from the public engagement?
    B. How will the findings be incorporated into the project?
NOTE: In Part 2 - Concept, update engagement completed in the phase.
		TBD	✓

A. Summary of key findings from public engagement

B. Summary of how findings are used in the project

8. Community Group Profile

	Mandatory Readiness for Strategy		
	Basic	Intermediate	Extensive

This section defines the Community Group:
    A. What is the group's mandate?
    B. How is the group structured, including the decision making process?
    C. How many members are in your community group (general membership)?
    D. Are there any partners involved in the project? (please describe partnerships related to the development of the project and / or ongoing operations)?
ATTACH Project Committee Terms of Reference in the appendix that describes the team responsible for the project, and its authority see template on city website.
ATTACH Organizational Minutes with motion supporting Business Case - Part 1 Strategy being submitted to the City of Edmonton
ATTACH Any letters of support for the project from other partners and groups on the same site
	✓	✓	✓

A. Group Mandate

B. Group Structure & Decision Making

C. Current Membership of Community Group

D. Project Partners

9. Appendices Part 1 - Strategy

Appendices to include:
- Activity Based Needs Assessment
- Public Engagement Plan
- Public Engagement What We Heard (Results) Report
- Project Committee Terms of Reference
- Organizational Minutes with motion approving Business Case
- Letters of Support
- If applying for a City of Edmonton Community Grant for the project ATTACH the Budget Application with required documentation (see City Grants and Funding)

STRATEGY PHASE CHECKPOINT 1 PACKAGE - CHECK & APPROVE STEPS

When the Community Group is ready for the CHECK step, the City Liaison will review to ensure Readiness and then submit to Integrated Infrastructure Services for a CHECK step conversation / meeting to ensure Readiness.

The Director of the City Liaison approves the Strategy Phase that supports the project progressing into the Concept.

PART 2 - CONCEPT

The Community Group will complete the PLAN step in the Concept Phase Checkpoint 2 Package with the support of the Planning and Design Project Manager and City Liaison. The Community Group will then lead the DO step and work with the support of the Project Manager and City Liaison to complete. During this time on extensive and intermediate projects the Community Group is encouraged to hire an External Project Manager.

During the development of Part 2 - Concept, please update any sections within Part 1 - Strategy to ensure that the entire document is up to date and reflects the project being planned.

Part 1 - Strategy Updated   +   Part 2 - Concept   =   Business Case

10. Detailed Project Description

<table>
<tr>
<td rowspan="2">This section defines the parameters of the project in more detail than the brief description in Part 1 Strategy.
    A. What is in scope?
        ● Point form list of the items the project including planned haul route and laydown area. This list can also be used to evaluate requested changes to the project.
        ● For **Extensive Projects** defines the program requirements in the table below or through a functional program (tool available)
    B. What is out of scope? (items excluded from the project)

ATTACH CONCEPT DRAWINGS (appendix): Establishes the scale (estimated area) and relationships among the components of the project. Concept drawings need to show:
● preliminary area(s) of the amenity
● proposed location on site
● proposed and existing amenities, access, parking, landscaping and/or other features on site
● proposed construction lay down area and haul route</td>
<td colspan="3">Mandatory Readiness for Concept</td>
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<tr>
<td>Basic</td>
<td>Intermediate</td>
<td>Extensive</td>
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<td></td>
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A. In Scope

Functional Program for Extensive Projects

Program Element	Activities / Purpose	Requirements

Planned Laydown / Haul Route

B. Out of Scope

11. Schedule

This section provides a high-level schedule:	Mandatory Readiness for Concept		
A. What are the key deliverables, including estimated start and end dates for each?	Basic	Intermediate	Extensive
	✔	✔	✔

A. Project Schedule

Key Deliverables	Start Date	End Date

12. Costs

This section identifies	Mandatory Readiness for Concept		
A. What is the project budget summary?	Basic	Intermediate	Extensive
• **ATTACH** budget with expenses and revenues for the project including design and construction costs, fees, permits, contingency, etc. (For intermediate and extensive use template available).	✔	✔	✔
• If applying for a City of Edmonton Community Grant for the project **ATTACH** the Budget Application with required documentation (see City Grants and Funding)			
B. What is the funding strategy for the project and indicate what you will do if funds are not received?			
C. What assumptions were made to determine the budget and funding strategy including approach to funding shortfalls?			

A. Project Budget Summary (attach details in appendix)

Project Budget Overview	Expense
Strategy and Concept	
Design	
Construction	
Insurance and Bonding	
Contingency	
Total Project Budget	

B. Funding Strategy

Funding Sources	Revenue	Confirmed/Pending
Grants (describe source of grant e.g City, Provincial, Federal)		
Fundraising (casino, events)		
Donations and Sponsorship		
Total	**$**	

C. Assumptions

13. Resourcing

This section outlines in addition to the Project Committee:	Mandatory Readiness for Concept		
A. What roles (internal and external) and responsibilities are required to implement the project? B. If required **ATTACH** updated Project Committee Terms of Reference.	Basic	Intermediate	Extensive
		✓	✓

A. Project Roles and Responsibilities

Role	Responsibilities

14. Operational Impacts, Plan and Costs

The section defines after this project is completed how the operations will be impacted:	Mandatory Readiness for Concept		
	Basic	Intermediate	Extensive
A. What are the groups current assets? Summarize existing amenities and financial assets the group is responsible for? B. What are the operational impacts of the project? Define impacts related to various operating categories such as human resources, maintenance, sustainability (organizational and asset management), technology, security, insurance, equipment, program changes, etc. C. What are the operational requirements for each impact? D. What is the operating plan for each impact? E. What is the estimated annual cost of each impact?		*TBD*	✓

F. Provide a one year operational cash flow that includes the amenity. G. What are the two Year Revenue and Expenses? H. **ATTACH** Current Bank Statements I. **ATTACH** Annual Financial Statement

A. Current assets

Operational Impacts and Plan

B. Impact	C. Operational Requirements	D. Operating Plan	E. Annual Cost Est.

Operating Costs
F. 1 Year Operational Cash Flow
   Month by month changes to the operating revenue and expenses post project (costs to consider: maintenance, staffing/volunteer, equipment, insurance, security, utilities, lifecycle replacement fund).
G. 2 Year Revenue and Expenses
   2 year projected balance sheet and projected income statement, together these will represent a reasonable estimate of your organization's financial future for the results of the project.

15. Key Risk(s) and Mitigation

| This section identifies the key risks, the impact and probability and the mitigation strategies that reduce or remove the risks:
    A. What are the key risks related to public perception, scope, cost, schedule, resourcing, design, construction and operations?
    B. What is the probability or likelihood of each risk (eg. high, medium, low)?
    C. What is the impact or effect of each risk (eg. high, medium, low)?
    D. What mitigation strategies will be used to reduce or remove the risk? | Mandatory Readiness for Concept

| Basic | Intermediate | Extensive |
\|---\|---\|---\|
\| \| ✓ \| ✓ \| |

A. Risk Factor	B. Probability	C. Impact	D. Mitigation Strategy

16. Appendices Part 2 - Concept

Appendices to include (Checkpoint 1 Strategy Attachments to be resubmitted in Checkpoint 2 Concept if updated):
- Approvals (Organizational Minutes) and Landowner
- Letters of Support
- Public Engagement What We Heard (Results) Report
- Concept Drawing
- Functional Program (for facilities only)

- Project Budget (use template)
- Operating Budgets
- Current Bank Statement
- Annual Financial Statement
- If applying for a City of Edmonton Community Grant for the project ATTACH the Budget Application with required documentation (see City Grants and Funding)

If updated resubmit
- Project Committee Terms of Reference
- Public Engagement Plan & What We Heard

CONCEPT PHASE CHECKPOINT 2 PACKAGE - CHECK & APPROVE STEPS

When the Community Group is ready for the CHECK step, the City Project Manager will review to ensure Readiness for a CHECK step conversation / meeting to ensure Readiness. The Director of the City Project Manager approves the Concept Phase.