

Description of Deliverables

<i>Deliverables</i>	<i>Estimated Cost</i>	<i>Description</i>
Organization Governance Development of governance model, related policy work, strategic plan. Status: Complete	\$43,000 N/A - complete	<p>Good governance, supported by clearly defined policies is essential to successfully managing and coordinating potentially complex arrangements with tenants. A clear overarching strategic plan can influence how the Foundation's infrastructure can deliver desired community outcomes.</p> <p>Governing a multi-tenant facility and integrating services can be a challenging process, often requiring different management strategies from those traditionally followed. Resources are required to research and document best practices to inform the development of the governance model, policies and strategic plan.</p>
Business Operations Plan Preparation of: <ul style="list-style-type: none"> • a comprehensive Business Plan / Proforma by independent third-party due June 2013, \$115,000. • an IT Plan and hardware \$66,000. • an Impact Measurement Tool \$11,000. Status: Not started – on hold	\$192,000	<p>The Foundation's capacity to exercise due diligence and accountability requires detailed information for informed decision making. A comprehensive operations plan is critical to guarantee operations are sustainable as a shared space/services model once the facility is open.</p> <p>Resources allocated to achieve this deliverable will result in:</p> <p>a) <i>Jerry Forbes Centre Operation Manual</i> complete with policies, processes, rules, regulations, tenant expectations, billing processes, IT, telephone, printing, postage and other shared infrastructure and space bookings.</p>

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		<p>b) IT hardware and plan which will provide for IT infrastructure with some shared software available. The plan will address VOIP, web conferencing for all tenants, and shared classroom and conference room infrastructure.</p> <p>c) Impact measurement or benchmarking ensures the Foundation has a framework and schedule for regular measurement of success in areas including:</p> <ul style="list-style-type: none"> ▪ financial (dollars saved in rent); ▪ capacity building (more clients served); ▪ volunteer metrics (hours, numbers, sharing amongst organizations) shared human resources; ▪ efficiencies increased for example in areas of HR, CRA filings, corporate filings and annual audits; and ▪ shared client intake and financial services support.
<p>Tenant Selection Policy and Processes</p> <p>Development of policies, processes and systems for tenant selection (includes on-line application process for prospective tenants), legal work related to leases and licenses.</p> <p>Status: <i>In progress, on hold</i></p>	\$38,000	<p>Having policies and processes in place prior to tenant selection is a critical success factor for ensuring the vision and mandate of the Centre are at the forefront. The <i>Tenant Selection Policy and Processes</i> will help determine the mix of co-located services and organizations based on accommodation needs and available space.</p> <p>The Foundation will market to those organizations that fit the vision, to fill the centre as soon as possible for sustainability and to plan for collaboration of charities needs where shared services and staffing can actually be planned in advance. The intent is not to fill to capacity with just any organizations that apply but rather</p>

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		to be deliberate in the selection of tenants to build innovation and synergies that guarantee success. To ensure sustainability, resources are required to implement this immediately.
Property Management Plan Plan to guide/maintain the Centre during operations, capital reserve plan. Status: Not started, on hold	\$16,000	This plan is a critical requirement and success factor for the sustainability and management of the physical facility (daily operations, long term maintenance and life-cycling costs).
Total	\$246,000	
<i>Note: The original funding request was for \$289,000; completion of the “Organization Governance” deliverable has reduced the total by \$43,000.</i>		