



2024 Draft Operating Budget

SPECIAL COUNCIL MEETING

NOVEMBER 14 & 16 & 23, 2023

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OUR MISSION:

BUILDING A SAFE, BEAUTIFUL AND SUSTAINABLE COMMUNITY

OUR VALUES:

Integrity

- The Town of Redwater approaches governance with transparency, honesty and consideration of community values.

Responsibility

- The Town of Redwater provides high quality, efficient and effective service through commitment to ongoing improvement.

Cooperation

- The Town of Redwater works well with community groups, regional neighbors, and other levels of government.

Community

- The Town of Redwater strives toward having a safe, beautiful and sustainable home fostering a sense of community.

MUNICIPAL SERVICE EQUATION

- Municipalities are in the “quality of life” **business** providing value for taxes, rates, fees and charges.
- Hundreds of critical and quality of life services are delivered each day and are supported by **capital assets**.



2024 BUDGET CHALLENGES/DRIVERS

- Inflation for goods and services continues to be above the Bank of Canada target rate of 2%. For the purposes of this budget we have used a rate of 3.8%
- Policing costs - \$133,000 budgeted for 2024 (same as 2023, no values yet provided for 2025 onwards)
- Aging infrastructure – continued costs of assessments of assets, older assets starting to fail
- Long range reductions from Province for MSI Capital Grant and move to LGFF; future funding strategies within taxation to compensate for reductions coming
- Restructure established in September 2023
- More specific items discussed in divisional slides



FUNDING ASSUMPTIONS INCLUDED IN 2024 BUDGET

GRANTS

- Municipal Sustainability Initiative Operating Grant – confirmed by Province likely to remain at same level for 2023 (the doubled amount)- allocated towards Fire, Disaster Services & Administration
- FCSS grants remain at current level
- Federal Summer Jobs – included for seasonal positions in Public Works, Parks & Summer Programs

FORTIS FRANCHISE FEE / UTILITIES

- Allocated to offset Pembina Place Debenture and balance to offset increasing Police expenses from Province & Sewer liners project reserves – no increase currently included in budget, remains at 10%
- Utility Rate Bylaw restructure for Utility Infrastructure Reinvestment Rider on water consumption
- No other increases currently included on other Town controlled Utility Rates

2024 ASSET MANAGEMENT STRATEGIES

- \$1,550 for reserve for future replacement of fire equipment
- \$90,000 asset management strategy fund from taxes, ongoing long-term goal as Provincial grants are annually being reduced
- \$246,805 utility capital investment collected from monthly utility bills, included “dividend” to municipality from garbage rate restructure
- \$100,000 from ongoing Recreation agreement (\$50,000 County/\$50,000 Town)
- \$35,000 reserve transfer for technology reserve initiatives
- \$7,560 reserve transfer from Business Licence sales for Downtown Revitalization Initiatives





2024

- Budgeted Operating Revenue:
\$9,044,320
- Budgeted Operating Expenses:
\$9,044,320
- **Municipal Taxation : \$3,537,246**

2023

- Budgeted Operating Revenue:
\$9,277,420
- Budgeted Operating Expenses:
\$9,277,420
- Municipal Taxation: \$3,357,246

\$185,924 (5.55%) Increase over 2023 budget

REDWATER BUDGET INCREASES



2024 ESTIMATED MUNICIPAL TAX DOLLAR

COMPARISON OF VALUE FOR AVERAGE 2023 ASSESSMENT \$208,570

Municipal Services \$182/month
(compared to \$173/month in 2023)

- Arena & Curling Facilities
- Bylaw Services
- Community Beautification
- Community Cultural Centre
- Community & Family Programs
- Economic Development & Promotion
- Emergency & Disaster Recovery
- Family & Community Support Services
- Fire Response & Prevention
- Museum & Library Facilities
- Pool, Parks & Recreation Facilities
- Road & Sidewalk Maintenance
- Street Lights
- Street Sweeping and Snow Removal



In Comparison - Other Services
Monthly (Statistics Canada 2021
* most recent data)

- Transportation \$841
- Food purchased from stores \$672
- Recreation \$352
- Clothing & accessories \$192
- Health care \$231
- Restaurants \$182
- Communications \$250
- Alcoholic beverages & tobacco products \$150
- Education \$150

Monthly tax increase for average ratepayer \$9/month

TAX REBATE

2022 – ELIGIBILITY

- Eligible Residential Assessment: \$0

2023 – ELIGIBILITY

- Eligible Residential Assessment: \$0

2024 – PROJECTED ELIGIBILITY

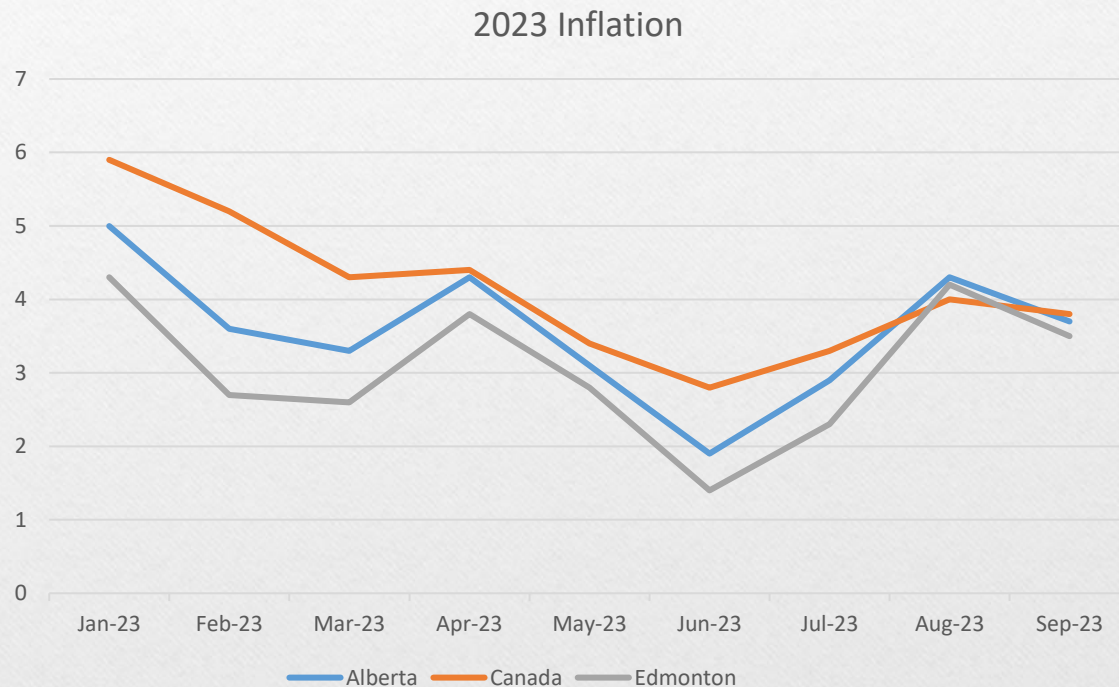
- Projected Eligible Residential Assessment: \$ 450,000 - \$500,000
 - Total Municipal Rebate Eligible: \$4,721 - \$5,245



INFLATION

Economic Data from January to September of 2023 Shows Inflation As:

- Edmonton 3.5%
- Alberta 3.7%
- Canada 3.8%



COST OF LIVING COMPARABLES

	2024 Budget	2023	2022
Redwater Staff	3%	4%	4%
Redwater Council	3%	0%	0%
Bon Accord	2.5%	1.5%	1.5%
Gibbons	3%	3.5%	3.5%
Legal	3%	2.5%	3%
Morinville	2.25%	1.5%	0%
Sturgeon	1.5%*	3.3%	0.75%

* Using AWE instead of CPI

WAGES & CONTRIBUTIONS

FOR 2024, PROJECTED WAGES WILL REPRESENT 25.7% OF TOTAL OPERATING EXPENSES, AN INCREASE FROM 24.6% 2023 BUDGET.

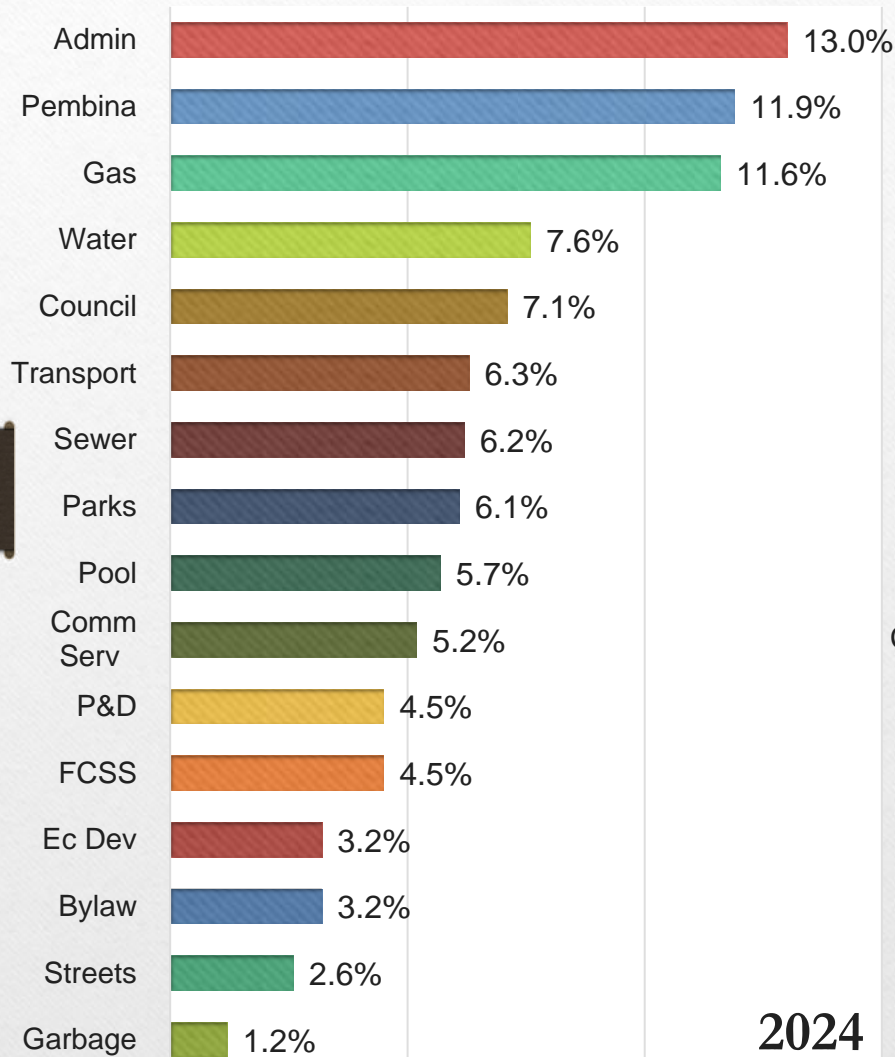
- Projected total wages: \$2,327,893
- 2023 Budgeted Wages:
 - Original budget: \$2,278,475— increase of \$49,418
- Structural changes in 2024:
 - Consolidation of General Manager of Community & Protective Services and Operations & Engineering positions to General Manager of Operations
 - Addition of two new positions: full time Labourer in Public Works, and 0.6FTE Operations Assistant
- With current inflation around 3.8%, the following is included in the budget:
 - Employee Cost of living adjustment of 3%
 - Employee compensation adjustments related to service excellence
 - Council Cost of living adjustment of 3%

WAGES & CONTRIBUTIONS

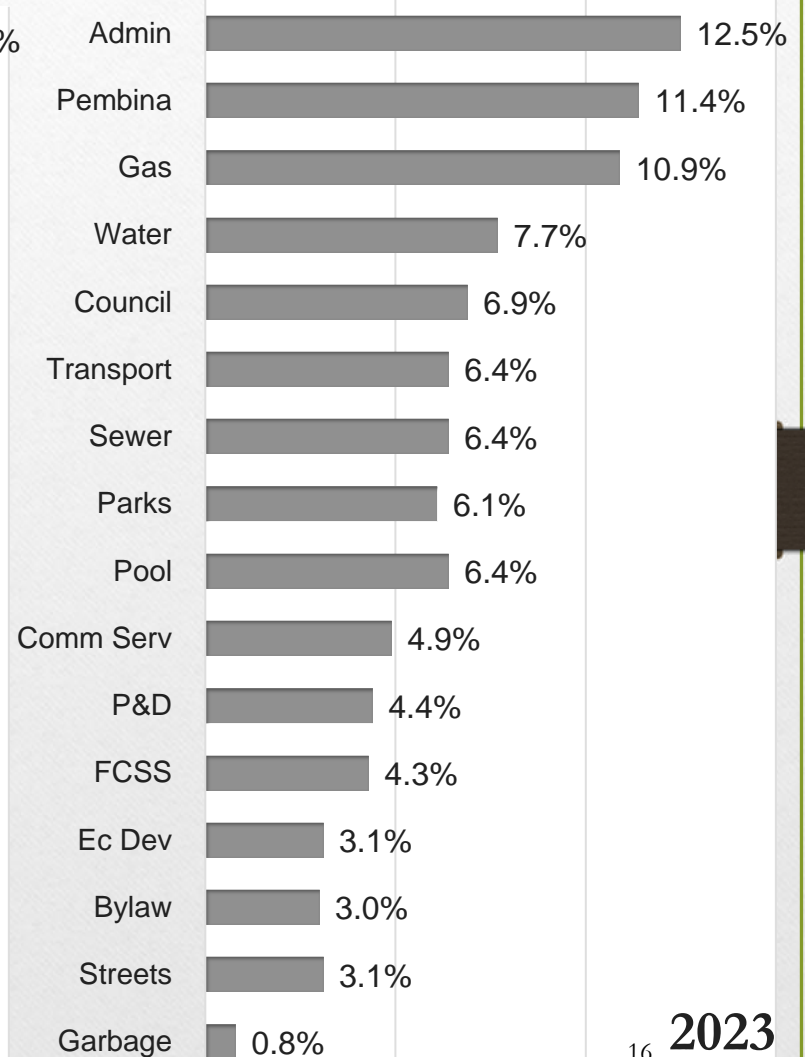
FOR 2024, PROJECTED CONTRIBUTIONS WILL REPRESENT 5.9% OF TOTAL OPERATING EXPENSES, WHICH IS ON PAR WITH THE CONTRIBUTIONS AS A % OF TOTAL OPERATING EXPENSES IN 2023.

- Projected contributions : \$532,716
 - 2023 Budgeted Contributions:
 - Original budget: \$543,887 – decrease of \$11,171
 - Projected contribution changes include:
 - Restructure from three General Managers to two.
 - Cost of living adjustments and staff merit increases budgeted for 2024
 - Health benefit rate adjustments based on historical changes
 - Dental from \$122.50 to \$128.62(family) – 2% (average)
 - Health from \$310.15 to \$325.66(family) – 3% (average)
 - EAP –no change
 - Life – 5% reduction
 - LAPP rate Above YMPE changed for 2023:
 - Below YMPE 8.45%
 - Above YMPE 11.65%, reduced from 12.23%
 - *YMPE – Yearly Maximum Pensionable Earnings*

WAGES & CONTRIBUTIONS



2024



16 2023

OVERHEADS

- Projected insurance premiums are \$177,041
 - Budgeted 2023 premiums were \$146,682, 2023 Actual premiums totaled \$160,983
- Projected power charges are \$405,667 (street lights account for 39.4% of this)
 - Budgeted 2023 power charges were \$362,978, major increase due to increase in delivery charges compared to the prior year.
- Projected Town gas, water, and sewer are \$95,767
 - 2023 budgeted figures were \$110,554, significant portion of the decrease due to a decrease in the projected gas prices for the upcoming year.
- Projected WCB premiums are \$40,628
 - 2023 Budgeted costs were \$39,881, increase primarily driven by industry standard rate increase from \$1.77/\$100 to \$2.02/\$100
- Projected costs for land lines, cell phones, internet access, garbage & recycling is \$36,916
 - 2023 Budgeted costs were \$35,171
- Projected costs for postage, copying & equipment lease is \$48,451
 - 2023 Budgeted costs were \$49,431

UTILITY RATE ANALYSIS

- Note: all departments operating at or greater than cost recovery basis – best practice
- Introduction of Utility Infrastructure Reinvestment Rider on water consumption
- Water Service Charges
 - Variable – \$1.45/m³
 - Fixed & UCI - \$16/mo (increased in 2023)
- Sewer Service Charges
 - Variable – 45% of water charge
 - Fixed & UCI - \$16/mo (increased in 2023)
- Garbage Service Charges
 - Fixed & UCI - \$8/mo
 - Organics continuing to be picked up once per month in winter months
- Gas Service Charges
 - Variable – \$2.15/GJ
 - Fixed & UCI - \$19 res/\$38 commercial (increased in 2023)

Utility Rate Analysis - Included in 2024 Budget	Water	Sewer inc. lagoon	Garbage	Gas	Total
Projected Purchases - units	206,643			234,505	
Projected Sales - units	188,048	@45%		227,619	
Variable Rate - purchase	\$ 1.8233				
Variable rate - markup	\$ 1.45			\$ 2.15	
<i>Utility Infrastructure Reinvestment Rider Rate</i>	0.2				
Sales	615,536	257,602		1,236,624	2,109,761
<i>Utility Infrastructure Reinvestment Rider</i>	37,610				37,610
Bulk Sales	53,209	0			53,209
Purchases	376,772			770,070	1,146,842
Construction Water	800				800
Operating Margin	330,382	257,602	-	466,554	1,054,538
Monthly Fixed Charges	202,944	200,640	86,400	255,360	745,344
Garbage Charges			132,033		132,033
Recycling Charges			31,716		31,716
Connection Fees	6,000			6,000	12,000
Penalties	9,970			14,500	24,470
Other Revenue	2,000	39,885	6,175	24,800	72,860
Other Revenue	220,914	240,525	256,324	300,660	1,018,423
Total Operating Revenue	551,296	498,127	256,324	767,214	2,072,961
Total Administrative Operating Costs	374,455	343,365	51,980	463,035	1,232,835
Total System Operating Costs	68,783	51,883	142,018	67,563	330,247
Expenses	443,238	395,248	193,998	530,598	1,563,082
Transfer to Reserves	44,394	75,305	80,066	47,040	246,805
<i>Utility Infrastructure Reinvestment Rider</i>	37,610				37,610
NET PROFIT/(DEFICIT)	26,055	27,574	(17,740)	189,576	225,464

CURRENT UTILITY COMPARISONS – WATER/SEWER

	Redwater	Bon Accord	Gibbons	Thorhild	Smoky Lake	Morinville	
Water						@ Service Capacity	
Monthly Service Charge - Residential	16	11	27.55	24	25	5/8"	22.12
Monthly Service Charge - Commercial	16	16	32.55	24	@Meter Size	3/4"	31.87
					5/8" - \$78	1"	56.66
					3/4" - \$100	1 1/2"	127.48
	(Included in MSC)					2"	226.62
Capital Rate Rider - (\$/month)	3.50	0.5		\$4.00		3"	509.93
Commodity price per m³:	3.06	3.30	1.74	3.03	5	2.90	
Sewer						@ Service Capacity	
Monthly Service Charge - Residential	16	11	23.66	14	20	5/8"	21.24
Monthly Service Charge - Commercial	16	16	44.46	25	29	3/4"	30.58
						1"	54.38
	(Included in MSC)					1 1/2"	122.39
Capital Rate Rider - (\$/month)	3					2"	217.55
						3"	489.39
"Commodity" price (per m³ of water):	1.6100	3.03	1.74	1.09	5.00	1.56	
Comm/Ind	1.6100	2.98	1.74	1.09			
	45% of water consumed	100% of water consumed	100% of water consumed	50% of water consumed			

CURRENT UTILITY COMPARISONS – GARBAGE/GAS

Garbage, Recycling, & Org.				(Gar only)	(Gar only)		
Monthly Service Charge - Residential	23.25	13.49	20.31	12.29	31.50	21.50	
	(Included in MSC)						
Capital Rate Rider - (\$/month)	1						
	Redwater	Coronado	Thorhild	Smoky Lake		APEX	ATCO North
Gas							
Monthly Service Charge - standard meter	19	28	27	25		52.6	56.54
Monthly Service Charge - over 425 meter	38	-	-	60			
Commodity Price per GJ:							
Wholesale	3.24	3.24	3.24	3.24		3.6	2.22
Gas Loss Surcharge							
Variable Reserve Rider	2.15		2.01	1.94			1.15
Total \$/GJ (excluding purchase price)	5.39	3.24	5.25	5.18		3.600	3.370
	(Included in MSC)						
Capital Rate Rider - (\$/month)	2.50		4.00				

FORTIS FRANCHISE FEE

- Prior year increase from 8% to 10%, no increase included in current budget
- Based on the Fortis calculator, this results in increased revenue of \$43,068

2023 Current Franchise Fee		10.00%
Franchise Fee Cap		20%
2023 Estimated Revenue		\$ 196,572
2024 Estimated Franchise Fee Revenue if your Franchise Fee remains the same		\$ 239,640
Franchise Fee Calculator Changes:		
Yellow area is to calculate different franchise fee.		
2024 Estimated Franchise Percentage		10.00%
2024 Estimated Franchise Fee Revenue if your Percentage is changed		\$ 239,640
Difference in Franchise Fees Collected from 2023 to 2024 with Estimated D&T Rate Changes.		
		\$ 43,068

FORTIS FRANCHISE FEE

- Based on the Fortis calculator, the estimated residential bill impact is approximately \$5.42/month

- Other regional comparators:

- Bon Accord – 19%
- Bruderheim – 2%
- Gibbons – 10%
- Lamont – 7.5%
- Legal – 15%
- Morinville – 20%
- Westlock – 14.75%

Existing (Current) Typical Residential Customer Monthly Costs

Rate 11 (Effective Jan.1, 2023) Distribution Tariff Estimated Rate Filing) Based on Current 10% Franchise Fee

Delivery Service Charge

All kWh Delivered	\$	0.071260	640 kWh	\$45.61
Basic Daily Charge	\$	0.85296	30 Days	\$25.59
				\$71.20

Current Franchise Fee		10.00%	\$7.12
	GST	5.0%	\$3.92
			\$82.23

Current Annual Franchise Fee Costs: $\$7.12 \times 12 = \85.43

Proposed Residential Customer Monthly Costs

Rate 11 (Estimated January 2024 Estimated Distribution Tariff) Based on NEW 10% Franchise Fee

Delivery Service Charge

All kWh Delivered*	\$	0.075200	640 kWh	\$48.13
Basic Daily Charge*	\$	0.92540	30 Days	\$27.76
				\$75.89

Estimated Proposed Franchise Fee		10.00%	\$7.59
	GST	5.0%	\$4.17
			\$87.65

Proposed Annual Franchise Fee Cost: $\$7.59 \times 12 = \91.06

*** Includes estimated Rate changes.**

COUNCIL DIVISION

CHALLENGES AND MAJOR CHANGES

- **Inflation**
- Inflation continues to be above the bank of Canada target rate of 2% This years inflation is 3.8 % as of the latest reporting in August 2023
- **Intergovernmental Affairs**
- Council continues to work with regional partners to develop regional initiatives and strengthen existing partnerships
- **Development and Growth**
- Finalizing the new LUB to further enhance our business and development community ensuring development processes are not overly bureaucratic
- **Long Term Sustainability**
- Building funding strategies to ensure infrastructure renewal is timely and sustainable.
- Addition of Council public relations budget for \$3,500 (7 Councillors \$500 each)
- Addition of FCM expenses to fund 7 Councillors attending as the FCM is in Calgary in 2024
- Includes a 3% increase in Councillor remuneration \$4,712

OPPORTUNITIES

- **Residential Growth**
- We have a tremendous opportunity to capitalize on our location becoming an affordable regional hub for residents.
- **Industrial Heartland Growth**
- Capitalizing on recent announcements of growth in the Industrial Heartland; Redwater is optimally located to take advantage of this industrial activity.
- **Alberta Municipalities Involvement**
- Taking every opportunity to involve both Council, and where appropriate Administration, on provincial boards and committees.
- **Capitalize on New and Enhanced Tech Infrastructure**
- New Technologies (wireless & fibre optic) are required for the sustained growth of the Industrial Heartland



COUNCIL DIVISION

	Budget Operating 2024	Final Budget Operating 2023	Variance \$	Note
Revenue:				
TAXATION (EXCLUDING REQUISITIONS)	\$ -	\$ -	\$ -	
USER FEES	\$ -	\$ -	\$ -	
RESERVE TRANSFER	\$ -	\$ 1,023	\$ (1,023)	
GRANTS	\$ -	\$ -	\$ -	
Total Revenue	\$ -	\$ 1,023.00	\$ (1,023.00)	

Expenses:

TAXATION (REBATES & CONTINGENCY)	\$ -	\$ -	\$ -	
STAFFING - WAGES & CONTRIBUTIONS	\$ 222,811	\$ 219,569	\$ 3,242	1
STAFFING COSTS - TRAINING & OTHER	\$ 50,175	\$ 29,150	\$ 21,025	2
PROFESSIONAL FEES	\$ 1,035	\$ 1,070	\$ (35)	
LEASES	\$ 1,220	\$ 3,118	\$ (1,898)	3
INSURANCE	\$ 4,997	\$ 4,560	\$ 437	
GOODS & SUPPLIES	\$ 13,640	\$ 10,020	\$ 3,620	4
POSTAGE & COPIES	\$ 1,202	\$ 3,198	\$ (1,996)	5
REPAIRS & MAINTENANCE	\$ -	\$ -	\$ -	
VEHICLE EXPENSE	\$ -	\$ -	\$ -	
UTILITIES	\$ 596	\$ 567	\$ 29	
OTHER - FINANCE CHARGES / DEBENTURES	\$ -	\$ -	\$ -	
OTHER - PROGRAMS / EVENTS	\$ 9,200	\$ 6,573	\$ 2,627	6
OTHER - UTILITY SUPPLY PURCHASE	\$ -	\$ -	\$ -	
OTHER - LIBRARY GRANT & OTHER COMMUNITY GRANTS	\$ -	\$ -	\$ -	
RESERVE TRANSFERS	\$ -	\$ -	\$ -	
AMORTIZATION	\$ -	\$ -	\$ -	
Total Expenses	\$ 304,876	\$ 277,825	\$ 27,051	



CORPORATE SERVICES DIVISION

FINANCIAL SERVICES

INFORMATION & TECHNOLOGY

HUMAN RESOURCES

LEGISLATIVE AND LEGAL SERVICES

RECORDS MANAGEMENT

CORPORATE PLANNING

CORPORATE SERVICES DIVISION

DIVISION CHALLENGES

- **Financial Services**
 - Onboarding new staff and adjusting to staff changes within our department
 - Carryover of Questica implementation over budget years
 - Reduced grants provided from Federal/Provincial governments making funding capital projects & initiatives more difficult without affecting taxation
- **Human Resources**
 - Ensuring compliance and keeping pace with changes in legislation
 - Maintaining changing employee records with positional changes
 - Ensuring physical and mental safety of staff
- **Legislative & Legal Services**
 - Maintaining and updating policies and bylaws to ensure current and applicable



CORPORATE SERVICES DIVISION

DIVISION CHALLENGES

- **Records Management**
- The need for accurately assessing and managing risks of new programs being implemented by different departments
- Increased collaboration and communication are needed to improve efficiencies and transparency
- **Taxation & Utilities**
- Ongoing challenge communicating the impact of rising costs of goods and services has on property taxation, and what is required for our municipality to maintain current service levels
- Volatile market effects and higher interest rates putting pressure on residents and business owners to keep current with both tax and utility payments
- Managing cash flows to ensure sustainability
- **Corporate Planning**
- Continue to work on updating Corporate Plan while continuing to move forward with other projects and hitting departmental objectives.



CORPORATE SERVICES DIVISION

OPERATING INITIATIVES

STRATEGIC ALIGNMENT – SERVICE EXCELLENCE

- Value added technology for consulting services for increased efficiency of staff time and reporting
- New Corporate Plan to follow 2022-2031 Strategic Plan
- Focus on Mental Health supports for staff, transition of Employment Policy to Employee Handbook
- Investing in professional development for Council and staff to maintain service excellence
- Continued staff surveys to assess staff morale to ensure staff retention
- Keep information technology current

STRATEGIC ALIGNMENT – ENGAGEMENT & COMMUNICATION

- Increased communication and public engagement opportunities and events
- Ensure transparent and understandable reporting for the public
- Council expenses posted quarterly on website
- Linking communication and projects to Strategic Plan
- Continued public engagement on key bylaw updates

CORPORATE SERVICES DIVISION

OPERATING INITIATIVES

STRATEGIC ALIGNMENT – DESTINATION OF CHOICE & AFFORDABLE COMMUNITY

- Council planning session 2024; deep dive into long term capital plans and future sustainability with aging infrastructure – core and recreational
- Long term planning for future recreation including pool
- Support for contract renewals to ensure cost and service effective
- Maintain and support current contracts to ensure service excellence
- Consistent review of policies and bylaws to ensure meeting needs of community

STRATEGIC ALIGNMENT – ECONOMIC & SUCCESSFUL GROWTH

- Timely financial forecasting
- Ensuring investment interest maximized to full potential
- Cutting red tape for resident and business attraction
- Business community engagement and partnerships



CORPORATE SERVICES DIVISION CAPITAL INITIATIVES

- Server replacement in coming years to ensure integrity of data systems
- Upgrade cameras in and around Town Office to increase security
- Ensuring capital budget and long-term financial plans meet legislated requirements as well as residents needs and funding



CORPORATE SERVICES DIVISION

	Budget Operating 2024	Final Budget Operating 2023	Variance \$	Note
Revenue:				
TAXATION (EXCLUDING REQUISITIONS)	\$ 3,537,246	\$ 3,278,332	\$ 258,914	
USER FEES	\$ 341,714	\$ 282,214	\$ 59,500	1
RESERVE TRANSFER	\$ -	\$ 118,835	\$ (118,835)	
GRANTS	\$ 28,129	\$ -	\$ 28,129	2
Total Revenue	\$ 3,907,089	\$ 3,679,381	\$ 227,708	

Expenses:

TAXATION (REBATES & CONTINGENCY)	\$ 5,000	\$ (73,000)	\$ 78,000	3
STAFFING - WAGES & CONTRIBUTIONS	\$ 395,248	\$ 377,975	\$ 17,273	4
STAFFING COSTS - TRAINING & OTHER	\$ 40,025	\$ 41,390	\$ (1,365)	
PROFESSIONAL FEES	\$ 225,555	\$ 294,205	\$ (68,650)	5
LEASES	\$ 4,240	\$ 4,418	\$ (178)	
INSURANCE	\$ 16,284	\$ 13,485	\$ 2,799	
GOODS & SUPPLIES	\$ 27,080	\$ 33,357	\$ (6,277)	6
POSTAGE & COPIES	\$ 4,917	\$ 5,018	\$ (101)	
REPAIRS & MAINTENANCE	\$ 31,540	\$ 30,040	\$ 1,500	
VEHICLE EXPENSE	\$ -	\$ -	\$ -	
UTILITIES	\$ 15,022	\$ 16,417	\$ (1,395)	
OTHER - FINANCE CHARGES / DEBENTURES	\$ 8,130	\$ 7,030	\$ 1,100	
OTHER - PROGRAMS / EVENTS	\$ -	\$ -	\$ -	
OTHER - UTILITY SUPPLY PURCHASE	\$ -	\$ -	\$ -	
OTHER - LIBRARY GRANT & OTHER COMMUNITY GRANTS	\$ -	\$ -	\$ -	
RESERVE TRANSFERS	\$ 35,000	\$ -	\$ 35,000	7
AMORTIZATION	\$ 27,101	\$ 24,865	\$ 2,236	
Total Expenses	\$ 835,142	\$ 775,200	\$ 59,942	

COMMUNITY & PROTECTIVE SERVICES DIVISION



FAMILY AND COMMUNITY SERVICES

RECREATION SERVICES AND EVENTS

PROTECTIVE SERVICES LIAISON – FIRE & POLICE

BYLAW SERVICES

PARKS AND OPEN SPACE SERVICES

CULTURE SERVICES LIAISON– LIBRARY & MUSEUM

CEMETERY

COMMUNITY & PROTECTIVE SERVICES DIVISION

DIVISION CHALLENGES

- **Family & Community Services**
- Winter wear campaign and tools for schools, provided and supported by United Way have seen a significant drop in availability of goods for both programs. With growing demand for both programs this will be an item for discussion sooner than later.
- Growing socio-economic issues are seeing a higher demand for crisis related issues.
- **Recreation Services & Events**
- Prioritizing and reviewing programs and services while maintaining service levels and community expectations
- Researching grant and funding opportunities to relieve the financial burden of our tax paying residents

COMMUNITY & PROTECTIVE SERVICES DIVISION

DIVISION CHALLENGES

- **Parks & Open Space Services**
- Growing vandalism within the community
- Parks plan- prioritizing capital and maintenance needs for community playgrounds
- **Culture Services Liaison – Library & Museum**
- Storage and space are an issue at the museum and something that may require a solution in the future
- Aging volunteer base continues to be a challenge
- Funding for programs and grant availability
- Additional information to come from Library during their presentation which is tentatively scheduled for November 21



COMMUNITY & PROTECTIVE SERVICES DIVISION

DIVISION CHALLENGES

- **Protective Services Liaison – Fire & RCMP**
- Aging infrastructure in relation to the shop bay drains
- Day time calls – availability of personnel due to work responsibilities
- **Bylaw Services**
- Bylaw officer-Continued learning, onboarding and community relations
- Finding accommodation for dogs beyond the 72-hour shelter requirements of our pound



COMMUNITY & PROTECTIVE SERVICES DIVISION

OPERATING INITIATIVES

STRATEGIC ALIGNMENT – SERVICE EXCELLENCE

- Ongoing ODR maintenance and improvements
- MAMP- Asset management condition assessments
- Bylaw induction program
- Perfect Minds implementation to streamline processes
- Grant and funding opportunities

STRATEGIC ALIGNMENT – ENGAGEMENT & COMMUNICATION

- Bylaw strategies focusing on community and event involvement
- Ongoing bylaw and policy reviews in conjunction with public hearings

COMMUNITY & PROTECTIVE SERVICES DIVISION

OPERATING INITIATIVES

STRATEGIC ALIGNMENT – DESTINATION OF CHOICE & AFFORDABLE COMMUNITY

- Reviews of CS and FCSS programs and services, with a focus on partnerships to fill growing gaps in programs such as tools for schools
- Fees and rates comparisons in relation to Towns cohort comparison group

STRATEGIC ALIGNMENT – ECONOMIC & SUCCESSFUL GROWTH

- Continued attendance at expos and trade shows to showcase Redwater services and offerings
- Review of CS and FCSS programs, events and service levels, with a focus on utilization, attendance providing insight for changes and growth opportunities



COMMUNITY & PROTECTIVE SERVICES DIVISION

CAPITAL INITIATIVES

- Pembina Lobby fixed furnishings – CFEP grant dependent
- Pembina Arena Seating – CFEP grant dependent



COMMUNITY & PROTECTIVE SERVICES DIVISION

	Budget Operating 2024	Final Budget Operating 2023	Variance \$	Note
Revenue:				
TAXATION (EXCLUDING REQUISITIONS)	\$ -	\$ -	\$ -	
USER FEES	\$ 487,831	\$ 443,581	\$ 44,250	1
RESERVE TRANSFER	\$ 10,800	\$ 10,830	\$ (30)	2
GRANTS	\$ 491,046	\$ 475,573	\$ 15,473	3
Total Revenue	\$ 989,677	\$ 929,984	\$ 59,693	

Expenses:

TAXATION (REBATES & CONTINGENCY)	\$ -	\$ -	\$ -	
STAFFING - WAGES & CONTRIBUTIONS	\$ 1,105,301	\$ 1,093,971	\$ 11,330	4
STAFFING COSTS - TRAINING & OTHER	\$ 48,835	\$ 50,640	\$ (1,805)	
PROFESSIONAL FEES	\$ 337,500	\$ 322,047	\$ 15,453	5
LEASES	\$ 3,512	\$ 3,570	\$ (58)	
INSURANCE	\$ 110,174	\$ 93,172	\$ 17,002	6
GOODS & SUPPLIES	\$ 116,585	\$ 86,835	\$ 29,750	7
POSTAGE & COPIES	\$ 3,231	\$ 3,216	\$ 15	
REPAIRS & MAINTENANCE	\$ 142,660	\$ 117,800	\$ 24,860	8
VEHICLE EXPENSE	\$ 23,200	\$ 19,200	\$ 4,000	9
UTILITIES	\$ 227,803	\$ 217,111	\$ 10,692	10
OTHER - FINANCE CHARGES / DEBENTURES	\$ 397,387	\$ 397,314	\$ 73	
OTHER - PROGRAMS / EVENTS	\$ 82,760	\$ 83,917	\$ (1,157)	
OTHER - UTILITY SUPPLY PURCHASE	\$ -	\$ -	\$ -	
OTHER - LIBRARY GRANT & OTHER COMMUNITY GRANTS	\$ 76,620	\$ 74,386	\$ 2,234	11
RESERVE TRANSFERS	\$ 111,950	\$ 115,450	\$ (3,500)	
AMORTIZATION	\$ 406,376	\$ 403,154	\$ 3,222	
Total Expenses	\$ 3,193,894	\$ 3,081,783	\$ 112,111	

Balance	\$ (2,204,217.00)	\$ (2,151,799.00)	\$ (52,418.00)	
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COMMUNITY & PROTECTIVE SERVICES DIVISION

Note	Comments
1	Golf tournament moved from Ec Dev to Pembina, increase ice rentals
2	ODR funding reserve and replacement of trees/shrubs (Arboretum)
3	Forecasted inflation on grants to be received
4	Reduction of GM and restructure, addition of Operations Assistant (0.6FTE)
5	Golf tournament expenses, moved from Ec Dev less reduction in advertising
6	Increase due to forecasted insurance rates
7	Increase in pool chemical costs, promotional items purchase, technology updates for CS
8	Increase in costs to maintain pool, new filters for ventilation system in Fire Hall, Derrick inspection
9	Increased gas prices, higher anticipated maintenance costs for vehicles & equipment
10	Increase in electrical delivery charges
11	Inflationary increase based on council previous direction

OPERATIONS AND ENGINEERING DIVISION



TRANSPORTATION SERVICES

UTILITY SERVICES

OPERATIONS

PLANNING & DEVELOPMENT

CAPITAL PLANNING & CONSTRUCTION

ECONOMIC DEVELOPMENT & TOURSIM

OPERATIONS & ENGINEERING DEPARTMENT

DIVISION CHALLENGES + SIGNIFICANT BUDGET CHANGES

- **Transportation Services**

- Security of the public works shop
- Aging components within the building (work benches, fixtures, furnace rooms) and the building envelope as a whole
- Re-aligning roads resurfacing requirements with linear infrastructure assessments and plans

- **Utility Operations**

- Sewer and water systems are aged and decaying, re-aligning priorities with condition assessments and plans
- Rising costs in relation to parts and services for both water and gas operations

- **Operations**

- Aligning and assessing equipment condition and requirements in relation to service levels and service demands

OPERATIONS & ENGINEERING DEPARTMENT

DIVISION CHALLENGES + SIGNIFICANT BUDGET CHANGES

■ **Planning & Development**

- Addition of a complete MDP rewrite. Cost of \$50,000.
- Implementation of the new Land use Bylaw. Education and community awareness of new requirements and changes. No direct budget impact however will have an effect on staff time and resources.
- Although the Land Use bylaw process went relatively smoothly, government regulations and “red tape” continue to be a lightning rod for public discontent.

■ **Capital Planning & Construction**

- Inflation related increases to parts, components, services and transportation
- Ongoing impacts to supply chain resulting in availability issues or time delays
- Different and often conflicting values and perspectives are frequently involved in resource allocation and influence decisions

■ **Economic Development & Tourism**

- Included funding for “Go East” in the 2024 budget (\$2,600). This funding was eliminated in the 2023 budget.
- 2024 budget contemplates that business license revenue will be a net zero to budget. Revenue of \$5,060
- Council promotional budget has been split from other promotional items at a cost of \$5,000

OPERATIONS & ENGINEERING DEPARTMENT

OPERATING INITIATIVES

STRATEGIC ALIGNMENT – SERVICE EXCELLENCE

- Vehicles and equipment review- wants vs needs – service level demands vs fleet requirements
- Asset management: Aligning and re-aligning master plans and assessments with current replacements and work completed
- Ongoing policy reviews focused on streamlining services and aligning with public expectations
- MDP rewrite to align with New LUB
- Offer personalized pre-planning services as it relates to anticipated development



STRATEGIC ALIGNMENT – ENGAGEMENT & COMMUNICATION

- Improved communication strategy to provide more effective and timely information to our public
- Continued public engagement through Public Works Week activities for the community, working in partnership with the local schools and youth
- Continued successful Public Works week Redwater Food Bank Drive
- Public engagement on learning the new Land Use Bylaw
- Organizing a Community Business Group to ensure business information is relayed to our business community



OPERATIONS & ENGINEERING DEPARTMENT

OPERATING INITIATIVES

STRATEGIC ALIGNMENT – DESTINATION OF CHOICE & AFFORDABLE COMMUNITY

- Preventative water main distribution maintenance and replacement in addition to ongoing consultation with Engineering to ensure continuous safe water supply to the residents with minimal downtime of equipment
- Updating and reviews of master plans and condition assessments to ensure alignment and relevance
- Ongoing sidewalk replacement plan to ensure a safe and walkable community
- Provide natural gas service at the best economical cost that supports the maintenance of the current infrastructure and the planning of future infrastructure

STRATEGIC ALIGNMENT – ECONOMIC & SUCCESSFUL GROWTH

- Reinvesting in Business development through business license programs
- Making “doing business in Redwater easier”
- Partnerships with Redwater Chamber of Commerce
- Regional commercial participation and engagement
- Partnerships with the Redwater Regional Chamber of Commerce Continued public engagement through Economic Development initiatives hosting and attending regional and community events
- Update Business Community data and provide means of timely communication via mail and email

OPERATIONS & ENGINEERING DEPARTMENT

CAPITAL INITIATIVES

- Sewer Liners Project
- Road and Linear Infrastructure Project
- Redwater Bridge Rehabilitation STIP Application
- Salt/Sand Storage Project
- Gas Main Distribution Replacement Program
- Sidewalk Replacement Program
- Water Pumping Station Upgrade



OPERATIONS & ENGINEERING DIVISION

	Budget Operating 2024	Final Budget Operating 2023	Variance \$	Note
Revenue:				
TAXATION (EXCLUDING REQUISITIONS)	\$ -	\$ -	\$ -	
USER FEES	\$ 3,217,754	\$ 3,684,349	\$ (466,595)	1
RESERVE TRANSFER	\$ 12,500	\$ 49,183	\$ (36,683)	2
GRANTS	\$ 6,300	\$ 12,600	\$ (6,300)	
Total Revenue	\$ 3,236,554	\$ 3,746,132	\$ (509,578)	
Expenses:				
TAXATION (REBATES & CONTINGENCY)	\$ -	\$ -	\$ -	
STAFFING - WAGES & CONTRIBUTIONS	\$ 1,315,531	\$ 1,303,681	\$ 11,850	3
STAFFING COSTS - TRAINING & OTHER	\$ 33,169	\$ 29,045	\$ 4,124	4
PROFESSIONAL FEES	\$ 365,720	\$ 337,391	\$ 28,329	5
LEASES	\$ 12,786	\$ 10,770	\$ 2,016	
INSURANCE	\$ 82,568	\$ 72,223	\$ 10,345	6
GOODS & SUPPLIES	\$ 74,405	\$ 69,042	\$ 5,363	7
POSTAGE & COPIES	\$ 17,993	\$ 16,890	\$ 1,103	
REPAIRS & MAINTENANCE	\$ 327,100	\$ 287,650	\$ 39,450	8
VEHICLE EXPENSE	\$ 97,500	\$ 82,500	\$ 15,000	9
UTILITIES	\$ 292,130	\$ 271,201	\$ 20,929	
OTHER - FINANCE CHARGES / DEBENTURES	\$ 94,676	\$ 94,676	\$ -	
OTHER - PROGRAMS / EVENTS	\$ 28,100	\$ 60,300	\$ (32,200)	10
OTHER - UTILITY SUPPLY PURCHASE	\$ 1,146,842	\$ 1,679,969	\$ (533,127)	11
OTHER - LIBRARY GRANT & OTHER COMMUNITY GRANTS	\$ -	\$ -	\$ -	
RESERVE TRANSFERS	\$ 344,365	\$ 299,393	\$ 44,972	12
AMORTIZATION	\$ 941,906	\$ 924,809	\$ 17,097	48
Total Expenses	\$ 5,174,791	\$ 5,539,540	\$ (364,749)	

OPERATIONS & ENGINEERING DEPARTMENT

Note	Comments
1	Golf tournament moved from Ec Dev to Pembina, decrease in gas revenue due to decreased gas prices
2	PY LUB and Offsite Levy Bylaw Reserve Transfer
3	Reduction of GM and restructure, addition of Labourer
4	Inflationary increases for hotel & travel costs, ITRON training, AB Hub conference addition for Ec Dev
5	MDP in Ec Dev less Water Distribution Condition Assessment completed in 2023
6	Increase due to forecasted insurance rates
7	Inflationary increases on goods & supplies purchases
8	PW furnace room up to code, replace grader tires, inflationary increases to street maintenance costs, increased r&m on water main, distribution and valve maintenance
9	Increased gas prices, higher anticipated maintenance costs for vehicles & equipment
10	Golf tournament moved form Ec Dev to Pembina
11	Decrease in gas prices for upcoming year (offset by revenue above)
12	Increased transfer for Streets, Fortis Franchise Fee revenue increased due to full year at 10%, business license revenue transfer



2024

- Budgeted Operating Revenue:
\$9,044,320
- Budgeted Operating Expenses:
\$9,044,320
- **Municipal Taxation : \$3,537,246**

2023

- Budgeted Operating Revenue:
\$9,277,420
- Budgeted Operating Expenses:
\$9,277,420
- Municipal Taxation: \$3,357,246

\$185,924 (5.55%) Increase over 2023 budget



Questions