



Community Facility Enhancement Program Large Stream

Business Case Resource Guide

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CFEP Large Business Case Resource Guide | Ministry of Arts, Culture and Status of Women

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Classification: Public

Business Case Resource Guide – CFEP Large

Intended Purpose

The purpose of the Business Case Resource Guide is to provide organizations with a foundational document for a capital build project and to provide further details on the project that may not be included in a grant application. A business case is not required for every CFEP Large application as this will depend on the size and complexity of the project. A business case should be provided when critical information is not captured in the application.

If you decide to include a business case with your CFEP Large application, the information provided here can guide the development of that business case. Sections can be added or deleted based on what is most relevant for the project. When determining what to include in the business case, you can also refer to Section 4 of the CFEP Large Guidelines that outlines the criteria used by Community Grants when assessing applications.

Business Case Content

Executive Summary of Project

This section provides a high-level overview of the project and may include:

- Legal name of the organization
- Brief project overview: (2 to 3 sentences that concisely describes the nature of the project including overall square footage)
- Project type: facility renovation, expansion, construction
- Beneficiaries of project: children, women, men, seniors, youth, general public, families, other
- Number of direct and indirect beneficiaries and information on how this was measured

Organizational Information

This section provides an overview of the organization and the experience to complete the project and may include:

- Summary of mandate, mission, and main activities of your organization
- Summary of the programs and/or services your organization provides and the importance of them to the community
- Geographical area your organization serves
- Organizational structure and project management team –information on how these individuals will support the project based on their knowledge, experience and skillsets
- Lists of organization partnerships and their relation to the organization

Project Background and Analysis

This section will provide detailed information on the reason for and benefits of the project and may include:

- Problem, opportunity, analysis and context, for example, will this project:
 - Address risks to the current health, safety, and security of the public and staff
 - Address the physical/structural condition of an existing facility or space
 - Address functional problems or deficiencies (e.g., poor physical layout, inefficient design that reduces operational usefulness or efficiency)
 - Provide an additional revenue source
 - Increase ability to provide programs or services
- Information on how the project contributes to the following:
 - Albertans have facilities and spaces that support increased community, cultural, heritage and recreational public-use infrastructure, and lead to higher quality of life

- Health and well-being of Albertans are maintained through accessible, inclusive infrastructure that fosters community engagement, volunteerism, active lifestyles, and social connectivity
- Vibrant communities are proud stewards of integrated and active design, leading to innovative public-use infrastructure
- Information on program Improvement and Service Delivery: how does the project benefit the target audience for example:
 - Project improves program and service delivery
 - Project improves capacity to deliver services
 - Project improves rate of usage of and/or access to facility or asset
 - Project increases access to infrastructure that supports community services, such as heritage, culture, sports and recreational programming
 - Project improves accessibility to the physical structure i.e., accessible washrooms
- Further details on beneficiaries may include target market profile, demographic reach, geographic reach, other beneficiaries
- Information on innovation and technology adoption: to address issues, enhance client experiences, and support the project.
- Additional project features for example:
 - Inclusive elements or spaces (wayfinding in different languages, gender neutral washrooms)
 - Supports Truth and Reconciliation

Facility Information

This section provides further information on the facility ownership, operations and accessibility and may include:

- If applicable, details of any lease, user agreement(s) or operating agreement(s) in place
- Statement of access - availability of the facility to the general public which includes:
 - Days, hours, times available
 - Any limitations to access
 - If the facility accepts public bookings

Project Profile

This section provides information on the project's implementation and current status and may include information on:

- Current stage of the project (concept, feasibility, fundraising strategy and/or fundraising campaign launched, drawings in place (concept, engineering, construction), permits in place, pre-tender or post-tender, permits etc.
 - Project Management information including organization's experience in carrying out projects of a similar nature or scope such as procurement, construction management, and/or oversight strategy.
- Project Readiness
 - Pre-design, planning, RFP/Tenders, design drawings
 - Key steps required to commence construction
- Detailed planning and construction schedule
 - Phasing of project if required

Project Budget

This section contains details on the costs and revenues of the project:

- Total project cost
- If the project is phased, additional phases planned for the project that will require further funding
- Project viability if organization does not receive full amount of requested funding
- Revenues information not discussed in the application and may include:
 - Fundraising plan and target, including current status
 - Other municipal or federal government funding targets, including current status
 - Loan financing if applicable

- How the organization will address any revenue shortfalls

Needs Assessment

This section describes the issue the project would resolve and indicates how the need for the project was identified and may include:

- Statement on the need or problem being solved
- Stakeholder and community analysis (i.e., demographics and population trends)
- Summary of engagement on the project with key stakeholder and community members
- Identification of partnerships, support networks and/or collaborations in place for the project
- Information on compliance with federal, provincial or municipal regulations
- Market demand projections: analysis and supply factors that validate the need for the project
- Additional information on how the facility is filling a gap in the community for example:
 - Analysis on similar facilities in the region
 - Unique programming or services the facility will provide
- Facility/asset assessment: (i.e., status of current condition of the infrastructure)

Economic Impact Assessment

This section provides details on the economic benefits the project will provide to the community and may include information on:

- How the project will stimulate economic activity and job growth in the region and/or communities across the province
- Projected economic impacts of construction and of the new or expanded facility after construction (i.e., via tournaments, events, festivals, programming, etc.)
- Reduced operating costs for organization
- Creates organizational growth and competitiveness
- Promotes community collaboration and partnership to improve viability and sustainability

Environmental, Climate Change Analysis and Public Safety

This section provides information on how the project will impact the environment and protection of individuals such as:

- Improves or protects the environment including LEED Certification
- Improves or protects citizens and address potential natural disasters
- Opportunities to reduce carbon emissions, building operating costs
- Addresses current environmental issues
- Improves or protects environment and climate adaptation

Risk Analysis and Mitigation Plan

This section provides information on plans in place to mitigate the risks posed to the project and may include information on:

- Operating costs during construction – indicate how any shortfalls will be addressed
- Cost escalation and inflation mitigation plans
- Cash Reserve Policy for unplanned/unforeseen operating deficits
- Risks and mitigation strategies for the project:
 - Government legislative and municipal bylaw compliance
 - Public and operational safety
 - Market assumptions
 - Environmental/weather
 - Supply chain
- Operational assessment
- Business continuity plan for mitigating disruption during construction

5 Year Financial Operating Plan

- View template on the CFEP Large webpages – [5 Year Financial Operating Plan](#)