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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