NPDP Business Case
(Neighbourhood Park Development Program)
Part 1 - Strategy
Part 2 - Concept

[Project Name]

[Project Classification]

[Date]

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This template supports the requirements of Neighbourhood Park Development Program projects on City land based on the project classification and should be used in conjunction with the Neighbourhood Park Development Program Community Manual.

Part 1- Strategy and Part 2 - Concept, together create a complete business case, which fulfills requirements for the Park and Facility Development Process and the Neighbourhood Park Development Program. **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 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 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 o Significant impact to group's operations
Examples: replacing or adding a single element to a park such as seating, signage, trees, etc	Examples: playground redevelopment in existing footprint, pathways, etc.	Examples: Playground, spray park new or redevelopments beyond current footprint

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:	Mandatory Readiness for Strategy		
A. What is the project? Describe briefly.	Basic	Intermediate	Extensive
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?			
E. How will the project be funded, what is the funding strategy?			
a. What NPDP Funding Level are you requesting?			
F. When is the project targeted to be complete?			

A. Project Description

B. Project Location

C. Project Classification

D. Project Cost and Budget Goal

E. Funding Approach / Strategy
   a. NPDP Funding Level Request:

F. Targeted Project Completion Date

2. Project Goals and Benefits / Outcomes

This section summarizes the key benefits or outcomes:	Mandatory Readiness for Strategy		
A. What is the issue to be addressed or the opportunity for improvement?	Basic	Intermediate	Extensive
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?			

A. Statement of Issue 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 the project advances 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 the project aligns with the City of Edmonton strategic priorities? (Ask City liaison for current City reference documents).	Basic	Intermediate	Extensive
		✓	✓

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

B. Summary of the Community Needs 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 groups 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		
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 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.	Basic	Intermediate	Extensive
		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		
This section defines the Community Group: A. What is the group's mandate? B. How is the group structured, include its 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) **ATTACH** the Project Committee Terms of Reference in the appendix that describes the team responsible for the project, and its authority – see related documents for the City of Edmonton template on the city website. **ATTACH** Organizational Minutes with motion supporting Business Case for both Part 1 - Strategy and Part 2 - Concept being submitted to the City of Edmonton	Basic	Intermediate	Extensive
	✓	✓	✓

ATTACH Any letters of support for the project from the Community League (if not applicant) or the school principal if adjacent to a school 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
- Community Group Minutes with motion approving Business Case Part 1 - Strategy
- Letters of Support

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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 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 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

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. 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
	Mandatory Readiness for Concept

Mandatory Readiness for Concept		
Basic	Intermediate	Extensive
✓	✓	✓

A. In Scope

Functional Program for Extensive Projects

Program Element	Activities / Purpose	Requirements

B. Out of Scope

11. Costs - Funding Strategy

This section identifies A. What is the funding strategy for the project and indicate what you will do if funds are not received?	Mandatory Readiness for Concept

Mandatory Readiness for Concept		
Basic	Intermediate	Extensive

B. What assumptions were made to determine the funding strategy?	✓	✓	✓

A. Funding Strategy

Funding Sources	Revenue	Confirmed/Pending
Grants		
- Neighbourhood Park Development Program Eligibility		
- Community Facility Enhancement Program (CFEP)		
- Other		
Fundraising		
- Casino		
- Events		
Donations and Sponsorship		
Total	$	

B. Assumptions

12. Operational Impacts, Plan and Costs

The section defines after this project is completed how the operations will be impacted A. What are the operational impacts of the project related to the maintenance agreements? Define all that apply eg. Human Resources, Maintenance, Sustainability (organizational and asset management), Technology, Security, Insurance, Equipment, Program Changes, etc.) B. What are the operational requirements for each impact? C. What is the operating plan for each impact? D. What will it cost to operate the amenity on an annual basis? E. What are the two Year Revenue and Expenses? F. **ATTACH** Current Bank Statements	Mandatory Readiness for Concept

Mandatory Readiness for Concept

Basic	Intermediate	Extensive
	TBD	✓

Operational Impacts and Plan

A. Impact	B. Operational Requirements	C. Operating Plan

Operating Costs

D. 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).

E. 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.

13. Appendices

Appendices to include in Part 2 - Concept
Note Part 1 Strategy Attachments to be resubmitted in Part 2 Concept if updated
● Community Group Minutes with motion approving Business Case Part 1 - Concept
● Letters of support
● Approvals from grants or AGLC if gaming funds to be used
● Public Engagement What We Heard (Results) Report
● Operational Budget (as required for maintenance agreements)
● Current bank statement.

Only if updated need to 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.