



OPERATING BUSINESS CASE

YEAR:	2021
INITIATIVE NAME:	Turf Maintenance options
DEPARTMENT NAME:	Public Works Parks

INVESTMENT TYPE:	<input checked="" type="checkbox"/> Service Enhancement/New Program <input type="checkbox"/> Growth Requirement <input type="checkbox"/> Service Requirement
PURPOSE:	To Review level of service options

<p>SCOPE STATEMENT: <i>Provide the justification for the project. i.e., needs assessment, Council direction, regulatory requirements, safety, efficiency or cost savings, revenue</i></p>	<p>In 2020 Administration presented options to reduce costs related to the grass cutting Level of Service (LOS). This business case is being brought forward to suggest Council consider implementing a change in the LOS for grass cutting.</p>																		
<p>PROJECT JUSTIFICATION: <i>Provide link to the Council strategic plan</i></p>	<p>Building the Economy,</p> <ul style="list-style-type: none"> Diversify and develop local economy <p>Building the Community,</p> <ul style="list-style-type: none"> Assist in building an environment where business's and citizens support each other <p>Building Strong governance,</p> <ul style="list-style-type: none"> Ensure the city is an efficient and effective organization and that residents and business see value for their tax dollars 																		
<p>SITUATIONAL ANALYSIS: <i>Provide background information as to how this business case will improve the City's position.</i></p>	<p>In 2020 the City of Wetaskiwin implemented a pilot project for contracting out grass maintenance. A report is being presented to council once the cutting year is completed. Administration has other options for council to consider helping find a balance between LOS and cost.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">Option</th> <th style="width: 60%;">Description</th> <th style="width: 30%;">Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Current</td> <td>Status Quo</td> </tr> <tr> <td>2</td> <td>Contract out the entire 203 ha of grass cutting</td> <td>Reduced equipment costs, less staffing</td> </tr> <tr> <td>3</td> <td>All done by the city reduced area</td> <td>Less equipment and staff thereby less costs</td> </tr> <tr> <td>4</td> <td>All contracted out with reduced areas X#ha</td> <td>Less cost, reduced equip and staff</td> </tr> <tr> <td>5</td> <td>Partially contract out cutting augmented by city 85ha (contractor)118ha (City)</td> <td>Less equip and staff</td> </tr> </tbody> </table> <p>Based on an evaluation of risk and benefits to the community such as risk, costs, customer satisfaction etc.</p> <p style="text-align: center;">1. Administration recommends proceeding with option #</p>	Option	Description	Benefit	1	Current	Status Quo	2	Contract out the entire 203 ha of grass cutting	Reduced equipment costs, less staffing	3	All done by the city reduced area	Less equipment and staff thereby less costs	4	All contracted out with reduced areas X#ha	Less cost, reduced equip and staff	5	Partially contract out cutting augmented by city 85ha (contractor)118ha (City)	Less equip and staff
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	<p>Areas that identify a reduced maintenance equal X#ha as shown on the map</p>																								
<p>CHALLENGE/OPPORTUNITY AND RISK: <i>Provide a list of all assumptions assumed to be true for purpose of the request. Highlight impacts if not approved.</i></p>	<p>Challenge/Opportunity</p> <ul style="list-style-type: none"> • Changing resident expectations/habits will be challenging • Increased opportunities to engage local contractors • Reduced costs • Potential multi-year contracts will help reduce training. Prices, and risks <p>Risks/Impacts</p> <ul style="list-style-type: none"> • Poor performing contractor • Not meeting the expectations of the residents • Contractual obligations to a contractor could have a minimum fee • Increased cutting could raise contract price 																								
<p>FINANCIAL INFORMATION: <i>If business case relates to FTE, ensure all costs are recorded to included training and development, computer, etc.</i></p>	<p>A. COST:</p> <table border="1" data-bbox="719 795 1422 1478"> <thead> <tr> <th>Option</th> <th>Current \$</th> <th>Potential Savings</th> </tr> </thead> <tbody> <tr> <td>Stay As per current 203 ha pre 2020</td> <td>\$319,000.00</td> <td></td> </tr> <tr> <td>Pilot Year 85ha</td> <td>\$240,397.00</td> <td></td> </tr> <tr> <td>All cutting contracted out 203HA</td> <td>\$293,693.00</td> <td></td> </tr> <tr> <td>All done by City reduced areas X#ha</td> <td></td> <td></td> </tr> <tr> <td>All contracted out with reduced areas X#ha</td> <td></td> <td></td> </tr> <tr> <td>Partially contract out cutting augmented by city85ha (contractor)/118ha (City)</td> <td>\$240,397.00 (contracted) \$40,000.00 (city)</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Specify the duration of program in years or if ongoing:</p> <p>B. SOURCE OF FUNDING</p> <p>Choose one: <input checked="" type="checkbox"/> Tax <input checked="" type="checkbox"/> Grant <input type="checkbox"/> Reserves <input type="checkbox"/> Other: _____</p>	Option	Current \$	Potential Savings	Stay As per current 203 ha pre 2020	\$319,000.00		Pilot Year 85ha	\$240,397.00		All cutting contracted out 203HA	\$293,693.00		All done by City reduced areas X#ha			All contracted out with reduced areas X#ha			Partially contract out cutting augmented by city85ha (contractor)/118ha (City)	\$240,397.00 (contracted) \$40,000.00 (city)				
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Developed By:	Byron Olson	
	Operating Business Case Developer	Date
Reviewed By:		
	Acting Department Director	Date
Approved By:		
	City Manager	Date