



**STRATEGIC
PLAN**
2022-2031



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TOWN OF REDWATER STRATEGIC PLAN

OFFERING THE QUIETNESS AND COMFORTS OF RURAL LIFE, THE TOWN OF REDWATER WELCOMES ALL TO THEIR COMMUNITY.

Situated 35 minutes outside Edmonton and Fort Saskatchewan, the Town of Redwater is an outdoor enthusiast's dream. The municipality is located only a few minutes from the welcoming Redwater Recreational Provincial Area, hosting more than 100 kilometers of hiking trails and Sturgeon County's largest sand dunes, beckoning residents and tourists alike to get outdoors.

Established in 1906 as a farming community, Redwater has a rich history that celebrates its heritage of Ukrainian, British, and French settlers. Designated as a town in 1950 after a population boom with the discovery of oil, Redwater's oil field is one of Canada's largest and is celebrated every August during Redwater's Discovery Days. With over 120+ businesses, the Town of Redwater continues to grow, with its residents enjoying local amenities, including K-12 schools, an RCMP detachment, emergency and medical services, and various recreational centres for the indoor and outdoor adventurer.

With a variety of community events and foundations, residents are the pride and joy of the Town, enjoying the comforts of country life while being so close to the city.



DEPARTMENTS:

- **OFFICE OF THE CAO**
 - Economic Development
- **COMMUNITY & PROTECTIVE SERVICES**
 - By-law Services
 - Community Services
 - Parks & Facilities
- **CORPORATE SERVICES**
 - Finance • IT
 - Human Resources
- **OPERATIONS & ENGINEERING**
 - Public Works
 - Planning & Development





FORWARD

Council's Message

Redwater's Town Council presents its Strategic Plan for 2022-2031, with a goal to create a sustainable future for our community. The Town of Redwater continues to thrive, offering a high quality of life in its rural setting with modern amenities, programs, and services that are available with urban living. The following Strategic Plan offers to enhance our current goals while focusing on areas of development that will ensure our future.

Our vision, which is highlighted throughout this strategic plan, acts as a guideline for our Council, enabling us to create a well-rounded action plan that we can follow through on with the help of our community. We wish to foster economic growth, enhance our communication with our residents, provide excellent service, and continue to establish

our community as a destination of choice while maintaining the affordability of a small-town life.

Our next step is to consider action plans in the pursuit of our four priority focus areas:

- **SUCCESSFUL ECONOMIC GROWTH**
- **ENGAGEMENT AND COMMUNICATION**
- **SERVICE EXCELLENCE**
- **DESTINATION OF CHOICE AND AFFORDABLE COMMUNITY**

We are immensely proud as your Council to be delivering this Town of Redwater Strategic Plan 2022-2031 to you, the residents of Redwater.



THE BLOOM MUNICIPAL SCAN REDWATER OPPORTUNITIES

EXTERNAL FACTORS

- Rising oil prices
- Economic growth
- Rising inflation
- Increased immigration providing economic development opportunity
- Federal financial policy

POPULATION

- 18-35 is peak demographic for Redwater
- People are leaving to start careers creating an exodus of youth (18-25)
- We are more than a bedroom community - we have all amenities that both attract and retain residents
- Working on improving internet capabilities (Internet café)

SOCIAL NEEDS AND ISSUES

- Although crime rates appear to have reduced we need to be diligent in addressing the root causes of crime in the community.

CAPITAL GROWTH/MAINTENANCE

- Possibilities for infrastructure investment to attract growth
- Library expansion needed

COMMUNITY EXPECTATIONS

- Overall, high level of resident satisfaction
- Focused on common sense service delivery
- Tax increases are supported with strong justifications as well as clear and reasonable future planning
- Promote the importance of taxes through a thorough communication strategy
- We have strong tax elasticity
- Our utility rates are competitive and affordable

OPERATING GROWTH/INFLATION

- Infrastructure replacements and improvement costs are rising
- Increases in fuel costs
- Maintain a competitive edge with wages, training, healthy work environment, etc. to be an attractive employer



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 neighbours, and other levels of government.

COMMUNITY

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



PRIORITY FOCUS AREAS

COUNCIL IDENTIFIED FOUR PRIORITY FOCUS AREAS FOR THE TOWN OF REDWATER.

Council and Administration will work together to support projects and specific funding allocations that align with the Town of Redwater's desire to strive for economic growth, develop a clear and transparent communication strategy, provide excellent service, and promote Redwater as an affordable destination of choice for residents, businesses, and tourists.





GOAL STATEMENT

WE WILL DEVELOP STRATEGIC ECONOMIC GROWTH POLICY THAT SUPPORTS CURRENT RESIDENTS AND BUSINESSES AND FOSTERS MORE LOCAL JOB AND DEVELOPMENT OPPORTUNITIES.

OBJECTIVES

1. Attract and Support Local Business

- Promote the benefits of a small-town lifestyle to attract new residents and businesses.
- Create policy that promotes both residential growth and business growth to create a vibrant, sustainable community.
- Promote commercial growth including local warehouse which will support and foster more residential growth.

2. Plan, Invest, and Incentivise for the Future

- Create an integrated development strategy including infrastructure that supports residential and business development.
- Complete rental survey initiatives to understand gaps and opportunities.
- Develop policy to encourage occupation of vacant retail and industrial buildings.
- Complete an assessment of municipal processes with the goal of red tape reduction for potential new or expanded businesses.

3. Promote the Town as a Place to do Business

- Support residential growth by promoting our vacant new lots and lowering residential lot fees.

4. Develop Partnerships that Promote our Economy

- Partner with builders with a focus on industrial development.
- Develop strategic business and industrial partnerships that foster collaborative development opportunities.
- Foster our relationship with the Alberta Industrial Heartland Association.



GOAL STATEMENT



WE WILL CREATE CLEAR, TRANSPARENT COMMUNICATIONS FOR RESIDENTS AND OTHER STAKEHOLDERS THAT RESULT IN MEANINGFUL ENGAGEMENT AND BETTER UNDERSTANDING OF THE VALUE OF OUR PROGRAMS AND SERVICES.

OBJECTIVES

1. Communicate Effectively with Stakeholders

- Develop a Communication Plan to embrace engagement best practices and enhance Town communicative abilities.
- Aim to provide timely and appropriate responses to all stakeholder inquiries.
- Communicate intentionally to build relationships with the community.
- Create regular, targeted communication using conventional media, social media, our website, and in-person interactions to reach residents where they are.

2. Promote the Town with Enhanced Communication

- Initiate positive, intentional communication with the media to share important messages, successes, and strategies.
- Showcase how Redwater is a successful hub between the municipality and our surrounding rural communities.
- Provide an approach to communication with residents and business owners about the value and costs of services, programs, and amenities.
- Celebrate Redwater's successes and inform residents, business owners, and visitors about the unique and interesting aspects of Redwater.



GOAL STATEMENT

WE WILL DELIVER HIGH QUALITY ESSENTIAL SERVICES THAT SUPPORT AND IMPROVE THE QUALITY OF LIFE OF OUR RESIDENTS, BUSINESSES, AND VISITORS.

OBJECTIVES

1. Ensure Organizational Excellence

- Acknowledge and celebrate council, staff, resident, and business contributions to the culture, well-being, and growth of Redwater.
- Continue to support the education and professional development of our staff.
- Transparent communications to balance citizen's service expectations with financial reality while showing the value of services, programs and amenities provided.

2. Pursue Infrastructure Sustainability

- Create a plan for infrastructure improvement that supports residential, business, and industrial growth.

- Develop funding strategies that support the maintenance of current infrastructure and the needs for future infrastructure.

3. Be a Centre of Excellence for Service Delivery

- Create positive interactions with residents while providing service excellence.
- Pursue best practices for service excellence for all municipal services.
- Engage with the public to better understand resident's needs in support of prioritization of services delivered.
- Promote our available services, programs, and amenities to increase awareness and use.



GOAL STATEMENT



DESTINATION OF CHOICE & AFFORDABLE COMMUNITY

WE WILL FOCUS ON INITIATIVES THAT CONTINUE TO MAKE THE TOWN OF REDWATER AN AFFORDABLE COMMUNITY AND A DESTINATION OF CHOICE FOR RESIDENTS, BUSINESSES, AND VISITORS.

OBJECTIVES

1. Celebrate our Community Identity

- Focus on initiatives that provide high-quality, comprehensive services and amenities while retaining an affordable, wholesome small-town lifestyle.
- Promote the Redwater lifestyle as a balance between rural living with an urban lifestyle.
- Commit to making Redwater an affordable community with amenities and services that support people through all life stages to live, learn, work, and retire.
- Commit to policy and initiatives that support diversity and inclusion.
- Celebrate Council's efforts to showcase Redwater as a liveable, affordable community.
- Foster Redwater's respectful and diverse political climate that allows for open and productive democracy.

2. Ensure Quality Financial Management for the Town

- Pursue a long-term tax strategy.
- Adopt best practices in operating and capital budgeting
- Ensure financial policy fosters long-term financial sustainability.

3. Create Opportunity for Current and Future Residents

- Continue to create policy and partnerships that make Redwater attractive to the businesses and industry that provide jobs for our residents.
- Market Redwater as a modern, attractive, liveable community where residents and business owners are proud to reside and work.
- Promote that Redwater has maintained the small-town welcoming, connected community feel through its growth.
- Pursue initiatives that make Redwater a safe, welcoming, and walkable community.
- Provide services and amenities that create a connected, family-oriented community.
- Continue to pursue initiatives that make Redwater a welcoming home for seniors with community, supports, and accessibility.
- Continue initiatives that ensure Redwater continues to provide current technological options to residents and businesses.





***BUILDING A SAFE, BEAUTIFUL
AND SUSTAINABLE COMMUNITY***