

National Productivity Investment Fund for the Local Road Network Application Form



Department
for Transport

The level of information provided should be proportionate to the size and complexity of the project proposed. As a guide, for a small project we would suggest around 10 -15 pages including annexes would be appropriate.

One application form should be completed per project and will constitute a bid.

Applicant Information

Local authority name: Blackpool Council

Bid Manager Name and position: David Simper: Group Leader (Transport Projects)

Contact telephone number: 01253 476176 **Email address:** david.simper@blackpool.gov.uk

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FY1 1NA

When authorities submit a bid for funding to the Department, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within two working days of submitting the final bid to the Department. The Department reserves the right to deem the business case as non-compliant if this is not adhered to.

Please specify the web link where this bid will be published:

<https://www.blackpool.gov.uk/Residents/Parking-roads-and-transport/Transport/Transport-policy.aspx>

SECTION A - Project description and funding profile

A1. Project name: Yeadon Way arterial access route upgrade programme

A2 : Please enter a brief description of the proposed project (no more than 50 words)

Yeadon Way is a vital economic resource enabling Blackpool to accommodate high tourism traffic volumes. Built upon a former railway embankment, this road requires an ongoing upgrade programme and an immediate intervention to bring it to standard. Resources are sought to secure the sections identified for a 40 year period.

A3 : Please provide a short description of area covered by the bid (no more than 50 words)

The map appended shows the work's extent (1900m). Sited on the elevated roadway, these stretch between Hawes Side Lane and the Ashworth Road roundabout, requiring 600m to be dug out and filled. The road section crosses Chapel Road, Whalley Lane and Vicarage Lane/Midgeland Road on former railway over road bridges.

OS Grid Reference: SD331334. Easting – 333107; Northing – 433452

Postcode: FY4 4LP

Please append a map showing the location (and route) of the project, existing transport infrastructure and other points of particular relevance to the bid, e.g. housing and other development sites, employment areas, air quality management areas, constraints etc.

This map is appended as appendix 1.

A4. How much funding are you bidding for? (please tick the relevant box):

Small project bids (requiring DfT funding of between £2m and £5m)

*The council is seeking **£2,345,000** grant towards this scheme. It will provide £1,005,000, or 30% match funding. A total scheme cost of £3,350,000. The scheme will secure this road section for a planned 40 years.*

A5. Has any Equality Analysis been undertaken in line with the Equality Duty?

Yes No

A6. If you are planning to work with partnership bodies on this project (such as Development Corporations, National Parks Authorities, private sector bodies and transport operators) please include a short description below of how they will be involved.

This will not be necessary for this scheme, which is entirely within Blackpool Council's area of control.

A7. Combined Authority (CA) Involvement

This is not relevant to this scheme.

A8. Local Enterprise Partnership (LEP) Involvement and support for housing delivery

Have you appended a letter from the LEP supporting this bid? Yes No

For proposed projects which encourage the delivery of housing, have you appended supporting evidence from the housebuilder/developer?

Yes No

SECTION B – The Business Case

B1: Project Summary

Please select what the project is trying to achieve (select all categories that apply)

Essential

- ✓ Ease urban congestion
- ✓ Unlock economic growth and job creation opportunities
- ✓ Enable the delivery of housing development

Desirable

- ✓ Improve Air Quality and /or Reduce CO2 emissions
- ✓ Incentivising skills and apprentices

✓ Other(s), Please specify – **This vital economic lifeline is essential to Blackpool’s economic future and must be secured to enable continued business confidence and long-term investment in an improved tourism and retail offer, together with a diversifying economy. If this is achieved, Blackpool’s reliance on national support through benefit payments will be eliminated.**

B2 : Please provide evidence on the following questions (max 100 words for each question):

a) What is the problem that is being addressed?

The former railway alignment carrying Yeadon Way was not designed for its current highway purpose and the structure has declined over the years since its conversion. A previous scheme secured the most deteriorated element and demonstrated what could be achieved. However, decline continues overall and further action is required, an ongoing commitment to upgrade. The council’s consulting engineers have identified a further 600m of road, which requires digging out and refilling urgently, together with drainage and vegetation clearance work. Closing this road permanently would be catastrophic, crushing the resort’s economic confidence and choking off any further investment prospects.

b) What options have been considered and why have alternatives been rejected?

Consultants’ advice on repairs has been received: there is no alternative to upgrading the road.

Replacing the embankment with an elevated road is financially unviable, although it would provide regeneration opportunities. Yeadon Way would be off-network for several years, causing economic damage.

Traffic might be directed through the local distributor network at the price of congestion and air pollution. Two other routes operate at capacity over tourism peaks, but they do not exit into the large car parks, thus overall this is not viable.

There might be transfer to train and coach, but this wouldn’t compensate for Yeadon Way’s loss.

- c) What are the expected benefits/outcomes? For example, could include easing urban congestion, job creation, enabling a number of new dwellings, facilitating increased GVA.

Losing this road means economic damage and compromised traffic flow, exacerbating peak time congestion. The principal benefit is in preventing this happening. Despite previous work, the risk of eventual closure if the repair rate cannot be maintained remains.

Extensive housing developments need this road to access the national road network; uncertainty around this road's future compromises this and places further development at risk.

Furthermore, the council is now in negotiation with potential developers of a large mixed-use development, which this road would serve. Thus without Yeadon Way, Blackpool will be compromised in adapting to the changing 21st century tourism environment.

- d) Are there any related activities that the success of this project relies upon? For example, land acquisition, other transport interventions requiring separate funding or consents?

This is a free-standing project and does not depend upon any other funding, projects or works. The scheme will be integrated within the council's overall maintenance and road upgrade programme, ensuring maximum delivery efficiency.

- e) What will happen if funding for this project is not secured - would an alternative (lower cost) solution be implemented (if yes, please describe this alternative and how it differs from the proposed project)?

Without this funding, existing maintenance programmes will be reprioritised denuding other areas of essential work. The council's Road Asset Management Strategy will be thrown back to an inefficient firefighting approach.

Patching is unlikely to be successful and this approach would mean the road's long-term decline with further weight restrictions leading to eventual closure.

Weight restrictions will deny access to coaches, including football coaches, on the road leading to the resort's main car and coach parking facilities, a serious economic loss when the council has been working with the coach industry to increase use of this versatile and sustainable mode.

- f) What is the impact of the project – and any associated mitigation works – on any statutory environmental constraints? For example, Local Air Quality Management Zones.

Losing the road will reduce air quality across Blackpool. The resort's air quality management area is in the town centre, but monitoring stations identified below enable background monitoring. With congestion developing across the local distributor network, the air quality situation will deteriorate markedly without the free-flowing traffic situation that this road provides.

Previous work phases have enabled drainage and ground water issues to be resolved and vegetation to be managed. The road passes over former railway-over-road bridges and maintenance issues with these can be addressed. Public Rights of Way intersect this road and issues pertaining to them can be addressed.

B3 : Please complete the following table. **Figures should be entered in £000s**
(i.e. £10,000 = 10).

Table A: Funding profile (Nominal terms)

£000s	2018-19	2019-20
DfT funding sought	140	2205
Local Authority contribution	60	945
TOTAL	200	3150

Notes:

- 1) Department for Transport funding must not go beyond 2019-20 financial year.
- 2) Bidders are asked to consider making a local contribution to the total cost. It is indicated that this might be around 30%, although this is not mandatory.

This proposal meets both of these requirements.

B4 : Local Contribution & Third Party Funding : Please provide information on the following questions (max 100 words on items a and b):

- a) Provide an outline of all non-DfT funding contributions to the project costs, the level of commitment, and when the contributions will become available.

The council will provide match funding to 30% of the total scheme cost, accepting responsibility for any cost over-runs.

- b) List any other funding applications you have made for this project or variants thereof and the outcome of these applications, including any reasons for rejection.

None for the sections identified here.

B5 Economic Case

This section should set out the range of impacts – both beneficial and adverse – of the project. The scope of information requested (and in the supporting annexes) will vary, including according to whether the application is for a small or large project.

A) Requirements for small project bids (i.e. DfT contribution of less than £5m)

- a) Please provide a description of your assessment of the impact of the project to include:

- Significant positive and negative impacts (quantified where possible) including in relation to air quality and CO₂ emissions.
- A description of the key risks and uncertainties;
- If any modelling has been used to forecast the impact of the project please set out the methods used to determine that it is fit for purpose

A tourism-driven economy means that Blackpool must contend with higher traffic volumes than its population would generate normally. Local car-ownership is low: of 64,367 households, 23,635 (37%) do not have a car or van (2011 census). However, the resort economy attracted 17m visitors in 2016 and this figure is expected to increase as investment in the tourism offer

continues, together with efforts to diversify and expand non-tourism sectors. It is estimated that 70% of visitors arrive by private car, 20% by coach and 10% by train. Access from the M55 motorway, provision of and access to car parks is vital: former railway land has been used for car parking, which is a key consideration within any redevelopment proposal.

There is a particular October half term traffic peak for the Blackpool Illuminations display between the end of August and the beginning of November, which is now the year's busiest week. No other coastal resorts must contend with this.

Effects predicted for the scheme proposed are predominantly appraised as large beneficial. These are tabulated in the appraisal summary table attached. For a small scheme of this nature the appraisal is qualitative.

The scheme will:

- * Underpin existing and expected housing development in Blackpool's southern corridor*
- * Support the Central Station mixed-use development, so vital to Blackpool's recovery*
- * Prevent gridlock congestion during peak time tourism periods*
- * Minimise the air quality impact of tourism traffic flows*
- * Provide a good arrival experience for tourists, encouraging return visits*
- * Support the council's Road Asset Management Strategy in maximising efficiency*
- * Provide confidence for further investment in Blackpool's economic future*
- * Address issues pertaining to drainage, vegetation and public rights of way.*

Aside from the immediate temporary impacts of works, addressed within the risk management strategy discussed below, this proposed scheme has no adverse effects. As the scheme will secure existing capacity, it will not fall victim to induced traffic effects. The council is committed to promoting coach and rail access to the resort, so that it is not car dependent. However, these policies do not remove the need to accommodate heavy traffic volumes now.

Yeadon Way enables the local distributor network's congestion to be managed so that it is restricted to a short peak commuting period. Without this road, Blackpool would be congested severely throughout the summer period and grid-locked at extreme peaks eg. bank holidays. It is estimated that 80% of Yeadon Way's summer inter-peak flow is tourism traffic (car non-work other); this figure is likely to fall to 30% in the morning summer peak, but this is still a considerable flow that the network could not contend with in Yeadon Way's absence. Traffic modelling is not necessary to predict the catastrophic effect that directing Yeadon Way's summer traffic onto the local distributor network would have.

The resort relies on the road to underpin its regeneration strategy, which will collapse without it. It is estimated that the current proposed Central Station development alone will create 1,500 jobs. Yeadon Way will funnel traffic into this directly.

In 2013 it was calculated that the comparable Snowdome development would generate an additional GVA of £104.2million over 10 years and at that time 1,777 jobs. The calculation was based on relevant SIC groups from the annual business survey (average 2008-2011). Yeadon Way also provides access to Whitehills and Peel Park business estates. It also serves the developing housing site at Rigby Road.

The proposed project's key risks are identified in the quantified risk assessment (QRA) required and attached. These risks are:

- * Design programme timing issues*
- * Land and estates issues – closure of public rights of way*

- * *Safety issues – heavy machinery will be required*
- * *Procurement delays*
- * *Road closure requirements and ensuing traffic management impacts*
- * *Environmental constraints: noise, vibration, protected species, contamination*
- * *Construction risk: adverse weather, equipment problems, supply chain delays*
- * *Unforeseen ground conditions*
- * *Trialling new materials might create edge effects.*

The QRA and risk management strategy (appendix 8) presents detailed mitigation measures for all these risks. The council has delivered a number of large capital schemes as identified and has the experience and capacity to deliver this project.

b) Small project bidders should provide the following in annexes as supporting material:

Has a **Project Impacts Pro Forma** been appended? Yes No N/A

Has a description of data sources / forecasts been appended? Yes No N/A

Has an **Appraisal Summary Table** been appended? Yes No N/A

Other material supporting your assessment of the project described in this section should be appended to the bid.

B6 Economic Case: For all bids the following questions relating to **desirable criteria** should be answered.

Please describe the air quality situation in the area where the project will be implemented by answering the three questions below.

i) Has Defra's national air quality assessment, as reported to the EU Commission, identified and/or projected an exceedance in the area where the project will be implemented?

Yes No

There is no air quality monitoring facility sited directly on this alignment and this might be addressed in the future. Neither of the two stations mentioned below has registered above the 40 µg/m³ limit. A recent reading at the Oxford Square monitoring site recorded 23.55 µg/m³. This would provide a benchmark figure if Yeadon Way was lost.

At peak times a reading taken directly on the alignment might register a high reading. However, this is better in an elevated position than it would be at ground level with homes present and where children might be playing. The scheme will prevent a dramatic escalation in all polluting emissions by preventing Yeadon Way from failing.

ii) Is there one or more Air Quality Management Areas (AQMAs) in the area where the project will be implemented? AQMAs must have been declared on or before the 31 March 2017

Yes No

The resort's single AQMA is in the town centre. Blackpool's relatively high wind speeds tend to disperse pollution, but this does not mean that it is not an issue as there are likely to be concentrations.

As noted above, Yeadon Way is likely to suffer from pollution at peak tourism times, but enables this situation to be managed. Without this road, all this pollution will transfer to the ground level distributor road network, being exacerbated by increased standing traffic within residential areas and on routes to schools.

iii) What is the project's impact on local air quality?

Positive Neutral Negative

- Please supply further details:

The road promotes free-flowing traffic into the large tourism car parks, keeping vehicles off the local distributor network where they would inevitably become congested. Yeadon Way makes a major contribution to minimising the air quality impact of up to 17 million visitors (2016) into the resort, the majority of who arrive by car. It also accommodates and prioritises coaches, which offer an air quality efficient alternative transport mode to the private car.

Air quality monitoring stations are located at Wordsworth Avenue and Oxford Square, both indicated on the map attached as appendix 1. These stations would be used to monitor the effect of Yeadon Way's closure. Current background readings are well below legal limits, notwithstanding that both are adjacent to another significant arterial highway. The former is sited within a school grounds, so non-compliant readings would be particularly alarming. The latter site suffers from some existing peak time traffic congestion. The council's recent road

junction control upgrade programme has addressed congestion through effective queue management and this area is kept under review.

iv) Does the project promoter incentivise skills development through its supply chain?

Yes No N/A

- Please supply further details:

The council's procurement procedures require tenderers to demonstrate social value within their submissions, and the appraisal process takes this into account. A scheme of the magnitude proposed would allow contractors to provide training opportunities and measures to address the needs of the long-term unemployed re-joining the workforce.

The council has good relations with high quality local contractors whose employment would mean contract sums being recycled straight back into the Blackpool economy through workers' wages, but this depends on those contractors winning through under value for money dominated procurement arrangements.

B7. Management Case - Delivery (Essential)

Deliverability is one of the essential criteria for this Fund and as such any bid should set out, with a limit of 100 words for each of a) to b). any necessary statutory procedures that are needed before it can be constructed.

a) A project plan (typically summarised in Gantt chart form) with milestones should be included, covering the period from submission of the bid to project completion.

Has a project plan been appended to your bid? Yes No

b) If delivery of the project is dependent on land acquisition, please include a letter from the respective land owner(s) to demonstrate that arrangements are in place to secure the land to enable the authority to meet its construction milestones.

Has a letter relating to land acquisition been appended? Yes No N/A

c) Please provide in Table C summary details of your construction milestones (at least one but no more than 6) between start and completion of works:

Table C: Construction milestones

	Estimated Date
Main contractor procured	June 2018
Complete internal drainage works	October 2018
Complete vegetation clearance	November 2018
Main works on site	November 2019
Opening date	Easter 2020
Completion of main works (if different)	March 2020

- d) Please list any major transport projects costing over £5m in the last 5 years which the authority has delivered, including details of whether these were completed to time and budget (and if not, whether there were any mitigating circumstances)

The £100m Blackpool Tramway refurbishment programme was completed successfully and opened in April 2012. This system has recently topped 5m passengers per annum.

Project 30 highway and footway repairs: This £30m programme using prudential borrowing was implemented over a five year period, completing in August 2014. Focused on residential roads and pavements it has remedied the maintenance backlogs in those areas and reduced tripping claims attributed to poor pavement surfaces. There has also been an aesthetic uplift in the areas proposed.

Using Local Growth Fund and Highways Challenge resources coupled with the council's match funding, the council has partnered with Network Rail to rebuild the vital Plymouth Road Bridge, to a budget of £6.5m. This has secured its future as a road bridge and allowed its deck to be raised for electric overhead line equipment to be fitted underneath.

B8. Management Case – Statutory Powers and Consents (Essential)

- a) Please list if applicable, each power / consent etc. already obtained, details of date acquired, challenge period (if applicable), date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.

The road will be closed and upgraded under the Road Traffic Regulation Act 1984, Section 14. There is no requirement to seek additional powers as the alignment is entirely within the council's control. No further land take or other acquisition is required. The usual notification and reporting procedures will be followed to implement the closures that will be necessary, including liaison with local councillors and their communities.

- b) Please list if applicable any outstanding statutory powers / consents etc. including the timetable for obtaining them.

This is not applicable. No further powers are necessary for this scheme.

B9. Management Case – Governance (Essential)

Please name those who will be responsible for delivering the project, their roles (Project Manager, SRO etc.) and responsibilities, and how key decisions are/will be made. An organogram may be useful here.

Project governance will be in-line with the council's PRINCE2 project management system, based on SMART principles, and will deliver the programme to budget. An organogram is included with this application as appendix 7. The project board structure includes the following roles:

* **Senior Responsible Owner: Holds ultimate project responsibility, ensuring focus on objectives and delivery. This officer will report to the Cabinet Member accordingly – Will Britain: Head of Highways and Transport Services.**

* **Senior User: Responsible for specifying project users' needs, including supervising necessary procurement procedures and monitoring contract performance,**

also identifying and seeking approval for any project variances, in-line with achieving the programme's overall aims – Latif Patel: Engineering Manager (Projects and Network Planning).

* **Senior Supplier:** Represents those designing, developing, facilitating, procuring and implementing the project – Steve Gilmour: Highway Engineer.

* **Project Manager:** Dealing with the works' day-to-day implementation – Bob Sutcliffe: Senior Engineer/Estimator.

A project board will be established and will meet monthly. The project board will include the elected portfolio holder with responsibility for traffic management. The project team will report to the project manager who will report to the project board, handling legally compliant procurement.

The project board will be the project's principal decision-taking body and will monitor the project's progress throughout. It will deliver the stated post-scheme appraisal and ongoing monitoring regime. Invoiced expenditure will be monitored so that delivery targets are met, a member of the accountancy team taking a place on the board, together with a member of the Communications Team. The day-to-day project management will rest with the project manager.

B10. Management Case - Risk Management (Essential)

All projects will be expected to undertake a Quantified Risk Assessment (QRA) and a risk register should be included. Both should be proportionate to the nature and complexity of the project. A Risk Management Strategy should be developed that outlines how risks will be managed.

Please ensure that in the risk / QRA cost that you have not included any risks associated with ongoing operational costs and have used the P50 value.

Has a QRA been appended to your bid? Yes No

Has a Risk Management Strategy been appended to your bid? Yes No Contained within QRA

Please provide evidence on the following points (where applicable) with a limit of 50 words for each:

a) What risk allowance has been applied to the project cost?

The council applies a 10% risk allowance to its capital projects.

b) How will cost overruns be dealt with?

Any such overruns will be managed within the council's overall capital budget to come to balance overall. Effective project management will manage any such overruns and their impact on the overall programme. The council has experience in delivering schemes of this nature, robust procurement and good relations with prospective contractors.

c) What are the main risks to project timescales and what impact this will have on cost?

The anticipated risk factors are identified at B5 as requested. These will be managed using established procedures and it is not anticipated that they will have significant initial impacts on cost. The risk allowance will cover any additional costs that arise and the mitigation steps listed in the QRA will be implemented.

B11. Management Case - Stakeholder Management (Essential)

The bid should demonstrate that the key stakeholders and their interests have been identified and considered as appropriate. These could include other local authorities, the Highways England, statutory consultees, landowners, transport operators, local residents, utilities companies etc. This is particularly important in respect of any bids related to structures that may require support of Network Rail and, possibly, train operating company(ies).

- a) Please provide a summary in no more than 100 words of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

A communications strategy is in place and is attached as appendix 9. As this is a segregated alignment within the council's control that is weight limited, statutory consultation can be kept to a minimum. This consultation will be delivered in line with the requirements of the Road Traffic Regulation Act 1984, Section 14. Local councillors will be kept apprised of progress at all times. Press releases will be issued at the project's commencement and conclusion.

- b) Can the project be considered as controversial in any way? Yes No
If yes, please provide a brief summary in no more than 100 words

Residential areas adjoin the embankment at several points and the work might affect homes at some junctures, particularly if night-working becomes necessary. Best practice and direct liaison will be used to minimise any such impacts. This is necessary work and must be delivered. The communications strategy addresses this issue and the council's teams are well-used to minimising the impact of works.

- c) Have there been any external campaigns either supporting or opposing the project?
 Yes No

B12. Management Case – Local MP support (Desirable)

- e) Does this proposal have the support of the local MP(s);

Name of MP(s) and Constituency

- | | | |
|---|---|--|
| 1 Gordon Marsden: Blackpool South | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2 Paul Maynard: Blackpool North & Cleveleys | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No (letter to follow) |

B13. Management Case - Assurance (Essential)

We will require Section 151 Officer confirmation (Section D) that adequate assurance systems are in place.

A letter has been provided to this effect (appendix 12) and this form is signed below.

SECTION C – Monitoring, Evaluation and Benefits Realisation

C2. Please set out, in no more than 100 words, how you plan to measure and report on the benefits of this project, alongside any other outcomes and impacts of the project.

The senior responsible officer (SRO) will convene a project board where reports on the project's progress against milestones will be presented. The SRO will be empowered to deploy resources to ensure completion on time. Although it is intended that the council's officers supervise the project, private contractors will perform the work. Contracts will require that monitoring information be provided for the SRO's purpose. 'Before' data is available from traffic counts and air quality monitoring equipment and therefore the scheme's performance against these aspects can be monitored. This scheme will improve the current situation marginally, as running surfaces will be improved.

SECTION D: Declarations

D1. Senior Responsible Owner Declaration

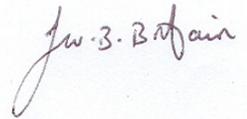
As Senior Responsible Owner for Yeadon Way arterial access route upgrade programme I hereby submit this request for approval to DfT on behalf of Blackpool Council and confirm that I have the necessary authority to do so.

I confirm that Blackpool Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

Name: Will Britain

Signed:

Position: Head of Highways and Traffic Services



D2. Section 151 Officer Declaration

As Section 151 Officer for Blackpool Council I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that Blackpool Council

- has allocated sufficient budget to deliver this project on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the project
- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided for this bid in 2020/21.
- confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller project bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place
- confirms that if required a procurement strategy for the project is in place, is legally compliant and is likely to achieve the best value for money outcome

Name: Neil Jack

Signed:



HAVE YOU INCLUDED THE FOLLOWING WITH YOUR BID?

Combined Authority multiple bid ranking note (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	✓ N/A
Map showing location of the project and its wider context	✓ Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Combined Authority support letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	✓ N/A
LEP support letter (if applicable)	✓ Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Housebuilder / developer evidence letter (if applicable)	✓ Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Land acquisition letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	✓ N/A
Projects impact pro forma (must be a separate MS Excel)	✓ Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Appraisal summary table	✓ Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Project plan/Gantt chart	✓ Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A