



2022 Draft Operating Budget

SPECIAL COUNCIL MEETING

NOVEMBER 22-23 & DECEMBER 2, 2021

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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.

Strategic Plan Context

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.

OUR VISION



**COMMUNITY
BEAUTIFICATION**



**COMMUNITY
SUSTAINABILITY**



**CONNECTED
COMMUNITIES**



**ECONOMIC
GROWTH**



**GOOD
GOVERNANCE**



**SERVICE
EXCELLENCE**

The 2022 Budget Equation

The Municipal Operating Equation

Municipal Operations

Core Services
Value Add Services
Asset Maintenance
Special Projects
Reserve Transfers
Debt Servicing

=

Funding

Property Taxes
Reserves
Grants
User Rates
Development Levies
Other Sources

Budget Target: Municipal Resource Needs = Funding Sources

The Municipal Capital Equation

Capital Projects

Annual Projects
Rehab and Replacement
Growth Capital – Direct*
Growth Capital - Indirect
Value added Capital
Strategic Capital

=

Funding**

Operating Budget
Reserves
Grants
User Rates
Development Levies
Other Sources

Budget Target: Project Costs = Funding Sources

*Direct Capital includes Roads and Utility Infrastructure; Indirect includes Facilities, Vehicles and Equipment

** Debt is not a funding source; It is a Financing source that is funded from the above



2022

- Budgeted Operating Revenue:
\$8,495,367
- Budgeted Operating Expenses:
\$8,495,367
- **Municipal Taxation : \$3,189,791**

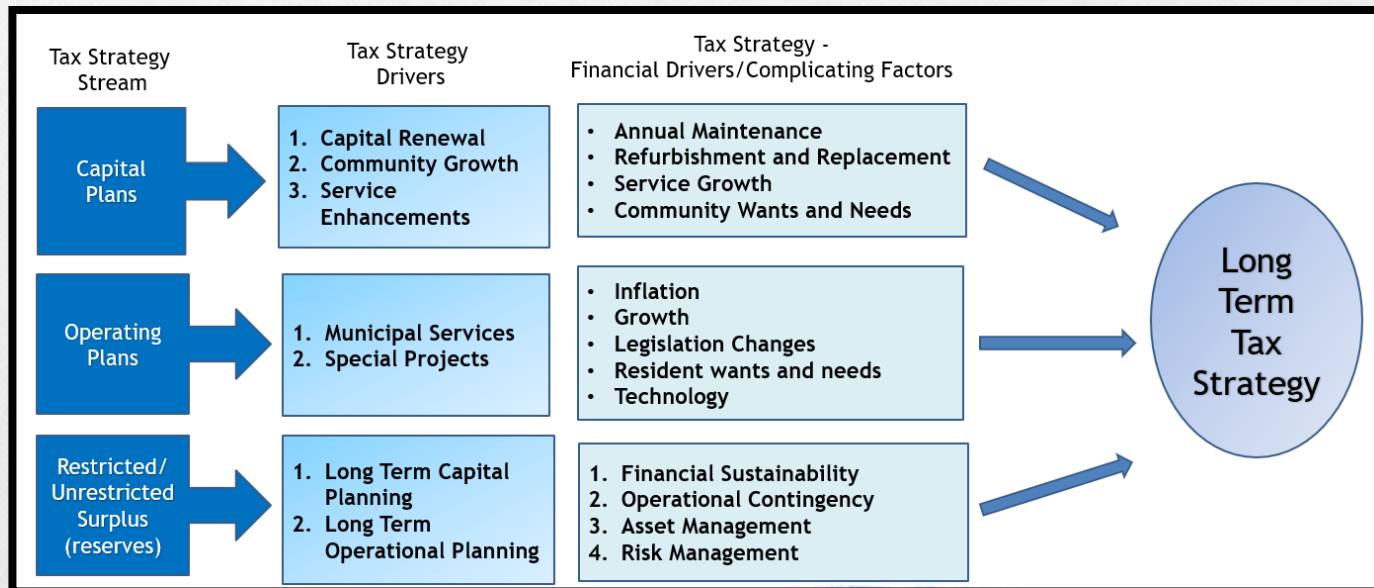
2021

- Budgeted Operating Revenue:
\$8,127,415
- Budgeted Operating Expenses:
\$8,127,415
- Municipal Taxation: \$3,044,698

\$145,093 (4.77%) Increase over 2021 budget

LONG-TERM TAX STRATEGY

- Primary budget factors to be addressed for long-term tax strategy include:
 - Inflation
 - Growth
 - Service level changes
 - Maintenance of infrastructure
- 3 main “streams” for tax strategy:
 - Operating (includes inflation, growth, service level changes
 - Capital plans
 - Reserve replenishment plans



Town of Redwater End Service Outcomes

Protect Residents

Fire services, bylaw, traffic safety measures

Increase Quality of Life

Culture, history, community events.

Ensure Financial Sustainability

Financial policy and controls, long term financial planning, quality reporting

Provide Transportation

Build and maintain roads, sidewalks, trails

Support Community Economics

Local business attraction, economic sustainability planning

Facilitate Planning for the Future

Strategic planning, master plans, long term capital plan, budgeting

Promote Health and Wellness

Fitness facilities, hockey arenas, pools, sports fields, family and individual support

Facilitate Positive Growth

Land use planning, MDP, development negotiations, plan for growth infrastructure, project management

Foster Sustainability

Green initiatives, climate mitigation, long term planning

Create Community Beauty

Cut grass, maintain trees, weed control, maintain infrastructure, public art

Provide Transparency

Effective and timely reporting and communication

Protect Community Assets

Asset management, long-term capital planning and infrastructure maintenance

Municipal Tax Dollar Value

"A Comparative View"

What does \$164/month get you?

Compared to?

Average Residential Property in
the Town of Redwater = \$194,200



\$194,200 = \$1,968 (\$164 per month)

4.77% tax dollar increase = \$84 year, \$7 month

Municipal Services

- Snow removal
- Fire safety
- Playgrounds
- Traffic safety
- Ball diamonds
- Safe roads
- Sidewalks
- Infrastructure maintenance
- Community events
- Recreation programming
- Family support
- Animal control
- Path/trails
- Hockey / skating rinks
- Counselling services
- Grass cutting
- Swimming pools
- Pest/weed control

Monthly Cable + Internet

or

Fancy Dinner for 2

or

Heating + Power Bill

or

Cell Phone Bill for 2

or

Monthly Insurance

or

Family Movie Night

VS

BUDGET HIGHLIGHTS

- **This budget was developed in the context of:**
 1. Respect for residential and business taxpayers and their financial challenges.
 2. Consideration of municipal environmental factors (inflation, service challenges, economic pressure, pandemic impacts)
 3. Council's vision. All recommendations were made in the context of the strategic plan.
 4. Immediate service improvements. i.e. service first (with a smile), recreation field house, snow clearing enhancements (capital edition).
 5. Long term service improvements. Asset management funding, organizational restructure, inhouse development expertise, corporate planning (vision actions).
 6. Long term tax strategy. Operations, Capital, Reserves. Actions taken to ensure long-term financial sustainability.
 7. Asset management. This budget maintains our critical infrastructure through best practice capital planning and strategic funding.

Council Budget Questions

Does council have any concern with the following budget strategies?

1. Reserve transfer increases for future infrastructure sustainability at the budgeted levels?
2. The strategy to establish an operating to capital transfer plan as presented?
3. Long-term tax strategy as presented? (operating, capital and reserves)
4. Fortis franchise fee increases?
5. Business license fee charges?
6. Service level maintenance and certain enhancements?

Council Budget Questions

Does council endorse:

1. A tax dollar increase of 4.77%? (\$7.00 increase per month)
2. Utility variable rate increase? (\$2.00 increase per month)
3. Refuse rate reduction? (-\$5.26 reduction per month)