Business Case Template

[Initiative / Project Name]

[Date]

|  |
| --- |
| **Declaration of Officers** |
| We, the undersigned Officers of the Organization, hereby represent to the City of Edmonton and declare that to the best of our knowledge and belief   * The information provided in this Business Case and appendices is truthful, accurate and complete * The Community Organization is a member in good standing with Society Act and any other affiliated bodies (eg. Community Leagues with Edmonton Federation of Community Leagues) * The application is made on behalf of the organization with the Board’s full knowledge and consent   Dated at Edmonton, ALBERTA, this Day of  (Date) (Month) (Year)  NOTE: Original Signatures Required  Signature of President Print Name Title  Signature of Second Officer/Director Print Name Title |

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# Executive Summary

Initiative Name

The Executive Summary contains a concise summary of the key highlights of the business case, it briefly outlines the “Why, What, When, Who and How” of the project. This defines how the initiative improves the overall efficiency and/or effectiveness of the organization.

# Background

This section describes the history leading up to the current state of affairs that relates to the general opportunity / problem of the business case.

## Opportunity / Problem

This section provides a brief description of the opportunity / problem that the initiative is trying to address.

## Current Situation

This section provides a synopsis of what is happening currently within the organization, if applicable, what has led to the current situation and what is likely to happen if the current situation is maintained. The section includes an overview of the Community Group Organization:

* Organization structure: how the group is organized including roles, responsibilities and decision making process, membership and describe any affiliations with other organizations
* Overview of Organization / City representatives who will be involved in the project (details to be provided in Section 9 Resourcing)

# Initiative Description

This section provides a summarized description and context/rationale for the initiative.

## Initiative Description

This section briefly describes the initiative and provides the rationale for how was the community need was identified by the organization including data from completed needs assessments or studies.

## Anticipated Outcomes

Outlines what the initiative will accomplish, in clear and measurable terms within a specified time frame. These objectives can be used in a post-implementation review to assess the success of the initiative.

## Scope

This section defines parameters of the initiative. Specifically, it describes the program / concept, schedule and budget for the recommended Alternative identified in Section 6. The scope must include:

* PROGRAM REQUIREMENTS: Program, purpose/activities and design requirements for each space. For complex projects program requirements should be defined through a **Functional Program**.

|  |  |  |
| --- | --- | --- |
| Program Element | Activities / Purpose | Design Requirements |
|  |  |  |
|  |  |  |

* CONCEPT DRAWINGS(attach as an appendix): Concept drawings completed by the prime consultant (architect or engineer, establish the scale (estimated square footage) and relationships among the components of the project. While the drawings are not detailed design drawings, and do not need engineering or construction details, concept drawings do need to show:
  + preliminary floor plan and functions of the space within a facility
  + the proposed location on site
  + proposed and existing amenities/buildings, access, parking, landscaping and/or other features on site
  + proposed construction lay down area and haul route
* PROJECT SCHEDULE: Provide high-level milestones and the associated start and end dates for each

|  |  |  |
| --- | --- | --- |
| High-level Milestones / Deliverables | Start Date | End Date |
|  |  |  |
|  |  |  |

* PROJECT BUDGET: Provide high-level project cost estimate with additional detail to be provided in Section 8 Cost Benefits)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Year | Year 1 | Year 2 | Year 3 | Total |
| Budget |  |  |  |  |

The scope statement is a point form summary defining the precise work that the project will deliver. It is used to evaluate requested changes to the project.

## Out of Scope

This section includes items that are specifically excluded from the initiative.

## Critical Success Factors

This section identifies items that contribute to the successful realization of the initiative. Identify success criteria and measures. Example of critical success factors: project is built to budget, schedule and quality as defined in the project planning process.

# Strategic Alignment

This section outlines how the project advances both the strategic direction of your Organization and the City of Edmonton strategic priorities. Connect with your partner liaison for the latest City of Edmonton reference doucments.

# Context Analysis

The Context Analysis (also referred to as an Environmental Analysis) provides an understanding of what other organizations have done or are doing to address similar situations. This section includes any findings from research studies that identify industry trends and best practices. For example, identify how other community organizations have addressed the problem/opportunity; identify other service providers in the area addressing the situation; outline trends/research that support this direction.

# Alternatives

The Alternatives Section outlines the options that are available to address the problem or opportunity. It provides the rationale to why some have been eliminated as viable alternatives. One alternative to present is “do nothing” (status quo). Another may be to share space rather than build a new facility or there may be alternatives to reduce projected space needs.

Outline for each viable alternative the high level project scope, budget, schedule and organization change impact. From this analysis the best alternative is identified and reflected throughout in the Business Case.

# Organizational Change Impact

This section identifies the potential impacts of the initiative. A Public Involvement Plan (PIP) is required to support understanding the change impacts to the neighbourhood, area or city (attach as an appendix). The PIP must be approved by a City of Edmonton Partner Liaision.

## Stakeholder Impact

List all interested parties that may be impacted (positively or negatively) by the initiative. Categorize the parties between internal / external and primary (directly impacted and involved in the initiative) / secondary (impacted but is not directly involved in the initiative). For each party include an overview of their stakeholder/business requirements of the initiative.

|  |  |
| --- | --- |
| **Stakeholder** | **Stakeholder Requirements** |
|  |  |
|  |  |

## Business and Operational Impact

The Business & Operational Impacts Section provides a list of all business and operational impacts for each stakeholder. Each impact is described and analyzed, for example, Human Resource impact, Technology, etc.

# Cost Benefits

This section identifies overall value contribution and costs incurred to realize the proposed initiative.

## Benefits

Provide a summarized listing of the top 4-6 key tangible and intangible benefits.

## Costs

Provide a summarized listing of the costs, that reflects the total cost to achieve the desired benefits.

* PROJECT BUDGET: Provide Project Cost Estimate (include consultant fees, permits, contingency etc.) and Project Revenue Sources – grants, money in the bank, projected fundraising
* FUNDING STRATEGY: Define the funding strategy for project including information on what you will do if grants are not received

## Assumptions

All assumptions used to determine, both quantitative and qualitative, costs and benefits should be clearly documented.

# Resourcing

Outline what resources (internal and external) will be used to implement the project in order to understand the resources to be allocated (people, dollars, time) to complete the recommended next steps and the high-level project schedule of the initiative. The project roles and responsibilities should be defined as part of the resourcing plan. Attach Project Committee Terms of Reference as an appendix.

## Project Responsibility and Accountability

Recommend the project structure including who will be the project sponsor. The project sponsor is accountable for the project and ensuring that the objectives of the project are achieved and in compliance with all Community Organization’s society bylaws, policies and procedures and specified City of Edmonton policies and requirements.

|  |  |
| --- | --- |
| **Role** | **Responsibilities & Accoutabilities** |
|  |  |
|  |  |

# Key Risk(s) and Mitigation Strategy

Some initiatives will have a risk that will significantly limit or prevent the organization from achieving their objectives. Note significant risks, the probability of the risk occurring and the impact if it does and the planned strategy to mitigate or address the risk.

|  |  |  |
| --- | --- | --- |
| **Risk Factor** | **Impact / Probability** | **Mitigation Strategy** |
|  |  |  |
|  |  |  |

# Operational Plan

The operational plan defines how the Community Organization will operate a new or upgraded facility/amentity. It is critical to develop an operating plan that represents your best estimates of future operations to fully assess the viability of the project.

The key components of an operational plan include:

* Human Resources - staff/volunteers and skills required to operate the facility/amenity
* Risk Assessment - risks and how they can be addressed
* Sustainability – how the facility/amenity will be sustained and maintained over time
* Financial requirements / Operating Costs

*1 - 2 Year Operational Cash Flow*

* + Month by month changes to the operating revenue and expenses post project (costs to consider: annual building system costs, staffing costs, landscape maintenance).

*3 – 5 Year Revenue and Expenses*

* + 3 – 5 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.

# Recommendations, Review and Approval Process

The reason for writing the Recommendation, Review & Approval Section is to clearly present with who and how the business case has been reviewed and approved. This section will also contain the final outcome of the business case. If the business case is approved the evidence of the approval should be included. If the business case is not approved, the business decision behind either rejecting the initiative or deferring the initiative should be documented. Approval of the Business Case provides Concept Phase Approval and supports the Organization moving to the Design / Build Phases of the project.

## Recommendations

This section will make specific recommendations on proceeding with the initiative.

## Business Case Signoff

The business case should be signed and dated by the approving signing authority, indicating whether or not the business case is approved. If applicable, approval conditions should be identified. If the business case is not approved, reasons for the decision should be documented.

With submission of the business case include, as an appendix, a copy of organization’s minutes that indicates supportof the business case and approval of financial requirements and risks and include a current bank statement.

# Appendices

Appendices to include:

* Functional Program (if separate document)
* Concept Drawings
* Public Involvement Plan
* Project Committee Terms of Reference
* Detailed Budgets for the Project and the Operational Plan
* Approvals (Organizational Minutes)