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## STRATEGIC CASE

1. **Executive Summary of Strategic Case**
2. **Community Objectives in Relation to Infrastructure Project**
   * Source documents for Objectives may include Comprehensive Community Plan (CCP), Strategic Plan, Infrastructure Master Plan or Similar Documents
   * Examples of Community Objectives may include (for example):
     + - Health and Wellness
       - Community Safety
       - Environmental Integrity
       - Economic Development
       - Nation and Member Capacity Building
       - Cultural Preservation and Enhancement
       - Financial Sustainability
3. **Problems**
   * Description of current problems, with reference to the Community Objectives
   * Description of the Current Infrastructure that may be causing those problems
     + - Physical Attributes
       - Who is Served by Infrastructure?
       - Key Programming Elements (if relevant, such as recreation, cultural, educational and/or health programs within a building)
   * Challenges and Limitations of Current Infrastructure
     + - Use List of Community Objectives above to frame discussion of challenges and limitations
4. **Benefits**
   * Describe what benefits will be achieved if the identified problems are solved
5. **Solutions**
   * High level description of improved infrastructure or other non-infrastructure solutions that could address challenges and limitations with current situation
6. **Project Objectives**

* + Develop Project Objectives based off the Community Objectives and the identified problems (i.e. improve public health through delivering clean and potable water, enhance learning environment through providing sufficient / health / safe / culturally-appropriate educational space, etc.)
  + Ensure they are measurable, as they can be used to measure and demonstrate success of the project once complete

## ECONOMIC CASE

1. **Executive Summary of Economic Case**
2. **Description of potential Project Options**
   * What is the Current Situation? (link to Strategic Case)
   * What Are the Project Options to Address the Current Situation?
     + - Technical Characteristics
       - Scope of Service (i.e. geographic area of service, program scope, other)
3. **Comparison of Project Options**
   * Comparison of Project Options to Set of Evaluation Criteria (evaluation criteria should be informed by Community Objectives and Project Objectives)
   * Option Comparison Can Be Done in Two Phases
     + - Initial Evaluation of Long List of Options to Narrow Field to Short List
       - Detailed Evaluation of Short List
   * Link to Strategic Case for Objectives
4. **Cost and Revenue Analysis – Overview Level**
   * Costs
     + - Class C / D (or better if available) Capital Costs of New Infrastructure
       - Operation and Maintenance Cost Estimates
       - Major Anticipated Maintenance Costs to Sustain Life of Asset (i.e. roof replacement on building)
   * Revenues
     + - Contributions from Canada (capital, operation and maintenance)
       - Other Sources
   * Link to Financial Case
5. **Detailed Description of Preferred Project Option**
   * Detailed Description of Physical Characteristics of Preferred Infrastructure
   * Capital Costs
   * Operation and Maintenance Costs
   * Other Characteristics of Preferred Project Option to Meet Project Objectives (i.e. environmental mitigation, culturally-informed landscape and site development, engagement of First Nations community / members / businesses, etc.)
   * Next Steps in Moving Project Forward (Links to All Other Aspects of Business Case)

## COMMERCIAL CASE

1. **Executive Summary of Commercial Case**
2. **Procurement Objectives**
   * Expectations (e.g., First Nation Involvement, etc.)
   * List of Procurement Objectives
3. **Bundling Assessment (if applicable, link to Economic Case section on technical options)**
4. **Qualitative Procurement Options Analysis**
   * Identification of Long-List of Procurement Options
   * Qualitative Assessment using Multi-Criteria Analysis
     + - Using Procurement Objectives and Long-List of Procurement Options
       - Workshop to evaluate options, document rationale and arrive at a preferred option
   * Description of Preferred Procurement Option
5. **Qualitative Risk Allocation**
   * Target risk allocation of Preferred Procurement Option
   * Link to Risk Management Framework included in Management Case
6. **Interaction with any Existing Commercial Arrangements**
   * E.g., contracts with existing suppliers, etc.
7. **Procurement Strategy**
   * Recommended approach to procurement
     + - Market Sounding and Engagement
       - One vs. Two-Stage Procurement Process
       - Justification of strategy linking to desired outcomes (e.g., schedule certainty, time to market, availability of contractors, etc.)
8. **Form of Contract**
   * Outline approach to contracting under the Preferred Procurement Option
     + - Standard form contracts (e.g., CCDC, etc.)?
       - Applicable precedents?
9. **Indicative Procurement Timeline**
   * Key milestones through the Procurement Process
     + - Development of tender documentation and contracts
       - Release of tender documents to market
       - RFP Open Period
       - Evaluation of proposals
       - Appointment of contractor

## FINANCIAL CASE

1. **Executive Summary of Financial Case**
2. **Identification of Costs**
   * Capital Costs
     + - Appropriate class cost estimate from preferred option identified in Economic Case
   * Operating, Maintenance and Lifecycle Costs
     + - Annual costs and lifecycle/renewal related costs
3. **Identification of Funding Sources**
   * Capital Costs
     + - Potential sources of funding for capital costs (e.g., ISC Grants, Monetized Transfers, FN Regional Organizations, FMA Tools, etc.)
       - Determination of appropriate capital funding sources for Project
       - Capital cost allocation between sources
   * Operating, Maintenance and Lifecycle Costs
     + - Potential sources of funding for operating, maintenance and lifecycle costs (e.g., ISC O&M Contributions, Other Revenue, FMA Tools, FNGST, etc.)
       - Determination of appropriate operating funding sources for Project
       - Operating cost allocation between sources
4. **Whole of Life Financial Model**
   * Forecast capital and operating costs
   * Forecast sources of funding for capital and operating costs
   * Appropriate inclusion of risks (e.g., construction and operating contingencies)
   * Sensitivity analysis
     + - +/- X% for capital costs
       - +/- X% for annual operating costs
       - Financing assumptions (e.g., interest rates, etc.)
       - Economic assumptions (e.g., inflation rates, etc.)
5. **Affordability Assessment**
   * Confirmation of Affordability
   * Proposed method for covering any Funding shortfall, if required
6. **Next Steps**
   * Identify required next steps for confirming and receiving funding from identified funding sources
   * Timing for confirming and receiving funding

## MANAGEMENT CASE

1. **Executive Summary of Management Case**
2. **Project Management Arrangements**
   * Local Capacity within First Nation or FN Organization
3. **Project Governance Arrangements**
   * Organizational Chart for Governance
   * Roles and responsibilities from Chief and Council down to Project Team
   * Any other governing bodies (e.g., Tribal Council, FN Organization, ISC Regional, etc.)
4. **Project Team Requirements for Procurement and Implementation**
   * Specialised skills required; internal and external
   * Strategy to address any gaps in skills
   * Role of FNII through Procurement and Implementation
5. **Risk Management**
   * Identify key risks, impacts, and mitigation (with reference to section within Commercial Case)
   * Detail approach for managing risk throughout Project
   * Roles and responsibilities for Risk Management
6. **First Nation Engagement**
   * Detail strategy for engaging First Nation(s) residents regarding the Project
   * Develop First Nation Engagement Plan
7. **Stakeholder Engagement**
   * Identification of impacted parties (e.g. end users, local residents/businesses, neighboring municipalities, other First Nations, etc.)
   * Plan for type/frequency of engagement with identified groups
   * Develop Stakeholder Engagement Plan
8. **Project Plan and Milestones**
   * Gantt Chart completed in MS Project or similar software
   * Detailing Project Plan from completion of business case through to operations
9. **Key Next Steps**
   * Business Case Approvals
   * Funding Applications and Approvals
   * Procurement Process