

2018 Capital

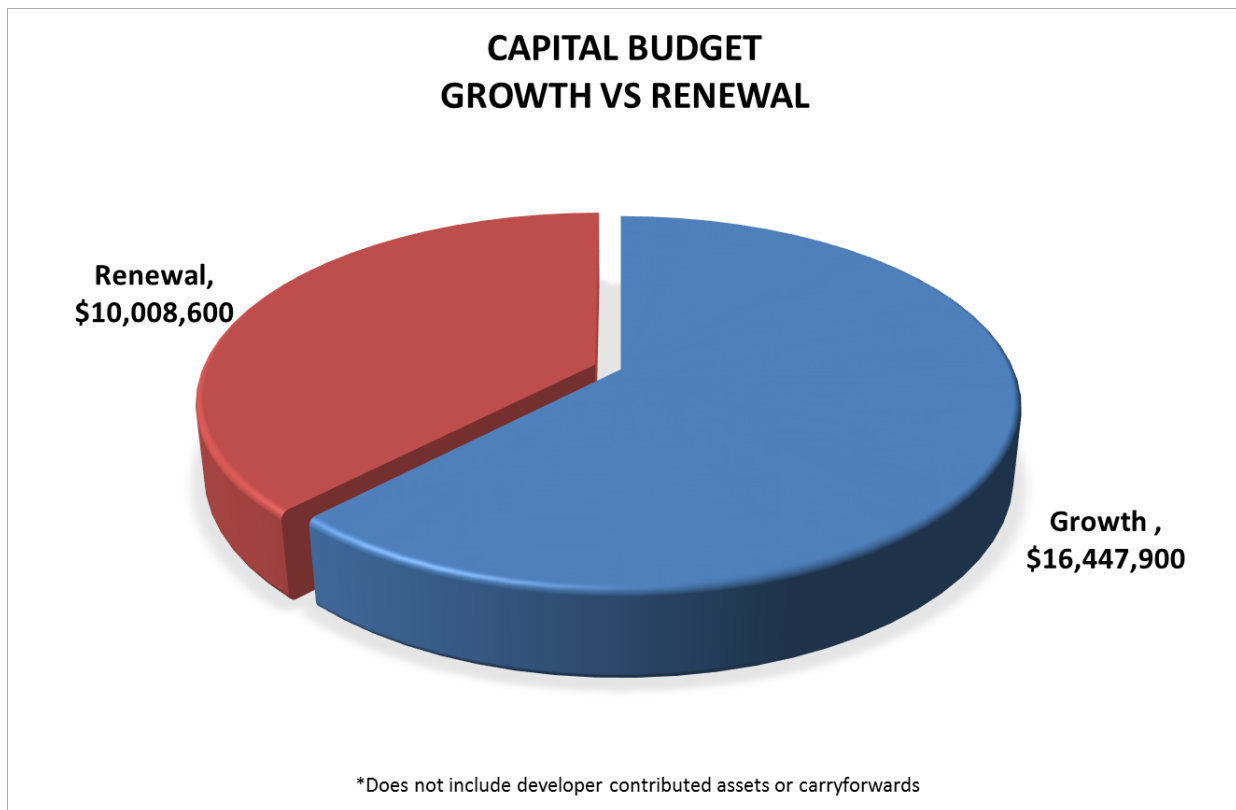
2018 Capital Budget Overview

Growth vs Renewal

Parkland County will need to start to place a higher priority on Renewal projects than Growth projects due to revenue constraints facing the organization. Projects will need to be prioritized this way as deferring maintenance results in a direct increase in future spending requirements and the potential of early failure of the asset. Contrary to this, many Growth projects are less time sensitive and can be deferred to future years with no detrimental impact to the County. Growth projects will also increase future budget requirements as new infrastructure will need to be maintained and rehabilitated throughout its life.

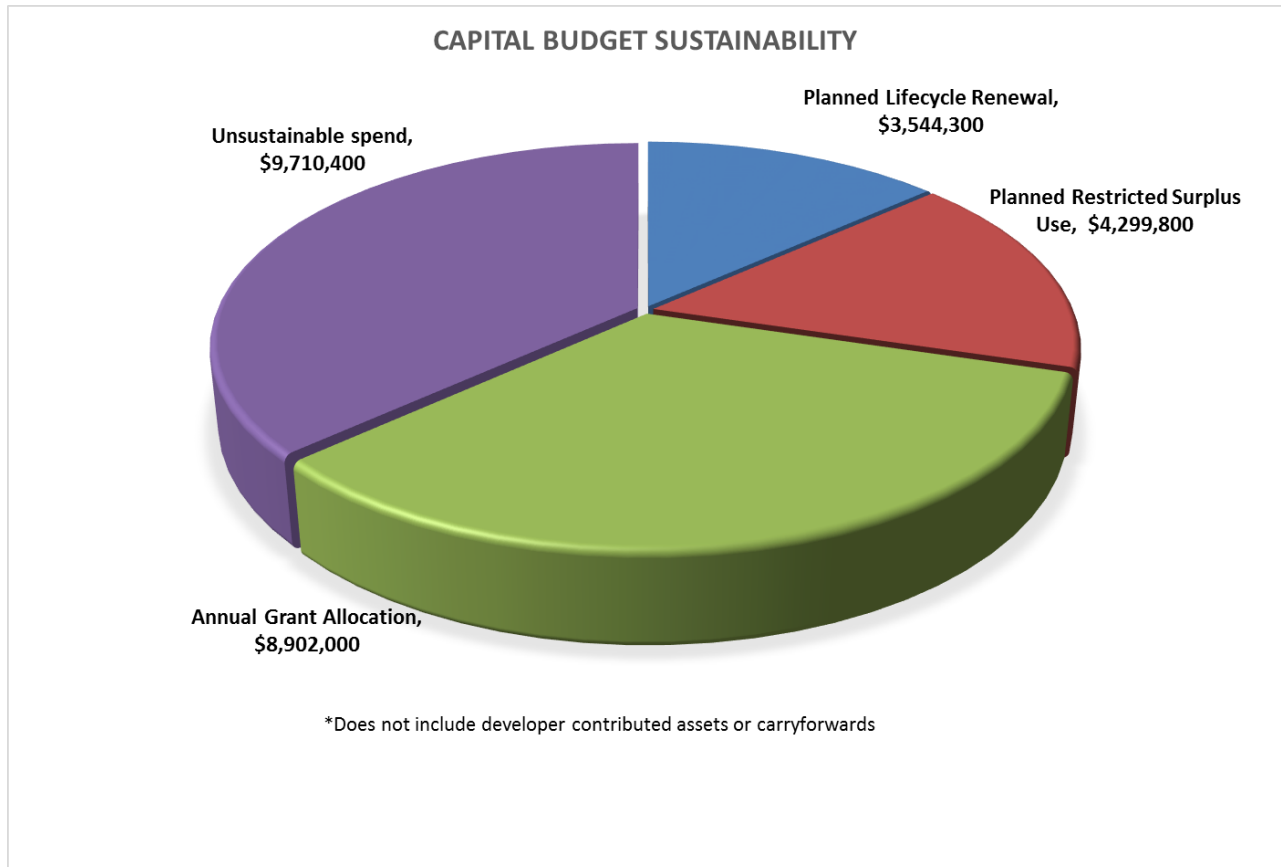
For the 2018 Capital Budget, Growth and Renewal have been defined as follows:

- Growth – new assets or significant upgrades to existing assets. A significant upgrade results in an increase in the assets ability to provide service to County residents.
- Renewal - capital maintenance of existing assets. These projects are large scale projects that rehabilitate existing infrastructure but do not significantly increase its ability to provide services.



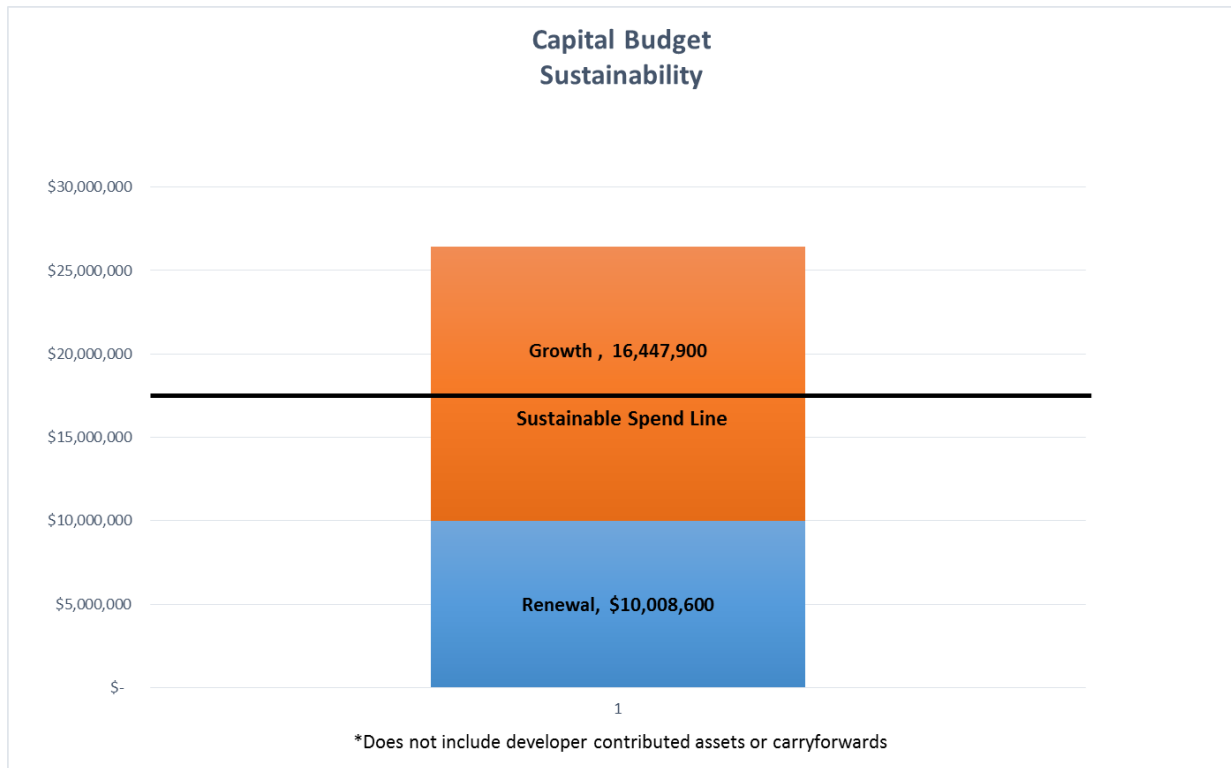
Sustainable Capital Spending

Sustainable spending practices are essential to the long term viability of any organization and governments are no different. The figure below is a snapshot of the sustainability of the 2018 capital budget.



Sustainability is defined as “the ability to be maintained at a certain rate” or maybe more appropriately “the avoidance of depletion.” For Parkland County’s purposes, sustainability of the Capital Budget has been calculated as \$17M based on consistent sources of funding including: grant allocations and planned spending.

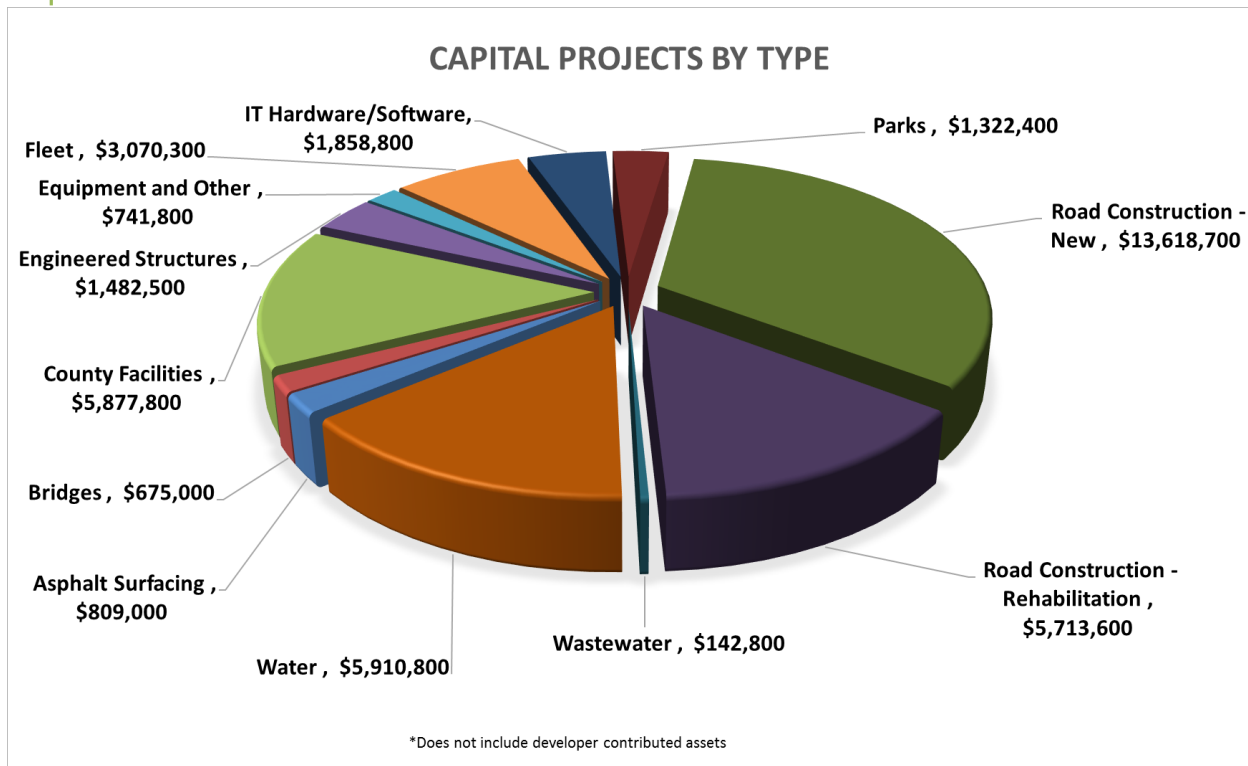
Capital budgets are subject to fluctuation year over year by their very nature. One or two large scale projects in any given year can create a large variance from the base capital budget. Over the past 5 years, the County has completed a number of large scale projects which have resulted in capital budgets in excess of the base sustainable amount. These projects were and are critical to the County’s growth and development but spending at these levels is not sustainable year over year.



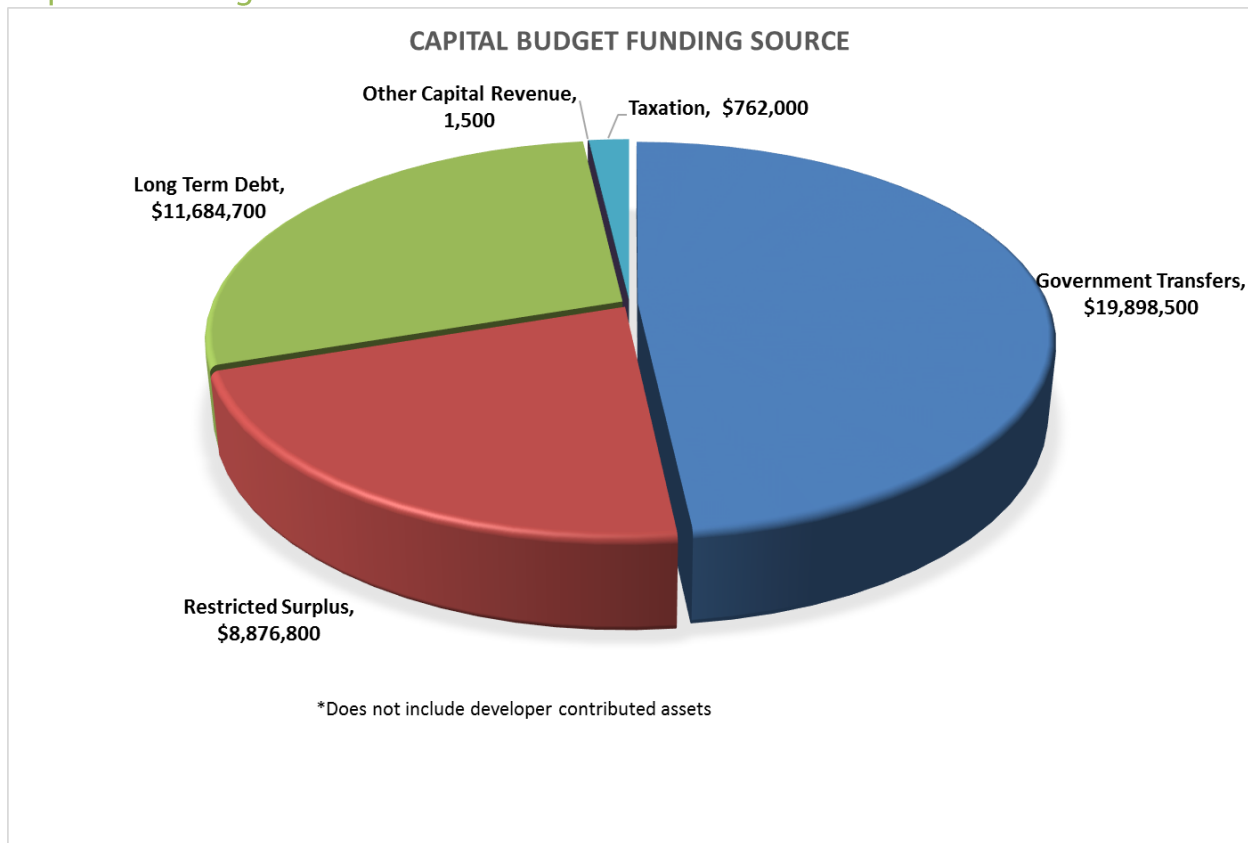
Reducing the amount and value of capital projects completed each year will also allow existing resources to accomplish the capital projects included in the budget. Historically, the County is only able to complete approximately 50% of what it plans to accomplish.

Debenture borrowing has been excluded from this definition of sustainability even though it can be an integral tool in the municipal funding when used wisely.

Capital Purchases



Capital Funding Sources



2018 Final Capital Budget Detail

Division	Department	Project Description	Cost	MSI Capital	MSI Operating	GTF	911 Grant	Other Grant	Restricted Surplus	Other Capital Revenue	Long Term Debt	Total Funding Sources	Taxation
Infrastructure Services	Contributed Assets	Contributed Assets	6,520,200							6,520,200		6,520,200	-
Development Services Division	Economic Diversification	Entwistle Land Acquisition	55,800						55,800			55,800	-
Development Services Division	Economic Diversification	Acheson Zone 1 Signage	5,000						5,000			5,000	-
Community Services Division	Emergency Communications Centre	911 Business Continuity Standards (Back-up Centre) - 2017 Multi-Year Initiative	44,000				44,000					44,000	-
Community Services Division	Emergency Communications Centre	911 Business Continuity Standards (Back-up Centre) - 2017 Multi-Year Initiative	82,000				82,000					82,000	-
Community Services Division	Emergency Communications Centre	Call Centre Upgrades	49,500				49,500					49,500	-
Community Services Division	Emergency Communications Centre	Call Centre Upgrades	13,200						13,200			13,200	-
Community Services Division	Emergency Communications Centre	Radio Console Replacement	51,200						51,200			51,200	-
Community Services Division	Emergency Communications Centre	Meridian Tower Migration	53,400						53,400			53,400	-
Infrastructure Services	Engineering Services	Design on Bridge File 82056 - Rge Rd 264, 600m South Twp. Rd 511	55,000			55,000						55,000	-
Infrastructure Services	Engineering Services	Bridge File 70364, Rge Rd 73, South of Twp. 514	620,000	620,000								620,000	-
Infrastructure Services	Engineering Services	Mink Lake Rd, Hwy 770 to Range Road 25	550,000			550,000						550,000	-
Infrastructure Services	Engineering Services	Twp. Rd 533A, Campsite Rd to Cul-de-Sac	1,349,400	1,349,400								1,349,400	-
Infrastructure Services	Engineering Services	Campsite Rd, Twp 540 to Twp 542 (Hwy 633) 2017 CFWD	332,400	332,400								332,400	-
Infrastructure Services	Engineering Services	Campsite Road, Twp. Road 540 to 542 (Hwy 633) - 2017 Project Deferred to 2018	4,000,000	4,000,000								4,000,000	-
Infrastructure Services	Engineering Services	Rd New LOS - Campsite Rd Twp Rd 540 to SH 633 2017 CFWD	40,200	40,200								40,200	-
Infrastructure Services	Engineering Services	Rd New LOS - Graminia Rd(Twp511), RR271 to RR273 2017 CFWD	3,000	3,000								3,000	-
Infrastructure Services	Engineering Services	Rd Const New- Twp 522, Rge Rd 15 to Range Rd 20 2017 CFWD	50,000	50,000								50,000	-
Infrastructure Services	Engineering Services	Rd New LOS - Hwy 60 & Twp Rd 531A 2017 CFWD	116,000	116,000								116,000	-
Infrastructure Services	Engineering Services	Rd Const New-Twp 532a, Hwy 60 to Morningside Drive 2017 CFWD	943,700	943,700								943,700	-
Infrastructure Services	Engineering Services	New Rd Const - 50th Ave, Entwistle Pinnacle Road 2017 CFWD	400,100						400,100			400,100	-
Infrastructure Services	Engineering Services	Design for Range Road 30, Twp. Road 524A to Mayatan	100,000			100,000						100,000	-
Infrastructure Services	Engineering Services	Design for Railway Avenue, Fallis, 1st Street to Twp. Road 532	125,000									-	125,000
Infrastructure Services	Engineering Services	Design for Range Road 35, Hwy 16 to Twp. Road 533A to Kapasiwin Transfer Station	100,000			100,000						100,000	-
Infrastructure Services	Engineering Services	County Wide Gravel Road Reconstruct Program	1,500,000	1,500,000								1,500,000	-
Infrastructure Services	Engineering Services	2018 Subdivision Preservation Program	2,371,000	2,321,000					50,000			2,371,000	-
Infrastructure Services	Engineering Services	RR 12, Hwy 16A to Hwy 16	395,000			395,000						395,000	-
Infrastructure Services	Engineering Services	Rd Rehab-RR 55, Twp 511 to Twp 511A GTF 2017 2017 CFWD	730,200			730,200						730,200	-
Infrastructure Services	Engineering Services	Rd Rehab-Twp 510, RR 50 to RR 51 2017 CFWD	60,000	60,000								60,000	-
Infrastructure Services	Engineering Services	Northview Road, Hwy 60 to Range Road 264	200,000			200,000						200,000	-
Infrastructure Services	Engineering Services	Range Road 53, Sundance Road to Beaver Bay Estates	87,000			87,000						87,000	-
Infrastructure Services	Engineering Services	SRS Hwy 16 from Range Road 20 to 21	222,000			222,000						222,000	-
Infrastructure Services	Engineering Services	Range Road 13, Hwy 16 to Mayfair Heights	220,000			220,000						220,000	-
Infrastructure Services	Engineering Services	ASBC - Twp Rd 533, Rge Rd 13 to Mayfair Heights	80,000			80,000						80,000	-
Infrastructure Services	Engineering Services	Design for Walker Lake - Lakeshore Waterloop	30,000			30,000						30,000	-
Infrastructure Services	Engineering Services	Acheson Zone 4 Water Reservoir	300,000									-	300,000
Infrastructure Services	Engineering Services	Acheson Zone 5 water loop 2017 CFWD	2,078,700								2,078,700	2,078,700	-
Infrastructure Services	Engineering Services	Entwistle Collection System Upgrade	24,200			24,200						24,200	-
Infrastructure Services	Engineering Services	Design for Acheson Zone 2 (Parkland Business Park) Pipe Upsizing/Twinning	83,000			83,000						83,000	-
Infrastructure Services	Engineering Services	Acheson Storm Water-Outfall (Levy project)	300,000						255,300		44,700	300,000	-
Infrastructure Services	Engineering Services	Lifecycle Plan Purchases	5,300						5,300			5,300	-
Infrastructure Services	Facility Services	Annex Trailers (Carry Forward From 2017)	5,100						5,100			5,100	-
Infrastructure Services	Facility Services	Keephills School Capital Requirements	200,000									-	200,000
Infrastructure Services	Facility Services	County Centre Renovations (Carry Forward From 2017)	50,000						50,000			50,000	-
Infrastructure Services	Facility Services	Agriculture Building - Paving Costs (Carry Forward From 2017)	169,600	169,600								169,600	-
Infrastructure Services	Facility Services	Tomahawk Roof Repairs (Carry Forward From 2017)	324,500						324,500			324,500	-
Community Services Division	Fire Services	Lifecycle Plan Purchases	109,600						109,600			109,600	-
Community Services Division	Fire Services	FDM Software Upgrade - Stony Plain	20,500						20,500			20,500	-
Infrastructure Services	Fleet Services	Service Truck Crane Upgrades	24,000						24,000			24,000	-
Infrastructure Services	Fleet Services	Lifecycle Plan Purchases	2,956,300						2,956,300			2,956,300	-
Corporate Services Division	Human Resources	Health & Safety Management Technology Solution	55,000						55,000			55,000	-
Corporate Services Division	Information Services	Microsoft Dynamics AX 365 - Initiative	1,447,600		454,400				993,200			1,447,600	-
Corporate Services Division	Information Services	Lifecycle Plan Purchases	254,700						254,700			254,700	-
Community Services Division	Parks, Recreation & Culture	Wabamun Boat Launch Design - 2017 Multi-Year Initiative	1,128,200						1,128,200			1,128,200	-
Community Services Division	Parks, Recreation & Culture	Devonian Trail	142,500			22,100		98,200	22,200			142,500	-
Community Services Division	Parks, Recreation & Culture	Prospectors Trail	51,700			8,600		34,400	7,200	1,500		51,700	-
Development Services Division	Planning & Development	Acheson Zone 7 - Roadways	6,166,300								6,166,300	6,166,300	-
Development Services Division	Planning & Development	Acheson Zone 7 - Water	3,395,000								3,395,000	3,395,000	-
Infrastructure Services	Road Maintenance	Sand & Salt Shed - Initiative	3,350,000	3,350,000								3,350,000	-
Infrastructure Services	Road Maintenance	Pre-Wetting Set-up on Tandem Truck Units	15,000									-	15,000
Infrastructure Services	Road Maintenance	RFD Road Enhanced Purchase New 1/2 Ton Truck FUNDING TO BE ADVISED	75,000									-	75,000
Infrastructure Services	Road Maintenance	Entwistle Sidewalk Curb Repairs (Carry Forward From 2017)	24,700			24,700						24,700	-
Development Services Division	Smart Parkland	Lifecycle Plan Purchases	218,400						218,400			218,400	-

Development Services Division	Smart Parkland	Community Hall Networks	73,700	33,700				40,000			73,700	-	
Development Services Division	Smart Parkland	Connectivity Pilot Project (Fibre)	1,172,500	1,172,500							1,172,500	-	
Development Services Division	Smart Parkland	Pioneer Tower Increase Tensioning of Guy Wires	10,000								-	10,000	
Infrastructure Services	Solid Waste	Parkland County Transfer Station Design - Two-Year Initiative	200,000					200,000			200,000	-	
Infrastructure Services	Solid Waste	Parkland County Transfer Station (Carry Forward From 2017)	78,600					78,600			78,600	-	
Infrastructure Services	Solid Waste	Parkland County Transfer Stations (2018 Construction Cost - Post Design)	1,200,000					1,200,000			1,200,000	-	
Corporate Services Division	Strategic Planning & Intergovernmental	Customer Services Online Platform Enhancements - Initiative	12,000								-	12,000	
Corporate Services Division	Strategic Planning & Intergovernmental	Customer Service Facility Renovations - Initiative	300,000					300,000			300,000	-	
Corporate Services Division	Strategic Planning & Intergovernmental	Customer Services Knowledge-Based Software - Initiative	25,000								-	25,000	
Infrastructure Services	Water & Wastewater	Entwistle Water Treatment Plant Upgrades Phase 2	82,900				82,900				82,900	-	
Infrastructure Services	Water & Wastewater	Duffield Wastewater Lagoon Evaporation System	59,800				59,800				59,800	-	
Total			47,743,700	16,061,500	454,400	3,074,500	175,500	132,600	8,876,800	6,521,700	11,684,700	46,981,700	762,000

2018 Spring Budget Initiatives

Fill out this form for staffing requests that are **not** related to a proposed Budget Initiative.

Position Requested	Financial Planning and Treasury Analyst		
Budget Year	2018	Department	Financial Services
Year of Initial Request	2018	Supervisor	Jeff Dyck
Hire Date	March 1, 2018	End Date (if applicable)	
Approval Status (Finance to Complete)			

☒ New Position ☐ Change to Existing Position (i.e.: temporary to permanent)

POSITION STATUS	
<input checked="" type="checkbox"/> Permanent Full Time	<input type="checkbox"/> Long Term Temporary (>6 months)
<input type="checkbox"/> Permanent Part Time	<input type="checkbox"/> Short Term Temporary (>3, <6 months)
<input type="checkbox"/> Permanent Seasonal	<input type="checkbox"/> Casual

DRIVERS FOR CHANGE (check all that apply)	Internal and/or external drivers that have triggered the initiative. Ensure this/these have been articulated in the Business Need/Outcome section.	
<input type="checkbox"/> Cost savings	Staff reductions, program cost decrease, reduction in overhead costs, etc.	<input checked="" type="checkbox"/> Legislation Regulatory bodies, consumer protection, or employment law
<input type="checkbox"/> Demographics/Societal	Change in the demand for a program due to changes in population, demographics, social issues or a need to address a community need	<input type="checkbox"/> Policy Change in Council policy (i.e. program's priority or mandate. Includes service level change)
<input checked="" type="checkbox"/> Economic Development	Supports new development or redevelopment	<input type="checkbox"/> Politics Requested by Council, Initiated by Federal or Provincial Government Policy
<input type="checkbox"/> Economics	Taxation issues, monetary issues, or industry factors	<input type="checkbox"/> Revenue Generation Will create revenue for the County which results in a net gain for the organization
<input checked="" type="checkbox"/> Efficiency	Increase efficiency, effectiveness or quality of a program	<input type="checkbox"/> Safety Will address a health & safety issue
<input type="checkbox"/> Environment	Ecological or global factors	<input type="checkbox"/> Technology Innovation potential, legislation related to technology, or technological upgrades and solutions (includes new equipment availability)
<input type="checkbox"/> Infrastructure Deficiency/Maintenance	Capital asset deterioration, repairs & maintenance that may or not be considered capital in nature	

BUSINESS NEED & OUTCOME	A clear articulation of the need that addresses the problem or opportunity. Describe the desired service level end state – expand on the drivers for change, summarize the outcomes to be achieved and indicate how service changes will be accomplished (new services or enhancement of existing services). What “service gap” does the initiative address? Identify the service being provided as it relates to the department core functions.
<p>Over the past two years there has been a significant influx of financial business analysis required. New projects such as: Long Term Capital Planning, Business Attraction Program, and Priority Based Budgeting have also been added. These requirements are in addition to the projects that are currently being completed including: Investment & Cash Management review, Offsite Levy review, Lifecycle Plan review, and 8 new accounting standards for implementation. The financial component of all of these projects is currently managed by 1 FTE and capacity has become a constraint. Adding an additional staff to this area will increase the ability to prepare timely and accurate information for executive decision makers, smooth the implementation of major projects, and increase investment returns. The addition of this position will also result in a net increase in revenues to the County, a direct reduction in the tax rate.</p>	



Staff Initiative Template 2018 - 2022

RISK ANALYSIS

THREAT OR OPPORTUNITY	Identify any potential threats, risks, barriers, benefits & opportunities that may be recognized by the County IF THE POSITION IS NOT APPROVED.
Threat - no increase in investment revenue (would be at least \$150,000 per year) due to greater capacity to attend to cash management	
Threat - no timely financial business analysis for significant County projects and the Business Attraction program	
Threat - potential legislative non-compliance with accounting standards	
Threat - potential legislative non-compliance with the MGA (ie. 5 year capital plan required in 2020)	

STAFFING COSTS & FUNDING

Indicate the cost & funding details for the requested staffing initiative as well as the related position expenses. Use the information from the **Staffing Initiative Financial Schedule** to populate this section of the form. Please consult with your designated Accounting Technician for assistance in completing this section.

TOTAL COMPENSATION	TOTAL POSITION EXPENSES	TOTAL COST OF POSITION
Enter the "total compensation costs" value from the Staffing Initiative Financial Schedule.	Enter the "total position expenses" value from the Staffing Initiative Financial Schedule.	Enter the "total cost of position" from the Staffing Initiative Financial Schedule.
\$ 106,433	\$ 8,100	\$ 114,533

IMPLEMENTATION FUNDING

Indicate the initiative funding source. Be sure to confirm these details with Finance before completing this section.

- | | |
|--|--|
| <input type="checkbox"/> Taxation | <input type="checkbox"/> Restricted Surplus (temporary positions only) |
| <input type="checkbox"/> Grants (temporary positions only) | <input checked="" type="checkbox"/> Revenue |
| <input type="checkbox"/> Cost Savings | <input type="checkbox"/> Other (please note): <input type="text"/> |

IMPACT ON TAXATION

Identify the impact on taxation related to the implementation of the initiative.

2018: \$ 10,000 tax reduction



Staff Initiative Template 2018 - 2022

APPROVALS

Prepared By:	<input type="text"/>	Date:	<input type="text"/>
	Initiative Author		
Reviewed By:	<input type="text"/>	Date:	<input type="text"/>
	Supervisor		
Reviewed By:	<input type="text"/>	Date:	<input type="text"/>
	Department Manager		
Reviewed By:	<input type="text"/>	Date:	<input type="text"/>
	Department Director		Apr. 19, 2016
Reviewed By:	<input type="text"/>	Date:	<input type="text"/>
	Director, Human Resources		Mar 29/18

Timing: To be considered the completed budget initiative forms must be submitted according to timelines and instructions provided by the Chief Financial Office.

Submission: Forward the approved and signed document to the Corporate Business Planner.

Fill out this form for staffing requests that are **not** related to a proposed Budget Initiative.

Position Requested	Project Accountant -Engineering		
Budget Year	2018	Department	Engineering
Year of Initial Request	2018	Supervisor	Financial Planning & Reporting/Engineering
Hire Date	March 1, 2018	End Date (if applicable)	
Approval Status <small>(Finance to Complete)</small>			

☒ New Position ☐ Change to Existing Position (i.e.: temporary to permanent)

POSITION STATUS	
<input checked="" type="checkbox"/> Permanent Full Time <input type="checkbox"/> Permanent Part Time <input type="checkbox"/> Permanent Seasonal	<input type="checkbox"/> Long Term Temporary (>6 months) <input type="checkbox"/> Short Term Temporary (>3, <6 months) <input type="checkbox"/> Casual

DRIVERS FOR CHANGE <i>(check all that apply)</i>	<i>Internal and/or external drivers that have triggered the initiative. Ensure this/these have been articulated in the Business Need/Outcome section.</i>	
<input type="checkbox"/> Cost savings	Staff reductions, program cost decrease, reduction in overhead costs, etc.	<input type="checkbox"/> Legislation Regulatory bodies, consumer protection, or employment law
<input type="checkbox"/> Demographics/Societal	Change in the demand for a program due to changes in population, demographics, social issues or a need to address a community need	<input type="checkbox"/> Policy Change in Council policy (i.e. program's priority or mandate. Includes service level change)
<input type="checkbox"/> Economic Development	Supports new development or redevelopment	<input type="checkbox"/> Politics Requested by Council, Initiated by Federal or Provincial Government Policy
<input type="checkbox"/> Economics	Taxation issues, monetary issues, or industry factors	<input type="checkbox"/> Revenue Generation Will create revenue for the County which results in a net gain for the organization
<input checked="" type="checkbox"/> Efficiency	Increase efficiency, effectiveness or quality of a program	<input type="checkbox"/> Safety Will address a health & safety issue
<input type="checkbox"/> Environment	Ecological or global factors	<input type="checkbox"/> Technology Innovation potential, legislation related to technology, or technological upgrades and solutions (includes new equipment availability)
<input type="checkbox"/> Infrastructure Deficiency/Maintenance	Capital asset deterioration, repairs & maintenance that may or not be considered capital in nature	

BUSINESS NEED & OUTCOME	<i>A clear articulation of the need that addresses the problem or opportunity. Describe the desired service level end state – expand on the drivers for change, summarize the outcomes to be achieved and indicate how service changes will be accomplished (new services or enhancement of existing services). What "service gap" does the initiative address? Identify the service being provided as it relates to the department core functions.</i>
<p>Project management practices need improvement across the County. This includes financial support for projects within the Engineering department and other large scale projects across the Organization. This position will focus on capital projects; supporting all financial aspects of a project through its lifecycle i.e. from the capital budget to project completion. The project accountant will assist in the purchase order process, change order & cash flow management, project progress tracking & reporting, VEMAX reconciliation, capital variance analysis, debt borrowing, off-site levy process, reporting for capital projects, and month end and year end entries. This position will take on several financial requirements that are currently being completed by project managers, the Asset Manager, and the Director of Engineering. This position will provide timely and relevant financial data to decision makers to ensure that projects are managed prudently. This position will also maintain the capital lifecycle plans and support Council's Business Attraction Program should it involve a capital project. The project accountant will enhance Parkland County's capital reporting to senior management by being embedded in active capital projects. They will work closely with the Asset Management Coordinator to complete the Capital Budget and update the Long Term Capital Plan. Having this information readily available will enhance communication to senior management, Council, and the residents on the largest projects within the Capital Budget. The 2018 Capital Budget consists of \$18.6M of high profile projects that would be tracked by this individual. These projects are complex and often extend over multiple years magnifying the need for accurate and timely tracking and reporting.</p>	



Staff Initiative Template 2018 - 2022

RISK ANALYSIS

THREAT OR OPPORTUNITY	Identify any potential threats, risks, barriers, benefits & opportunities that may be recognized by the County IF THE POSITION IS NOT APPROVED.
<p>Capital projects are high profile, high dollar projects that require a significant amount of administrative support to ensure that they are on time and on budget. Currently the depth and detail of reporting on these projects is not timely nor sufficient for decision makers. Projects often span multiple years and have multiple change orders which makes them complex to track and report. Without accurate and timely tracking, there is risk of projects going over budget and over budgeted time lines creating a ripple effect on future capacity for other projects. Understanding of cash flow requirements will also give the County a significant opportunity to capitalize on investment gains.</p>	

STAFFING COSTS & FUNDING

Indicate the cost & funding details for the requested staffing initiative as well as the related position expenses. Use the information from the **Staffing Initiative Financial Schedule** to populate this section of the form. Please consult with your designated Accounting Technician for assistance in completing this section.

TOTAL COMPENSATION <i>Enter the "total compensation costs" value from the Staffing Initiative Financial Schedule.</i>	TOTAL POSITION EXPENSES <i>Enter the "total position expenses" value from the Staffing Initiative Financial Schedule.</i>	TOTAL COST OF POSITION <i>Enter the "total cost of position" from the Staffing Initiative Financial Schedule.</i>
\$ 99,200	\$ 6,600	\$ 105,800

IMPLEMENTATION FUNDING	
Indicate the initiative funding source. Be sure to confirm these details with Finance before completing this section.	
<input checked="" type="checkbox"/> Taxation <input type="checkbox"/> Grants (temporary positions only) <input type="checkbox"/> Cost Savings	<input checked="" type="checkbox"/> Restricted Surplus (temporary positions only) <input type="checkbox"/> Revenue <input type="checkbox"/> Other (please note): <input type="text"/>

IMPACT ON TAXATION
Identify the impact on taxation related to the implementation of the initiative.
2018: \$ <input type="text"/>



Staff Initiative Template 2018 - 2022

APPROVALS

Prepared By:	<input type="text"/>	Date:	<input type="text"/>
	Initiative Author		
Reviewed By:	<input type="text"/>	Date:	<input type="text"/>
	Supervisor		
Reviewed By:		Date:	<input type="text" value="April 3, 2018."/>
	Department Manager Director Engineering		
Reviewed By:	<input type="text"/>	Date:	<input type="text"/>
	Department Director		
Reviewed By:		Date:	<input type="text" value="Mar 29/18"/>
	Director, Human Resources		

Timing: To be considered the completed budget initiative forms must be submitted according to timelines and instructions provided by the Chief Financial Office.

Submission: Forward the approved and signed document to the Corporate Business Planner.



2018 SPRING BUDGET ADJUSTMENT REQUEST

Capital Project ☐Operating Project ☐Service Level Adjustment ☒

Project Name:	RFD 18-028 - Enhanced Road Maintenance Services	
Project/Program Manager:	Trent Tompkins	
Project ID:		Financial Dimensions #
Department:	Road Maintenance Services	As per attached
Cost Centre Name:		
Program Name:	Gravel Service Maintenance, Hard Surface Maintenance & Vegetation Management	342,343,344
Sub-Program Name:		

Executive Summary Please provide a high level overview of the project that is clear, concise and strategic.

RFD 18-028 - As a result of circumstances and conditions that lead to challenging roadway conditions in the spring of 2017, Council requested that recommendations be put forward as how best to enhance the level of services in the areas of gravel surface and hard surface roadways for the 2018 season and future years.

Reason for request (i.e.: emergent situation, new information, unable to have planned for, can't wait until 2019 budget).*

At the 2018 Parkland County budget presentation for Road Maintenance Services, App 17-079 on November 08, 2017, Council requested Administration to review and bring forward recommendation to address the poor road conditions of 2017. Administration presented recommendations at the February 27, 2018 Parkland County Council Meeting, RFD 28-028. Council requested Administration bring forward more detailed information as a Spring Budget Adjustment item.

***Please note that any new requests will need to be accompanied by a completed Budget Initiative template & Financial Schedule.**

Is this request the result of a significant project scope change? If so, please explain.

This Spring Budget Adjustment Request is an increase in the level of road maintenance service through a combination of internal and external resources.

Please see attached Table 1.0 - Enhanced Road Maintenance Services - Recommendations Summary

Is the proposed Spring Budget Adjustment amount enough to complete the project? If not, please explain.

Yes. All costs for all additional resources are covered within this adjustment.

Was this project identified in a prior Capital plan?	no	Year:	
Is there an existing Council Resolution?	yes	Resolution #:	RFD 18-028

Continue to page 2...



2018 SPRING BUDGET ADJUSTMENT REQUEST

Financial Summary

COSTS Please enter the details of the expenses to be added to the budget.

Main Account	Description	Cost Centre	Program	Sub-Program	Proposed Budget
	as per attached				
TOTAL COSTS					\$ 1,386,100

FUNDING Please enter the details of any offsetting revenues to be added to the budget. If you intend to fund via taxation, please leave this section blank.

Main Account	Description	Cost Centre	Program	Sub-Program	Proposed Budget
TOTAL FUNDING					\$ -

Impact on Taxation

Identify the Impact on taxation related to the implementation of the spring budget adjustment

2018	\$ 1,386,100
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Additional Information Please note funding sources (grant, restricted surplus or Long Term Debt) and specify lifecycle plan, etc.

Parkland County Council approved RFD 18-028 as information and approved Administration bringing forward the information as part of a Spring Budget Adjustment Request with more details.

Are you asking for taxation dollars to fund your Spring Budget Adjustment?	yes
Are you requesting additional dollars on a previously approved project (yes or no)? If yes, how much?	yes
If you are requesting additional dollars on a previously approved project, please confirm that you have submitted the required accompanying Carry Forward Request form.	not applicable
Anticipated date of project completion	December 31, 2018

Prepared by - Initial Author:	Erin Davis	Date:	20-Mar-18
Reviewed by - Department Manager:	Trent Tompkins	Date:	20-Mar-18
Reviewed by - Department Director:	Leo Girard	Date:	20-Mar-18
General Manager Approval:	Rob McGowan	Date:	20-Mar-18

The 2018 Spring Budget Adjustment Request form is due back to Finance by Friday, February 16th, 2018.

Submission: Upon completion, please forward the signed Spring Budget Adjustment Request form to your designated Accounting Technician in **ELECTRONIC FORMAT**. Please remember to submit one form per project/purchase request.

Please use the following naming convention for electronic files: Department Name - 2018 SBA - Project Name. For example, "Engineering Services -2018 SBA -

TABLE 1.0 - Enhanced Road Maintenance Service Levels - Recommendations Summary

Recommendation	Proposed Change	2018 Additional Cost	2019 Additional Costs (from 2017 base) *see note below	Additional Resources (Staff, Contract Services, Equipment, Material)	Achievement
Increase Shoulder Pulling	Dedicated staff and equipment to perform work earlier in season. Proposed to perform 10 km in 2018 to address back-log of shoulder pulling needs from previous years.	\$201,700	Program increase will be evaluated during 2018 season and changes presented as part of the 2019 budget process	2 - additional Casual Flagperson positions. No additional equipment	Reduce backlog of roads in need of shoulder pulling Reduce rutting and soft areas by improving drainage of water off roadways
Increase Gravel Road Maintenance Standards	Increase amount of material applied to roadway to 250t/km	\$370,000	\$407,000	Cost includes additional costs of hauling material by contract trucks. No additional equipment	Reduce rutting and soft areas on gravel roadways
Increase Surface Overlays	Increase overlay lengths to full mile roadway segments, complimenting Engineering Capital Program	\$410,300	Program increase will be evaluated during 2018 season and changes presented as part of the 2019 budget process	none	More uniform stretches of surfaced roadway, reducing areas of surface weakness due to multiple patches by applying overlay of material to seal in roadway
Increase Pothole Patching	Create a dedicated pothole patching crew, consisting of 2 additional MSWII positions and an additional purchased 1 1/2 ton truck.	\$148,100	\$101,300	2 - Casual MSW II positions. 1 - 1 ½ ton truck	Increase timeliness to address small localized failures (potholes)
Increase Brush and Tree Removal	Additional focus added to address sections of treed areas alongside roadways, holding moisture and preventing gravel roads from drying up completely. Proposed change may cause increased concerns from Parkland County Residents who want the trees to remain for asthetic purposes.	\$256,000	Program increase will be evaluated during 2018 season and changes presented as part of the 2019 budget process	Use of additional contractor services. No additional equipment.	Reduce amount of treed areas alongside roadways allowing gravel surfaces to dry up the road.
Total		\$ 1,386,100			

Initiative Title
(Brief & clear with most important information first. Include location, if relevant, i.e. Duffield Wastewater Lagoon Evaporation System)

Respectful Workplace Program Review and Update

☐ Capital Project ☒ Operating Project ☐ Service Level (Adjustment or New Program) ☐ Revenue Generating

Budget Year	2018	Department	Human Resources/Safety/Payroll
Year of Initial Request	2018	Project Manager	Tom Watts
Total Cost (\$)	52,000	Approval Status <small>(Finance to Complete)</small>	

 Does this initiative include a request for new staff? ☐ YES *(if yes, please complete the Staffing Initiative Financial Schedule)* ☒ NO

EXECUTIVE SUMMARY
Complete this section last as it should be a high level overview of the initiative that is clear, concise & strategic. Reader should understand request by reading this section only. (Maximum of 3-4 sentences).

Parkland County, with the support of an external consultant, is undertaking a full review of the current Respectful Workplace program. This review is expected to achieve the following outcomes:

1. Parkland County's policies and procedures are legally compliant and reflect best practices.
2. Through formal training, leaders will have the knowledge and skills needed to foster a respectful workplace.
3. Resources for all employees that highlight their rights, responsibilities, and the process to address respectful workplace situations will be reviewed, updated and communicated.

DRIVERS FOR CHANGE
(check all that apply)
Internal and/or external drivers that have triggered the initiative. Ensure this/these have been articulated in the Business Need/Outcome section.

<input type="checkbox"/> Cost savings	Staff reductions, program cost decreases, reduction in overhead costs, etc.	<input checked="" type="checkbox"/> Legislation	Regulatory bodies, consumer protection, or employment law
<input checked="" type="checkbox"/> Demographics/Societal	Change in the demand for a program due to changes in population, demographics, social issues or a need to address a community need	<input type="checkbox"/> Policy	Change in Council policy (i.e. program's priority or mandate. Includes service level change)
<input type="checkbox"/> Economic Development	Supports new development or redevelopment, customer demand, etc.	<input type="checkbox"/> Politics	Requested by Council, Initiated by Federal or Provincial Government Policy
<input type="checkbox"/> Economics	Taxation issues, monetary issues, or industry factors	<input type="checkbox"/> Revenue Generation	Will create revenue for the County which results in a net gain for the organization
<input type="checkbox"/> Efficiency	Increase efficiency, effectiveness or quality of a program	<input checked="" type="checkbox"/> Safety	Will address a health & safety issue
<input type="checkbox"/> Environment	Ecological or global factors	<input type="checkbox"/> Technology	Innovation potential, legislation related to technology, or technological upgrades and solutions (includes new equipment availability)
<input type="checkbox"/> Infrastructure Deficiency/Maintenance	Capital asset deterioration, repairs & maintenance that may or not be considered capital in nature		

BUSINESS NEED & OUTCOME
A clear articulation of the need that addresses the problem or opportunity. Describe the desired service level end state – expand on the drivers for change, summarize the outcomes to be achieved and indicate how service changes will be accomplished (new services or enhancement of existing services). What "service gap" does the initiative address? Identify the service being provided as it relates to the department core functions.

As current procedures, policies and directives are out of date and not clearly articulated, it's imperative that a third party organization review the content of the program and provide updates to ensure policies and procedures are legally compliant and reflect best practices. It's also imperative that staff at all levels receive training that will provide for better understanding of respectful workplace issues and the process by which Parkland County addresses them.

ALIGNMENT WITH COUNCIL'S STRATEGIC PLAN

Indicate how your initiative aligns with Council's Strategic Plan (check all that apply).

1. Complete Communities: We recognize the diversity of Parkland's communities while fostering a united and shared vision for Parkland as a whole.	
<input type="checkbox"/>	<p>1.1 We offer a range of lifestyle choices, community services, and other amenities to meet community needs:</p> <ul style="list-style-type: none"> • Completing and implementing statutory and other large-scale plans • Finalizing and implementing a long-term investment strategy in the Hamlets • Ensuring a high level of community safety through the provision of trusted programs and services
<input type="checkbox"/>	<p>1.2 We are a region of connected communities, through infrastructure, transit, recreation facilities, trails and technology:</p> <ul style="list-style-type: none"> • Finalizing a 25-year investment plan in infrastructure, facilities, services and programs • Providing access to programs and services, and supporting community and cultural development • Investing in, owning, and maintaining infrastructure that supports access to technology, improving quality of life and business viability
2. Strategic Economic Diversification: We support the continuation and evolution of traditional economic activities, while pursuing new opportunities for diversified and sustainable growth.	
<input type="checkbox"/>	<p>2.1 We recognize and champion the importance of agriculture for its economic, environmental, and community contributions are committed to ensuring its long-term viability in the County through:</p> <ul style="list-style-type: none"> • Solidifying Parkland as a leader within the region on agricultural and value-added agriculture enterprises • Supporting the agricultural sector to ensure a strong, diverse, and resilient industry
<input type="checkbox"/>	<p>2.2 We are a region that supports the local economy, including the agricultural, tourism, entrepreneurial, and industrial sectors through:</p> <ul style="list-style-type: none"> • Enhancing business support services to our local business community to foster innovation, promote entrepreneurship, and manage risk • Continuing to ensure Parkland is a major industrial and commercial region • Positioning Parkland as a leader in the Green Economy
<input type="checkbox"/>	<p>2.3 We effectively pursue and manage new opportunities to stimulate economic growth, increase investment, and diversify our long-term economic base through:</p> <ul style="list-style-type: none"> • Proactively pursuing opportunities in key market segments, including supply chain and logistics; value-added food and agriculture production; manufacturing; and, information and communication technologies • Developing the road and infrastructure network to ensure the safe and efficient movement of traffic, goods, and services through Parkland • Maintaining a business-friendly environment, ensuring economic development opportunities, providing industry supports, and treating our stakeholders as partners
3. Respected Environment: We respect the natural environment, recognizing Parkland's biodiversity and unique natural beauty, and ensuring our commitment to sustainable practices.	
<input type="checkbox"/>	<p>3.1 We are a regional leader in setting and achieving high standards of environmental sustainability in both our own practices, and by encouraging and enabling the practices of our partners through:</p>

	<ul style="list-style-type: none"> Ensuring the completion of watershed plans and developing practical, reasonable implementation schedules Leading the region in the protection of agricultural and land policies that support success for producers Intervening and taking responsibility to protect Parkland's ecosystem against potential threats, when necessary
<input type="checkbox"/>	<p>3.2 We responsibly manage growth to protect our region's biodiversity and the natural environment, while supporting a balance of land uses and strategic development through:</p> <ul style="list-style-type: none"> Transparency and engagement with the community on land-use plans Balancing the need for managing natural resource extraction while preserving the landscape ecology Developing a land-use management plan for county-owned land
4. Responsible Leadership: We maintain the public's trust through transparent and fair decision-making, superior service delivery.	
<input checked="" type="checkbox"/>	<p>4.1 We are recognized leaders in municipal governance, managing our own resources responsibly and sustainably, ensuring we leave a vibrant and resilient community legacy to those that follow us through:</p> <ul style="list-style-type: none"> Ensuring the municipal cost structure is aligned with defined service levels and economic realities Budgeting and planning according to priorities that add value to the community Developing an effective and highly-skilled human capital through training, empowerment, accountability, and respect for stakeholders Strengthening our safety culture through the establishment of best in class safety practices and training
<input type="checkbox"/>	<p>4.2 We are an organization that values, proactively builds, and continues to maintain strong relationships with key stakeholders through:</p> <ul style="list-style-type: none"> Ensuring residents, the business community, and stakeholders are engaged and informed, providing meaningful opportunities for input, collaboration, and communication Developing and implementing a long-term strategy to support collaboration with neighboring municipal partners, strengthening regional competitiveness, and supporting the cost-effective provision of services Fostering the continuation of education and opportunities with key stakeholders
<input type="checkbox"/>	<p>4.3 We ensure streamlined and modernized municipal operations and services, with a focus on customer service through:</p> <ul style="list-style-type: none"> Implementing and institutionalizing the "One Parkland" vision to support collaborative team efforts and continuous improvement Establishing Parkland County as a customer-centric organization that views service delivery from the customer's perspective Meeting statutory regulations while remaining creative, flexible, and adaptable to ensure the efficiency of operations



Budget Initiative Template 2018 - 2022

PROJECT/PROGRAM DETAILS

Was this project identified in a prior Capital Plan?

☐ YES

☒ NO

Year:

Is there an existing Council resolution?

☐ YES

☒ NO

Resolution #

Is there a related Council Policy?

☒ YES

☐ NO

Policy #

SERVICE LEVEL ADJUSTMENT	Identify what the current service level is and whether the project will decrease, maintain or increase the service level.		
Current	not achieving	Proposed	increase

INITIATIVE RANKING	Rank your initiative according to the following criterion.
<input checked="" type="checkbox"/>	Imperative (must do): initiative cannot be reasonably postponed in order to avoid harmful or otherwise undesirable consequences
<input type="checkbox"/>	Essential (should do): initiative addresses a clearly demonstrated need or objective
<input type="checkbox"/>	Important (could do): initiatives that benefit the community but may be delayed without detrimental effect to basic services
<input type="checkbox"/>	Desirable (can defer): initiatives that do not need to be included within the current year budget due to funding limitations

MEASURES OF SUCCESS:	How/what/when to measure – a list of specific ways the success of achieving the business outcomes will be measured and evaluated. Relate back to the Key Performance Indicators (KPI's)
Improved employee morale and engagement, reduction in issues filed over time, employee satisfaction survey results show positive trends.	

ALTERNATIVES	Identify what possible options could be, and their impacts. Identify why the alternative was not used.
<p>1. This project could be completed by internal staff: This was not chosen as the course of action given the legal responsibilities of Parkland County should an issue need to be addressed. Having an objective third party assess and provide recommendations on current policies, procedures and directives allows for non-biased training and policies.</p> <p>2. Not proceeding: This was not chosen as a course of action as Parkland County could be at risk should a legal issue arise. In addition, Parkland County's long term strategic plan's values dictate that "We ensure the equitable and fair treatment of all as a</p>	

IDENTIFY HOW THIS PROJECT/PROGRAM PROVIDES VALUE TO THE COUNTY (Check all that apply).	
<input type="checkbox"/>	Improves stakeholder/resident/partner relations
<input type="checkbox"/>	Contributes to County revenue
<input type="checkbox"/>	Provides cost savings for the County
<input type="checkbox"/>	Moves County toward basic sustainability principles

RISK ANALYSIS

Please identify any potential threats or opportunities that may arise and the resulting impact of each.

How would the organization perform if it did not pursue the initiative? How will it affect other initiatives? What would the impact be to people/areas affected? What areas are at risk? Factors include but not limited to Safety, Mandate, Rehabilitation/Replacement, Growth, Sustainability, Funding, Operations, and Service Levels. Identify the probability of the risk occurring and the impact.

If the project is approved			
THREAT OR OPPORTUNITY <i>Identify any potential threats, risks, barriers, benefits & opportunities that may be recognized by the County IF THE PROJECT IS APPROVED.</i>	IMPACT <i>Identify the possible outcome of any threats, risks, barriers, benefits & opportunities IF THE PROJECT IS APPROVED.</i>	PROBABILITY <i>Identify the probability of any threats, risks, barriers, benefits & opportunities being realized IF THE PROJECT IS APPROVED.</i>	MITIGATION STRATEGY <i>Identify the steps that will be taken to mitigate any potential threats, risks & barriers IF THE PROJECT IS APPROVED.</i>
Opportunity of greater awareness and better working relationships and environment	Greater awareness and better working relationships and environment	medium	The project is risk mitigation in itself
Threat that opening the program for review will draw out past issues that may not have been addressed appropriately.	Previous issues that have gone unnoticed will be addressed appropriately using the new processes	low	Ensure staff know that leadership is open to hearing any issues that may impact the work being done towards creating a respectful
		high	
If the project is NOT approved			
THREAT OR OPPORTUNITY <i>Identify any potential threats, risks, barriers, benefits & opportunities that may be recognized by the County IF THE PROJECT IS NOT APPROVED.</i>	IMPACT <i>Identify the possible outcome of any threats, risks, benefits & opportunities IF THE PROJECT IS NOT APPROVED.</i>	PROBABILITY <i>Identify the probability of any threats, risks, barriers, benefits & opportunities being realized IF THE PROJECT IS NOT APPROVED.</i>	MITIGATION STRATEGY <i>Identify the steps that will be taken to mitigate any potential threats, risks & barriers IF THE PROJECT IS NOT APPROVED.</i>
There is a growing concern that our current programs are not sufficient and we could face employment risk (by either turnover or legal action)	Turnover is costly. Legal action is damaging to reputation and is costly	medium	The project is risk mitigation in itself
Not proceeding with the project would undermine the shared set of values and pillars outlined in the strategic plan	Senior Leadership is seen as not following through on their commitments	low	Have a clear message on how Senior Leadership will address any respectful workplace issues.
		high	

STAKEHOLDER ANALYSIS

Please list all internal and external stakeholders that will be impacted by this initiative. This should include those who benefit directly or indirectly, and those who are affected by the project (positively, negatively, or neutral).

External stakeholder (group or individual)	External stakeholder's need, requirement, objective or expectation of the project	Estimated Effort (in hours)				
		2018	2019	2020	2021	2022
Consultant		200				
Total External Stakeholder Hours:		200	0	0	0	0

Total Internal Stakeholder Hours Required:

Can potential partnerships be developed?

Is public engagement required?

(See policy # C-AD51)

Identify how many users currently
use the program/site (if applicable):

Identify how many potential users for the
program/site if project is approved (if
applicable):

SCHEDULE

Provide an overview of the project schedule by activity. Activities will include posting for procurement document, land/property acquisition, preliminary design, conceptual plan, construction, post construction, project complement, staffing, public engagement, feasibility study, materials, repairs & maintenance, other operating expenses, etc. Be sure to include any milestones.

Start Date:	04/03/2018	Completion Date:	08/10/2018
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ACTIVITY (what are you doing?):	DATE & DURATION (how long will it take? i.e.: February to June 2018):
Plan project & initiate	April 3: 1 week
Material Review	April 10: 3-4 weeks
Training	May 8: 4 - 8 weeks
Communications preparations and delivery	July 9: 4-5 weeks

IDENTIFY ANY POTENTIAL SCHEDULE CONSTRAINTS:	Enter any potential risks to the project schedule proceeding as planned.
Availability of supervision & management for training Availability of the consultant to meet deadlines	

LOCATION

Identify the project location and legal land description. Attach Orthophotography map from CLiCK to your submission.

PROJECT LOCATION	
Subdivision/Hamlet/Industrial Area:	Parkland County Centre

LOCATION DESCRIPTION							
Part Section:		Section:		Twp Road:		Range:	
Lot:		Block:		Plan:		Meridian:	

INITIATIVE COSTS & FUNDING

Indicate the cost & funding details for the current year as well as the future impacts to the annual operating budget. Use the information from the **Budget Initiative Financial Schedule** to populate this section of the form. Please consult with your designated Accounting Technician for assistance in completing this section.

INITIATIVE COSTS <i>Enter the current year costs, including any staffing costs.</i>	ANNUAL OPERATING COSTS <i>Enter the annual costs including staffing costs for the year following completion of the initiative/project.</i>
\$ 52,000	\$ N/A

IMPLEMENTATION FUNDING <i>Indicate the initiative funding source. Be sure to confirm these details with Finance before completing this section.</i>	
<input type="checkbox"/> Taxation <input type="checkbox"/> Grants <input type="checkbox"/> Cost Savings <input type="checkbox"/> Long Term Debt	<input checked="" type="checkbox"/> Restricted Surplus <input type="checkbox"/> Revenue <input type="checkbox"/> Offsite Levies <input type="checkbox"/> Other (please note): <input type="text"/>

IMPACT ON TAXATION <i>Identify the impact on taxation related to the implementation of the initiative.</i>
2018: \$ <input type="text"/>

STAFFING COSTS & FUNDING

If your budget initiative includes a new staff requirement, please include those costs in this section once you have completed the **Staffing Initiative Financial Schedule**. Please consult with your designated Accounting Technician for assistance in completing this section.

TOTAL COMPENSATION <i>Enter the "total compensation costs" value from the Staffing Initiative Financial Schedule.</i>	TOTAL POSITION EXPENSES <i>Enter the "total position expenses" value from the Staffing Initiative Financial Schedule.</i>	TOTAL COST OF POSITION <i>Enter the "total cost of position" from the Staffing Initiative Financial Schedule.</i>
\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>



Budget Initiative Template (2018 – 2022)

APPROVALS

Prepared By:	<div> Initiative Author</div>	Date:	<div></div>
Reviewed By:	<div></div> Department Manager	Date:	<div></div>
Reviewed By:	<div> Department Director</div>	Date:	<div>Mar 29/18</div>
Reviewed By:	<div> Corporate Planner</div>	Date:	<div>April 3/18</div>

Timing: To be considered the completed budget initiative forms must be submitted according to timelines and instructions provided by the Chief Financial Office.

Submission: Forward the approved and signed document to the Corporate Business Planner.

Initiative Title <i>(Brief & clear with most important information first. Include location, if relevant, i.e. Duffield Wastewater Lagoon Evaporation System)</i>	Safety Program Review and Rewrite
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☐ Capital Project ☒ Operating Project ☐ Service Level (Adjustment or New Program) ☐ Revenue Generating

Budget Year	2018	Department	Human Resources/Safety/Payroll
Year of Initial Request	2018	Project Manager	Tom Watts
Total Cost (\$)	100,000	Approval Status <small>(Finance to Complete)</small>	

Does this initiative include a request for new staff? ☐ YES *(if yes, please complete the Staffing Initiative Financial Schedule)* ☒ NO

EXECUTIVE SUMMARY	<i>Complete this section last as it should be a high level overview of the initiative that is clear, concise & strategic. Reader should understand request by reading this section only. (Maximum of 3-4 sentences).</i>
<p>Parkland County has a very complicated safety program that has grown over recent years to a point where it is not understandable and relatable to all employees. The purpose of this project is to review, rewrite and relaunch the safety program in Parkland County to ensure all employees are taking part in creating and benefiting from a safe work environment and safety leadership. The intent is to hire an external consultant to lead and implement the project, which is expected to be completed by the end of December 2018.</p>	

DRIVERS FOR CHANGE <i>(check all that apply)</i>	<i>Internal and/or external drivers that have triggered the initiative. Ensure this/these have been articulated in the Business Need/Outcome section.</i>		
<input type="checkbox"/> Cost savings	Staff reductions, program cost decreases, reduction in overhead costs, etc.	<input type="checkbox"/> Legislation	Regulatory bodies, consumer protection, or employment law
<input type="checkbox"/> Demographics/Societal	Change in the demand for a program due to changes in population, demographics, social issues or a need to address a community need	<input type="checkbox"/> Policy	Change in Council policy (i.e. program's priority or mandate. Includes service level change)
<input type="checkbox"/> Economic Development	Supports new development or redevelopment, customer demand, etc.	<input type="checkbox"/> Politics	Requested by Council, Initiated by Federal or Provincial Government Policy
<input type="checkbox"/> Economics	Taxation issues, monetary issues, or industry factors	<input type="checkbox"/> Revenue Generation	Will create revenue for the County which results in a net gain for the organization
<input type="checkbox"/> Efficiency	Increase efficiency, effectiveness or quality of a program	<input checked="" type="checkbox"/> Safety	Will address a health & safety issue
<input type="checkbox"/> Environment	Ecological or global factors	<input type="checkbox"/> Technology	Innovation potential, legislation related to technology, or technological upgrades and solutions (includes new equipment availability)
<input type="checkbox"/> Infrastructure Deficiency/Maintenance	Capital asset deterioration, repairs & maintenance that may or not be considered capital in nature		

BUSINESS NEED & OUTCOME	<i>A clear articulation of the need that addresses the problem or opportunity. Describe the desired service level end state – expand on the drivers for change, summarize the outcomes to be achieved and indicate how service changes will be accomplished (new services or enhancement of existing services). What “service gap” does the initiative address? Identify the service being provided as it relates to the department core functions.</i>
<p>Safe work and being in a safe working environment is imperative for day to day activities at Parkland County. The current safety program has been built around compliance and driven mainly by a few employees and not fully adopted by County staff. Given how the program is currently operating, safety procedures, policies and directives have become overly legalistic and complicated, which has led to a safety culture that is not ideal and not fully integrated into the daily lives of Parkland County staff. In order to address this issue and to make workplace safety an embedded part of Parkland County's culture, a full rewrite of the safety program is required. The outcome of this project is to have an updated, clear, easy to adopt safety program that provides understandable and meaningful processes to ensure safety is part of the daily workplace.</p>	

ALIGNMENT WITH COUNCIL'S STRATEGIC PLAN

Indicate how your initiative aligns with Council's Strategic Plan (check all that apply).

1. Complete Communities: We recognize the diversity of Parkland's communities while fostering a united and shared vision for Parkland as a whole.	
<input type="checkbox"/>	1.1 We offer a range of lifestyle choices, community services, and other amenities to meet community needs: <ul style="list-style-type: none"> • Completing and implementing statutory and other large-scale plans • Finalizing and implementing a long-term investment strategy in the Hamlets • Ensuring a high level of community safety through the provision of trusted programs and services
<input type="checkbox"/>	1.2 We are a region of connected communities, through infrastructure, transit, recreation facilities, trails and technology: <ul style="list-style-type: none"> • Finalizing a 25-year investment plan in infrastructure, facilities, services and programs • Providing access to programs and services, and supporting community and cultural development • Investing in, owning, and maintaining infrastructure that supports access to technology, improving quality of life and business viability
2. Strategic Economic Diversification: We support the continuation and evolution of traditional economic activities, while pursuing new opportunities for diversified and sustainable growth.	
<input type="checkbox"/>	2.1 We recognize and champion the importance of agriculture for its economic, environmental, and community contributions are committed to ensuring its long-term viability in the County through: <ul style="list-style-type: none"> • Solidifying Parkland as a leader within the region on agricultural and value-added agriculture enterprises • Supporting the agricultural sector to ensure a strong, diverse, and resilient industry
<input type="checkbox"/>	2.2 We are a region that supports the local economy, including the agricultural, tourism, entrepreneurial, and industrial sectors through: <ul style="list-style-type: none"> • Enhancing business support services to our local business community to foster innovation, promote entrepreneurship, and manage risk • Continuing to ensure Parkland is a major industrial and commercial region • Positioning Parkland as a leader in the Green Economy
<input type="checkbox"/>	2.3 We effectively pursue and manage new opportunities to stimulate economic growth, increase investment, and diversify our long-term economic base through: <ul style="list-style-type: none"> • Proactively pursuing opportunities in key market segments, including supply chain and logistics; value-added food and agriculture production; manufacturing; and, information and communication technologies • Developing the road and infrastructure network to ensure the safe and efficient movement of traffic, goods, and services through Parkland • Maintaining a business-friendly environment, ensuring economic development opportunities, providing industry supports, and treating our stakeholders as partners
3. Respected Environment: We respect the natural environment, recognizing Parkland's biodiversity and unique natural beauty, and ensuring our commitment to sustainable practices.	
<input type="checkbox"/>	3.1 We are a regional leader in setting and achieving high standards of environmental sustainability in both our own practices, and by encouraging and enabling the practices of our partners through:

	<ul style="list-style-type: none"> • Ensuring the completion of watershed plans and developing practical, reasonable implementation schedules • Leading the region in the protection of agricultural and land policies that support success for producers • Intervening and taking responsibility to protect Parkland's ecosystem against potential threats, when necessary
<input type="checkbox"/>	<p>3.2 We responsibly manage growth to protect our region's biodiversity and the natural environment, while supporting a balance of land uses and strategic development through:</p> <ul style="list-style-type: none"> • Transparency and engagement with the community on land-use plans • Balancing the need for managing natural resource extraction while preserving the landscape ecology • Developing a land-use management plan for county-owned land
<p>4. Responsible Leadership: We maintain the public's trust through transparent and fair decision-making, superior service delivery.</p>	
<input checked="" type="checkbox"/>	<p>4.1 We are recognized leaders in municipal governance, managing our own resources responsibly and sustainably, ensuring we leave a vibrant and resilient community legacy to those that follow us through:</p> <ul style="list-style-type: none"> • Ensuring the municipal cost structure is aligned with defined service levels and economic realities • Budgeting and planning according to priorities that add value to the community • Developing an effective and highly-skilled human capital through training, empowerment, accountability, and respect for stakeholders • Strengthening our safety culture through the establishment of best in class safety practices and training
<input type="checkbox"/>	<p>4.2 We are an organization that values, proactively builds, and continues to maintain strong relationships with key stakeholders through:</p> <ul style="list-style-type: none"> • Ensuring residents, the business community, and stakeholders are engaged and informed, providing meaningful opportunities for input, collaboration, and communication • Developing and implementing a long-term strategy to support collaboration with neighboring municipal partners, strengthening regional competitiveness, and supporting the cost-effective provision of services • Fostering the continuation of education and opportunities with key stakeholders
<input type="checkbox"/>	<p>4.3 We ensure streamlined and modernized municipal operations and services, with a focus on customer service through:</p> <ul style="list-style-type: none"> • Implementing and institutionalizing the "One Parkland" vision to support collaborative team efforts and continuous improvement • Establishing Parkland County as a customer-centric organization that views service delivery from the customer's perspective • Meeting statutory regulations while remaining creative, flexible, and adaptable to ensure the efficiency of operations



Budget Initiative Template 2018 - 2022

PROJECT/PROGRAM DETAILS

Was this project identified in a prior Capital Plan?

☐ YES

☒ NO

Year:

Is there an existing Council resolution?

☐ YES

☒ NO

Resolution #

Is there a related Council Policy?

☒ YES

☐ NO

Policy #

SERVICE LEVEL ADJUSTMENT	Identify what the current service level is and whether the project will decrease, maintain or increase the service level.		
Current	not achieving	Proposed	Increase

INITIATIVE RANKING	Rank your initiative according to the following criterion.
<input checked="" type="checkbox"/>	Imperative (must do): initiative cannot be reasonably postponed in order to avoid harmful or otherwise undesirable consequences
<input type="checkbox"/>	Essential (should do): initiative addresses a clearly demonstrated need or objective
<input type="checkbox"/>	Important (could do): initiatives that benefit the community but may be delayed without detrimental effect to basic services
<input type="checkbox"/>	Desirable (can defer): initiatives that do not need to be included within the current year budget due to funding limitations

MEASURES OF SUCCESS:	How/what/when to measure – a list of specific ways the success of achieving the business outcomes will be measured and evaluated. Relate back to the Key Performance Indicators (KPI's)
Incident rates (reduced); Injuries (stop-reduce); Property damage (stop-reduce); Staff engagement survey questions added to yearly survey to determine if staff feel that they work in a safe environment and have support to positively influence safety processes.	

ALTERNATIVES	Identify what possible options could be, and their impacts. Identify why the alternative was not used.
Not do the initiative: This results in continued confusion and lack of commitment to safe work and injury free workplace Do the initiative internally: Staff do not have the capacity to complete this project internally given the volume of work required to complete this project in a way that will produce the expected outcome. In addition, having an external consultant lead the project will bring in ideas from other organizations external to Parkland County that could provide significant benefits.	

IDENTIFY HOW THIS PROJECT/PROGRAM PROVIDES VALUE TO THE COUNTY (Check all that apply).	
<input type="checkbox"/>	Improves stakeholder/resident/partner relations
<input type="checkbox"/>	Contributes to County revenue
<input checked="" type="checkbox"/>	Provides cost savings for the County
<input type="checkbox"/>	Moves County toward basic sustainability principles

RISK ANALYSIS

Please identify any potential threats or opportunities that may arise and the resulting impact of each.

How would the organization perform if it did not pursue the initiative? How will it affect other initiatives? What would the impact be to people/areas affected? What areas are at risk? Factors include but not limited to Safety, Mandate, Rehabilitation/Replacement, Growth, Sustainability, Funding, Operations, and Service Levels. Identify the probability of the risk occurring and the impact.

If the project is approved			
THREAT OR OPPORTUNITY <i>Identify any potential threats, risks, barriers, benefits & opportunities that may be recognized by the County IF THE PROJECT IS APPROVED.</i>	IMPACT <i>Identify the possible outcome of any threats, risks, barriers, benefits & opportunities IF THE PROJECT IS APPROVED.</i>	PROBABILITY <i>Identify the probability of any threats, risks, barriers, benefits & opportunities being realized IF THE PROJECT IS APPROVED.</i>	MITIGATION STRATEGY <i>Identify the steps that will be taken to mitigate any potential threats, risks & barriers IF THE PROJECT IS APPROVED.</i>
Improved commitment to safe work and aligning Parkland County practices to the strategic plan pillars and shared values	Increase to employee morale, reduction in incidents and injury Increase in adoption of the safety program	high	A practical and comprehensive safety program will mitigate risks
		medium	
		high	
If the project is NOT approved			
THREAT OR OPPORTUNITY <i>Identify any potential threats, risks, barriers, benefits & opportunities that may be recognized by the County IF THE PROJECT IS NOT APPROVED.</i>	IMPACT <i>Identify the possible outcome of any threats, risks, benefits & opportunities IF THE PROJECT IS NOT APPROVED.</i>	PROBABILITY <i>Identify the probability of any threats, risks, barriers, benefits & opportunities being realized IF THE PROJECT IS NOT APPROVED.</i>	MITIGATION STRATEGY <i>Identify the steps that will be taken to mitigate any potential threats, risks & barriers IF THE PROJECT IS NOT APPROVED.</i>
Safety procedures, policies and directives will continue to remain difficult to understand and implement	Costs associated with WCB, injuries and employee morale & engagement	medium	Safety program improvements are required
		medium	
		high	

STAKEHOLDER ANALYSIS

Please list all internal and external stakeholders that will be impacted by this initiative. This should include those who benefit directly or indirectly, and those who are affected by the project (positively, negatively, or neutral).

External stakeholder (group or individual)	External stakeholder's need, requirement, objective or expectation of the project	Estimated Effort (in hours)				
		2018	2019	2020	2021	2022
Consultant(s)	review & rewrite, training	600				
Total External Stakeholder Hours:		600	0	0	0	0

Total Internal Stakeholder Hours Required:

600

Can potential partnerships be developed?

n/a

Is public engagement required?

(See policy # C-AD51)

no

Identify how many users currently
use the program/site (if applicable):

all Parkland employees

Identify how many potential users for the
program/site if project is approved (if
applicable):

all Parkland employees

SCHEDULE

Provide an overview of the project schedule by activity. Activities will include posting for procurement document, land/property acquisition, preliminary design, conceptual plan, construction, post construction, project complement, staffing, public engagement, feasibility study, materials, repairs & maintenance, other operating expenses, etc. Be sure to include any milestones.

Start Date:	05/01/2018	Completion Date:	12/31/2018
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ACTIVITY (what are you doing?):	DATE & DURATION (how long will it take? i.e.: February to June 2018):
Review programs, policies	May 1 (2 - 6 weeks)
Document, rewrite programs & policies	June 2018 (10 - 12 weeks)
Communication & training	September 2018 (8-12 weeks)
Measure	Dec 2018 (ongoing)

IDENTIFY ANY POTENTIAL SCHEDULE CONSTRAINTS:	Enter any potential risks to the project schedule proceeding as planned.
Availability of supervision and management for review and training Availability of consultant to meet deadlines	

LOCATION

Identify the project location and legal land description. Attach Orthophotography map from CLiCK to your submission.

PROJECT LOCATION	
Subdivision/Hamlet/Industrial Area:	County offices and operations

LOCATION DESCRIPTION							
Part Section:		Section:		Twp Road:		Range:	
Meridian:							
Lot:		Block:		Plan:			



Budget Initiative Template (2018 – 2022)

INITIATIVE COSTS & FUNDING

Indicate the cost & funding details for the current year as well as the future impacts to the annual operating budget. Use the information from the **Budget Initiative Financial Schedule** to populate this section of the form. Please consult with your designated Accounting Technician for assistance in completing this section.

INITIATIVE COSTS <i>Enter the current year costs, including any staffing costs.</i>	ANNUAL OPERATING COSTS <i>Enter the annual costs including staffing costs for the year following completion of the initiative/project.</i>
\$ 100,000	\$ n/a

IMPLEMENTATION FUNDING

Indicate the initiative funding source. Be sure to confirm these details with Finance before completing this section.

- | | |
|---|--|
| <input type="checkbox"/> Taxation | <input checked="" type="checkbox"/> Restricted Surplus |
| <input type="checkbox"/> Grants | <input type="checkbox"/> Revenue |
| <input type="checkbox"/> Cost Savings | <input type="checkbox"/> Offsite Levies |
| <input type="checkbox"/> Long Term Debt | <input type="checkbox"/> Other (please note): <input type="text"/> |

IMPACT ON TAXATION

Identify the impact on taxation related to the implementation of the initiative.

2018: \$

STAFFING COSTS & FUNDING

If your budget initiative includes a new staff requirement, please include those costs in this section once you have completed the **Staffing Initiative Financial Schedule**. Please consult with your designated Accounting Technician for assistance in completing this section.

TOTAL COMPENSATION <i>Enter the "total compensation costs" value from the Staffing Initiative Financial Schedule.</i>	TOTAL POSITION EXPENSES <i>Enter the "total position expenses" value from the Staffing Initiative Financial Schedule.</i>	TOTAL COST OF POSITION <i>Enter the "total cost of position" from the Staffing Initiative Financial Schedule.</i>
\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>



Budget Initiative Template (2018 – 2022)

APPROVALS

Prepared By:	<div> Initiative Author</div>	Date:	<div></div>
Reviewed By:	<div></div> Department Manager	Date:	<div></div>
Reviewed By:	<div> Department Director</div>	Date:	<div>Mar 29 / 18</div>
Reviewed By:	<div> Corporate Planner</div>	Date:	<div>April 3 / 18</div>

Timing: To be considered the completed budget initiative forms must be submitted according to timelines and instructions provided by the Chief Financial Office.

Submission: Forward the approved and signed document to the Corporate Business Planner.