



# 2020 Budget Information



# MESSAGE FROM MAYOR SMITH

2019 was another busy year for Council and staff. Council welcomed a new Town Manager, Larry Davidson, in September. Larry will be working with Council and staff to provide leadership and bring new ideas to the community.

To establish a clear strategic direction for the Town, Council and administration collaborated to create a new long-term Strategic Plan. Our values are aligned to reflect the needs of our community:

- **Integrity:** The Town approaches governance with transparency, honesty and consideration of community values;
- **Responsibility:** The Town provides high quality, efficient and effective service through commitment to ongoing improvement;
- **Cooperation:** The Town works well with community groups, regional neighbors, and other levels of government;
- **Community:** The Town strives toward having a safe, beautiful and sustainable home fostering a sense of community.



Council's mission for the Town is to "Provide a safe, beautiful and sustainable community." To work towards the achievement of this, the following visionary themes have been identified:

- Community Beautification
- Community Sustainability
- Connected Communities
- Economic Growth
- Good Governance
- Service Excellence



Council and staff will be working towards achieving the visions identified through various programs and initiatives in 2020 and throughout the future.

To view the full Strategic Plan, please visit [www.redwater.ca](http://www.redwater.ca)

We look forward to a positive year in 2020. With growth in Alberta's Industrial Heartland, we are hopeful that Redwater will thrive.

While the 2020 budget process was challenging, we are confident that the decisions made will provide a meaningful quality of life for residents.

Remember to join us for some of our annual community and business events:

- Fall Business Mixer - November 19, 2020

# MESSAGE FROM THE TOWN MANAGER

## LARRY DAVIDSON

2019 saw a lot of transition in the administrative role for Redwater. We would like to send well wishes to Deb Hamilton, our retiring Town Manager, as she transitions to retirement. Diane Pysmeny, our Corporate Services Manager, rose to the challenge and managed dual roles from July to mid September with effectiveness and efficiency; this was no small task. With my arrival, I was pleased to find such a knowledgeable and skilled team. Our team's culture is one of collaboration and cooperation; ensuring tasks and assignments are done with a high degree of proficiency, but also meeting the burgeoning legislative requirements.

It is always good to be reminded of our municipal purpose, that being;

- To provide good government;
- To foster the well-being of the environment;
- To provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality;
- To develop and maintain safe and viable communities, and
- To work collaboratively with neighboring municipalities to plan, deliver and fund intermunicipal services.

*Section 3 Municipal Government Act*



Moving forward in 2020, many initiatives will expand on Council's new Strategic Plan. Our Business Plan has identified several initiatives to address Council's strategic priorities. Cost-savings and service delivery are at the forefront of municipal administrations' goals, but with a new manager, comes new perspectives and expectations. New trails, planning for much-needed upgrades to Pembina Place, additional emergency management training, and economic development initiatives are a few items being addressed. Longer term strategies will include asset management systems for infrastructure replacement and expansion. Communication is also key. While our Budget Booklet provides detailed information from each department, we want to hear from our businesses and residents alike. Such initiatives, such as our Developer Networking Session, business visitation to promote business retention and expansion, a new website, as well as surveys, and open houses will provide many opportunities to listen and learn.



Our provincial mandated Intermunicipal Collaboration Agreement (ICF) and subsequent service agreements with Sturgeon County is also a priority. Completing these agreements will establish strong foundations for new working and funding relationships to benefit all residents for such items as fire services, library and recreation, ensuring a bright sustainable future.

I am pleased to be part of Redwater, having purchased a home here. My wife Elaina and I look forward to becoming an integral part of the fabric of Redwater.

A NATURAL HOME

# OCCUPATIONAL HEALTH & SAFETY

The health and safety of our staff is a top priority. Undertaking such a program not only promotes safe work practices to ensure our staff remain healthy and productive, it also reduces costs in the long term as WCB premiums are reduced. Further, as a result of implementing such a program, fewer claims are typical and staff absenteeism due to injury is reduced.

The Town currently has its Certificate of Recognition (COR) for meeting standards in our health and safety program. External audits must be completed every three years and a minimum score of 80% must be achieved to maintain our certification. An audit was conducted in 2019, and we are proud of the fact that our organization achieved a score of 89%. Work is ongoing to ensure Standard Operating Procedures (SOPs) are developed and reviewed as well as policies to support safe work practices. Utilizing Corepoint software, our staff take an active role in reporting incidents and safety awareness. As part of our program, Field Level Hazard Assessments are conducted prior to starting a job to assess and address any potential safety-related concerns.

We maintain an active OH&S Committee consisting of employees and supervisors who inspect facilities to ensure safe operations and compliance with legislation. The Committee also reviews OH&S matters such as near miss reports or actual accident investigations to mitigate the potential of similar incidents. Our philosophy as an organization is that safety is everyone's business.

## BYLAW ENFORCEMENT

The Town welcomed a new Bylaw Officer, Kelly Exley in fall of 2019. Council has continued to allocate funds towards bylaw enforcement in 2020. This assists in providing for a safe and tidy community for residents and businesses.

Our focus is to be proactive in managing the bylaw enforcement for the town in order to maintain the Community Standards Bylaw. This means that we try to identify properties and notify owners prior to bylaw infractions and enforcement taking place. Over the winter months our focus is on snow clearing, while the summer we prioritize parking and unsightly properties.

Another area of focus is in community awareness. We partner with the RCMP, Alberta Fish and Wildlife, and other organizations to increase community awareness and ensure that we are working with the appropriate authorities to maintain the standards of our Bylaws.



A NATURAL HOME

# PARTNERSHIPS

In keeping with the vision of the Town's Strategic Plan, Council and staff will continue to value partnerships and maintain strong relationships with neighboring communities, local organizations and other levels of government.

## Intermunicipal Collaboration Framework and Intermunicipal Development Plan

To comply with legislation that was introduced in 2018, municipalities must work with their neighbors through an Intermunicipal Collaborative Framework, known as an **ICF**. This ICF must be developed between Redwater and Sturgeon County. The purpose of the ICF agreement is to develop a mechanism for inter-municipal cooperation for such functional areas as transportation, water, waste water, solid waste, emergency services, recreation and culture. Once complete, the actual funding agreements will become the focus, providing cost-sharing revenue to offset operations and potentially capital replacement in these areas. Lots of work remains, however we are confident that this new agreement will result in a stronger working relationship with Sturgeon County; providing cost-effective and equitable cost-sharing for our residents.



The Intermunicipal Development Plan (IDP), deals with development in the fringe area, the area where both municipalities touch each other and where many developments in one municipality can directly impact the adjoining municipality. This Plan creates a formal process to allow greater input over discretionary development within the fringe area of Sturgeon County and Redwater. While the public will not likely see any difference, the IDP should ensure orderly, planned growth for the future.

## Sturgeon Regional Emergency Management Partnership (SREMP)

In 2017, a Regional Emergency Management Partnership was formed between Sturgeon County and the Towns of Redwater, Bon Accord, Gibbons, Legal and Morinville. Through this partnership, the communities have developed a unified approach to emergency management.

Staff have been trained in a number of different areas of emergency management. Work has been completed on an Emergency Social Services Plan to better prepare the community if an emergency were to occur.

For more details on this partnership, please visit [www.sremp.ca](http://www.sremp.ca). It contains a great deal of information for both internal operations and external communication. Please visit the website to get a better understanding of emergency management in our communities. In an effort to be better prepared for natural disasters or emergency situations, key staff from all the municipalities within Sturgeon County participate in an annual emergency management exercise. These provide a great opportunity to share knowledge, test skills, and build relationships.



# PLANNING & DEVELOPMENT

The Town has seen and continues to see new development and growth. Construction was delayed, but Redwater Centre across from the campground is now fully under construction with hopes of opening in the summer.



Additional commercial space, along with residential accommodations on the second floor, will bring new buzz to the Town. Diamond Spring Lodge nears completion of the two story addition with its fresh new exterior creating excitement for the residents.



In 2019, Redwater experienced mild growth with three new housing builds taking place; one single family in-fill house, one side by side duplex and one triplex development were constructed in the Willows neighborhood. To date in 2020, a new triplex construction is underway with more potential new starts ahead.

Optimism for 2020 is high for future industrial developments as well as the potential rejuvenation of the apartment complex development on 44 Street.

Development in today's economy is challenging, but the Town continues to show new development or start-ups and 2020 is trending to remain consistent with previous years. In preparation for the continued growth of the Town, a Land Use Bylaw rewrite is underway. The Land Use Bylaw regulates the use, conservation, and development of land, buildings and signs in pursuit of the objectives of the Town of Redwater's Statutory Plans. This rewrite is being done to better align the Town with ever changing development design, needs and wants. Additionally, the Town feels this will better help for potential future development. The new version of the Land Use Bylaw requires adoption by Council, which is planned to be finalized by early fall.

# ECONOMIC DEVELOPMENT

Redwater offers a safe family friendly community with K-12 schools, a Health Centre and RCMP Detachment. Given our location and amenities, Redwater is a great place for families to live, work and grow. With the Alberta Industrial Heartland, home to multiple large scale industry projects, Redwater is an ideal location to put down roots.

Events coordinated through Economic Development annually include the Mayor's Breakfast, Council Golf Tournament, and Fall Business Mixer. These networking events and activities are valuable opportunities to bring our community and business members together and foster the relationships that are crucial to our community's success.

We have also hosted a Developer Networking Session, which is intended to promote connection between the Town and developers to help foster growth and ideas for development opportunities within the Town. Another priority for Economic Development is to encourage business retention and expansion. This will be done through business visitations, and a focus on downtown beautification, with the hopes that opportunities can be found to facilitate upgrades to storefronts and other beautification options for businesses in Town.

Economic Development will also be looking at doing a Gap Analysis to guide a targeted business attraction program. Its objectives are to identify community leakage and determine desired businesses for the Town and how we can encourage those businesses to take root in Redwater.

The Economic Development Department aims to improve the economic well-being of the community as a whole which includes citizens, businesses and industry. By continuing to work collaboratively with our residents, businesses and industry we are ensuring our success well into the future.

# POLICING

New to 2020, the Province has introduced a new cost sharing Police Funding Model for Alberta. Due to this, the Province has introduced costs to the municipalities with a population under 5,000, where previously this service was provided at no cost to those municipalities.

Based on the 5 year forecast provided by the Province, these costs will be introduced in increments for municipalities, starting at 10% cost sharing for the first year (2020), increasing to 15% the next year, 20% the year following, and 30% for the remaining 2 years. There has been no information provided by the Province for the period following the 5 year forecast. See the table below for the associated costs forecasted for each of the years for the Town of Redwater.

<b>Year</b>	<b>Sharing Percentage</b>	<b>Expected Cost (\$)</b>	<b>Expected Per Capita Costs (\$)</b>
2020	10%	44,282	22
2021	15%	66,471	32
2022	20%	88,565	43
2023 and on	30%	132,942	65

# COMMUNITY SERVICES

The Community Services Department provides both recreational and social programming in the community, and oversees the provision of facilities including Pembina Place, the Redwater Swimming Pool, the Skateboard Park, community playgrounds as well as parks and greenspace. Highlights for Community Services in 2020 include:

**Community Programs and Events:** We are thankful to the members of the Community Services Board for their input into the events and programs that will be offered by the Community Services Department in 2020.



Winter, spring and fall program sessions will include a variety of fitness, educational, and/or general interest programs for residents of all ages. Some examples include home alone training, babysitter safety training, yoga, recreational skating, seniors workshops, community development seminars, teen programming, parenting support programs, suicide prevention and the community connections workshop series. Additionally, summer programs for children (ages 5-12) and youth (ages 13-17) will be offered during the months of July and August.

**Note: Programs & Events offered may be affected by COVID-19 restrictions.**

The Town of Redwater also partners with local organizations to deliver programs or events in our community. The Youth Action Club is a program for pre-teens and teens that is offered by the Redwater Public Library. The Town funds the program with \$2,000 allocated in the 2020 budget to support this program. Secondly, the Town also partners with our local schools to clean up our community every spring by providing the funding for event supplies.

Council has invested a total of \$16,405 in 2020 community events including: Family Day, Volunteer Appreciation, Town Wide Spring Clean Up (Pitch In), Seniors Week Recognition, Discovery Days Parade, as well as the Kris Kringle and Festival of Trees Celebration. We appreciate the on-going support of local business and community group partners that help to offset these costs.

**Community Grants:** Council recognizes the important contributions of community organizations in providing valuable programs, services and events for residents. A total of \$26,410 has been allocated in the 2020 operating budget to provide grant funding for the following organizations: Seniors Transportation Society, Redwater Pioneer Club, Redwater Museum, Redwater Food Bank, Redwater Ag Society, Discovery Days fireworks sponsorship, the Lions Club Town Wide Garage Sale and Christmas Card Project, the Generations United Program at Ochre Park School, Redwater School and sponsorship of the Ride for Hunger event.



Several groups also receive in-kind sponsorship such as the free facility space provided to the Redwater Food Bank, Redwater Fitness Centre and Redwater Community Golf Club.

The Redwater Community Golf Club has submitted a provincial grant application for funding to complete an upgrade to the irrigation system. In 2020, the Town of Redwater has committed up to \$37,500 in matching funds to support their grant application should their grant project application be approved.

# COMMUNITY SERVICES

**Beautification Initiatives:** In 2020, the Town will continue to maintain 44 hanging baskets, 58 planters, and 3 flower beds. The annual Community Planting Bee will take place in late May or early June.

**Pembina Place:** As part of Council's strategic goal to assess community infrastructure and prioritize results into short and long-term goals, professional assessments of the ice plant, arena floor and overall facility structure took place in 2019.

In 2020 - 2021, \$2.6 million has been included in the budget for the completion of a new ice plant, new arena floor and the construction phase of the planned air handling and ventilation upgrades.

We are thankful to the Redwater Minor Hockey Association for working with the Town on a grant application to the provincial Community Facility Enhancement Program for up to \$1 million in funding support for this project. Unfortunately, the grant application was unsuccessful.

**Redwater Outdoor Swimming Pool:** Planned upgrades for the pool this season include electrical upgrades to improve lighting in the change rooms, the addition of a new exterior door, new safety equipment, an enhanced music system, new computer, and new signage throughout the facility.

The pool deck will receive a new seal on the rubber surfacing and several components of the chlorination system will be replaced or upgraded as required. Special programs such as the Junior Lifeguard Club and the Guard/Instructor Trainee program will continue in 2020.

**Note: Pool operations may be affected by COVID-19 restrictions.**



## New Community Services Manager

We would like to thank Jodi Brown for her 8.5 years of dedicated service to the Town as Community Services Manager. Jodi has worked diligently and put all her efforts into making the Town or Redwater a better place for all its residents.

We welcome our new Community Services Manager, Fernando Pardo on May 11, 2020. Fernando comes to us from London Ontario, having over 15 years' experience including managing large sporting events such as the Toronto Pan Am games, as well as management of construction projects such as golf courses, city parks, urban forest programs and multi-sport facilities. Fernando has a master's degree in management – community planning and facilities. We look forward to Fernando becoming part of our team and community.



# PUBLIC WORKS

The 2020 budget for the Public Works Department is divided into many areas including water, sewer, streets, sidewalks, storm sewer, waste collection, natural gas system, and transportation maintenance and repair.

In 2020, the Town will be continuing the road maintenance program by overlaying the following roads:

- 54<sup>th</sup> Street from 48<sup>th</sup> Avenue to 49<sup>th</sup> Avenue
- 55<sup>th</sup> Street from 48<sup>th</sup> Avenue to 49<sup>th</sup> Avenue
- 65<sup>th</sup> Street from 53<sup>rd</sup> Avenue to 53A Avenue

The \$243,520 required to fund these projects will come from the Federal Gas Tax Fund. Municipal Sustainability Initiative (MSI) funding will also be allocated to sidewalk removal and replacement for a total of \$142,000; this includes full sections of sidewalks to be removed and replaced with new concrete sections in various locations around Town.

The graveling budget was reduced to \$40,000 in line with actual spending in previous years, allowing for gravel or recycled millings for the annexed roads, industrial park and alleys within the Town.

\$67,500 has been budgeted to purchase a new gas line heater at the Gas Regulating Station to replace the existing line heater which has been in service for decades.

Work will start on the walking trails in 2020 with the first phase being completed along the northside of the Golf Course and further sections will be connecting the Ochre Park School Road to Tim Hortons and the Willows Subdivision to the Mobile Home Subdivision along 44<sup>th</sup> Street.

Equipment investment includes:

- Purchase of a new ½ ton pickup truck or smaller SUV, for \$37,500
- The 2019 bobcat will be traded in for a 2020 model. The Town participates in a municipal trade-in agreement which allows us to trade in our existing bobcat yearly at minimal cost
- Purchase of a new lift station submerged pump at the cost of \$8,100 to replace the existing pump
- New standby natural gas generator will be purchased for water reservoir to replace the existing natural gas engines
- 250 existing gas meters will be replaced with re-calibrated gas meters as per the requirements of Measurement Canada

Aging sewer mains will receive a further \$179,000 investment in 2020, for sewer main replacement projects. This project is funded by MSI.

Ongoing annual maintenance and repairs on the water, sewer, streets and gas system will be carried out as usual.

Staff continue to be trained in all disciplines of the Town Public Works operations.



# CORPORATE SERVICES

The Town of Redwater Council determines the municipal budget required each year to provide services to the Town such as fire, utilities, street maintenance, community and social services, bylaw enforcement, planning, finance, and recreation. The sources of revenue to cover these costs include user fees, government grants and property taxation.

The 2020 Operating Budget initially reflected a 4.55% increase over the 2019 Operating Budget, equating to an increase of \$138,652. However, due to COVID-19 and the pressures on residents Council reduced this to a zero increase on May 5, 2020. Included within the budget is an additional \$78,000 funding towards reserves, for future gas infrastructure, replacement fire trucks and expanding the walking trail network.

The changes in the Municipal Government Act meant that the Town was also required to prepare a 3 Year Operating Plan as well as a 5 Year Funded Capital Plan to support the 10 Year Capital Plan.

More detailed information on the budget and these documents is available at the Town Office or at [www.redwater.ca](http://www.redwater.ca).

## DEBENTURES

Debenture costs in the 2020 budget total \$429,740, broken down as follows:

The Principle outstanding on current debentures will total \$2.33 million at the end of 2019.

Department	Maturity Year	Principle \$	Interest \$	Total \$
Pembina Place	2025-2026	202,330	62,010	264,340
Pembina Place	Projected 2020 Application	37,530	33,059	70,589
Sewer	2030	23,267	12,346	35,613
Water	2030	37,405	21,793	59,198
<b>Total</b>		<b>300,532</b>	<b>129,208</b>	<b>429,740</b>

A new Debenture has been provided for in the 2020 budget for the Pembina Place arena upgrades, more information regarding this borrowing will be available when the Bylaw is presented to Council.

## TAXES & ASSESSMENT

The Town of Redwater taxation rates will be established by Council by the end of May. An Open House with the Assessor will be hosted at the Town Office in 2020 (dependent on COVID-19 restrictions) to give residents an opportunity to meet and discuss their assessment, watch for further details in the newspaper and on our website.

2019 rotational inspections included a good portion of the rural properties north, west, and south of Town (annexed areas), as well as residential single family properties at the north end of Town on 54 Ave, east of 55 St. In 2019, we tested a residential survey/questionnaire with 50 single family properties and received a 48% response rate.

Average single family market change of -1.4%, compared to -5.6% for the previous year. However, the average single family assessment has only gone down -1.1% to \$205,700 (from \$208,100). Commercial and industrial properties saw very little change in the way of market inflation or deflation. However, the provincial linear assessments are down -7.9%, or approximately \$-905,000 total assessment.

# CORPORATE SERVICES

## CORPORATE SERVICES 2020 PROJECTS

Public participation opportunities will be enhanced in 2020, including periodical resident surveys.

The Community Information Fair will not take place in 2020, however, this will be replaced by other opportunities currently under review.

The new website will be released in 2020 and this will include more interactive feedback and improved user-friendly forms.

Upgrades are required for the servers and several computers due to Windows 7 reaching its end of life. Additionally, a hardware upgrade is required for the gas and water utility meter reading equipment.

The Redwater Fire Hall building roof and boiler were re-assessed in 2019, this project will be completed in 2020. \$210,000 has been budgeted for the upgrades, to be co-funded with MSI Grant and Town reserves.

## LIBRARY

The Town will provide a grant to the Redwater Library Board of \$68,775 in 2020. This is a 2% inflationary increase over the 2019 grant.



## UTILITIES

To ensure the sustainability of the Town utility system the following Town controlled rate changes were implemented in the 2020 Budget:

- Town Water Variable rate increase of \$0.10 to \$1.40 per cubic meter
- Town Water Fixed Service Charge (for Capital Infrastructure) increase of \$1.00 to \$15.00
- Town Gas Fixed Service Charge (for Capital Infrastructure) increase of \$1.00 to \$18.00
- New Town Storm Sewer Capital Investment Charge of \$1.00

In consideration of the reduction in funding from the Province going forward for capital projects, these increases ensure that Town reserves remain sustainable to enable future capital utility projects.

To ensure the sustainability of the Town it is important to set funding aside for future infrastructure upgrades or repairs. Therefore, a capital investment fee is incorporated into each utility service charge. This fee is set aside annually into capital utility reserves; within the 2020 budget, this amount totals \$99,360.

The 2020 Operating Budget includes changes to the utility rate structure controlled by the Town, a summary of all new rates is shown in the following table.



# UTILITIES

Utility	2020 Rate	2019 Rate
Gas Variable (plus wholesale price from Gas Alberta) per GJ	\$2.10	\$2.10
Carbon Tax Levy on natural gas (Prov./Federally mandated) per GJ	\$1.05	\$1.52
Carbon Tax Levy on natural gas (Federally mandated) per GJ (eff. Apr 1/20)	\$1.58	\$1.52
Water Variable per m <sup>3</sup>	\$1.40	\$1.30
Water wholesale price from water commission (CRNWSC) per m <sup>3</sup>	\$1.65	\$1.60
Gas Service Charge (meter size 450 and less)	\$15.50	\$15.50
Gas Capital Investment Charge	\$2.50	\$1.50
Water Service Charge	\$12.50	\$12.50
Water Capital Investment Charge	\$2.50	\$1.50
Sewer Service Charge	\$13.00	\$13.00
Sewer Capital Investment Charge	\$1.00	\$1.00
Sewer Variable (% of water consumption)	45%	45%
Storm Sewer Capital Investment Charge	\$1.00	\$0.00
Garbage Service Charge	\$6.00	\$6.00
Garbage Capital Investment Charge	\$1.00	\$1.00
Garbage Variable (Contractor commodity price increase for 65 gal tote)	\$15.63	\$15.32
Recycle (Contractor commodity price increase)	\$4.52	\$4.44

## FORTISALBERTA FRANCHISE FEE

A 5% FortisAlberta Franchise Fee was implemented effective January 1, 2020.

The fee is recovered by FortisAlberta from its customers as the local municipal access fee on electric billings of all customers that receive electric service in the Town of Redwater.

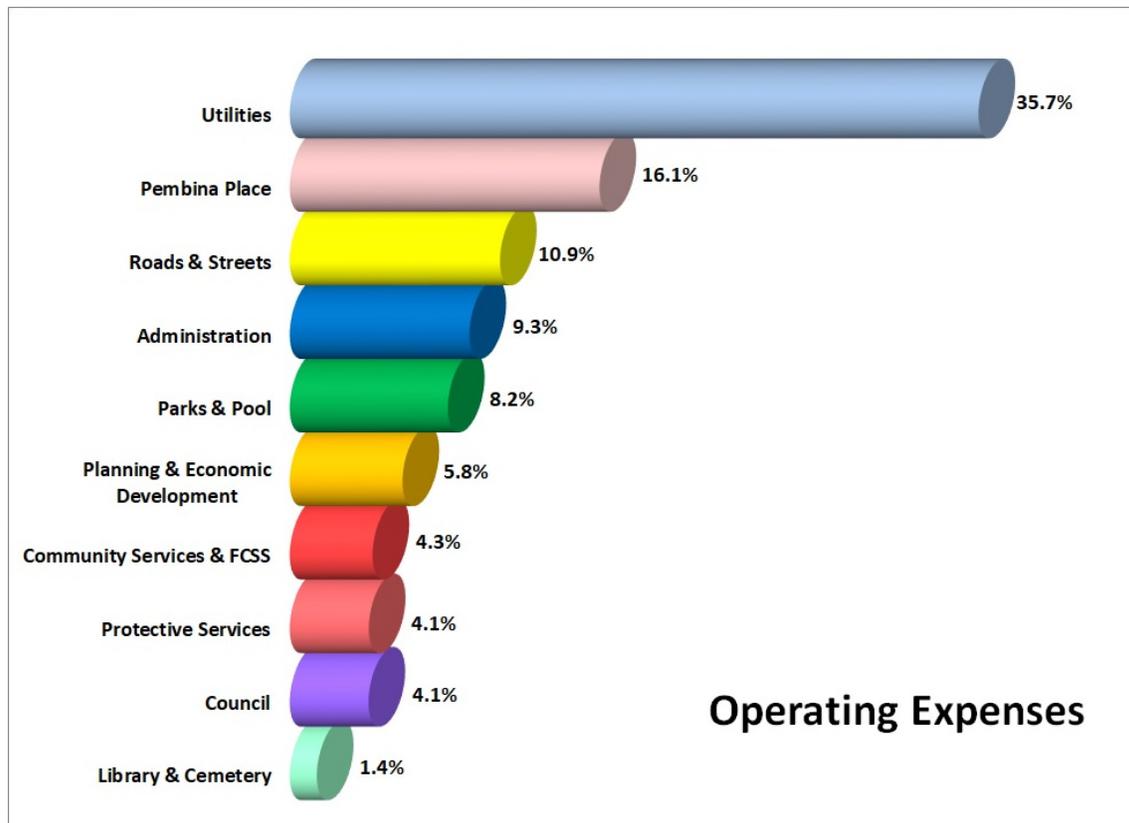
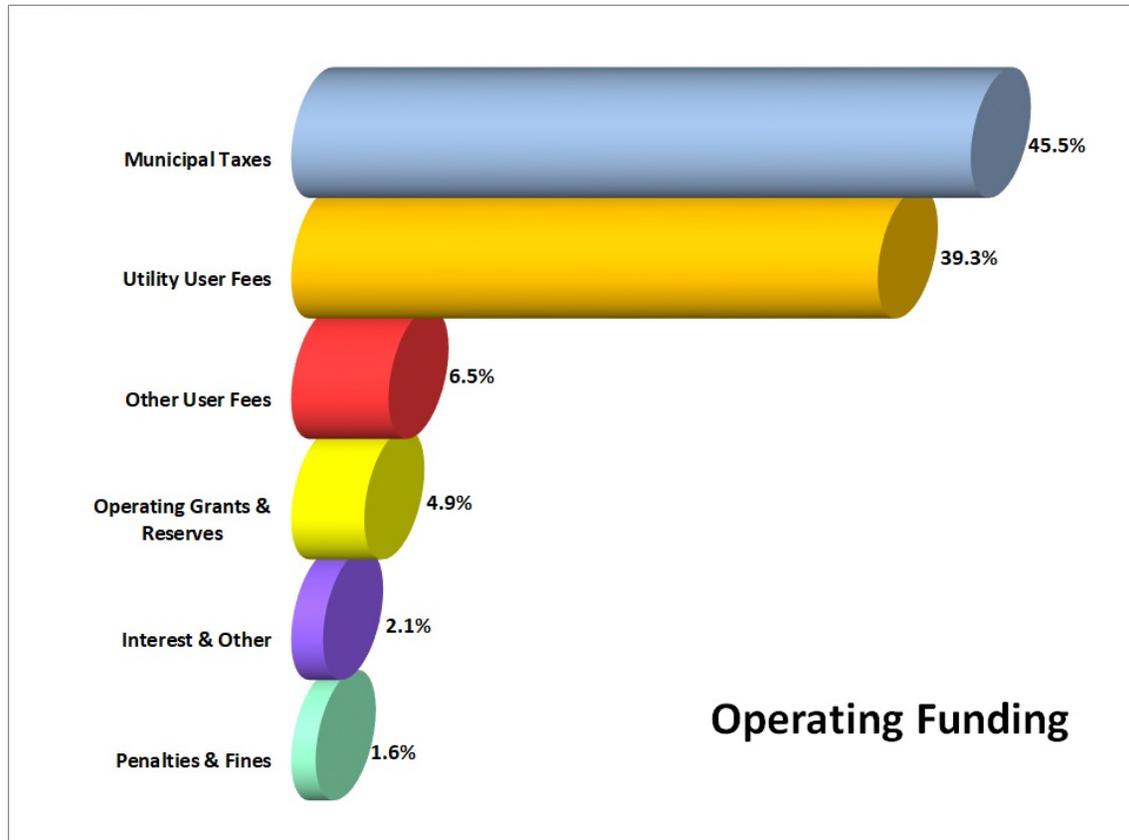
Many provincial facilities such as hospitals and schools do not pay property taxes, which is the primary revenue source for municipalities. However, incorporating an electrical franchise fee entails that revenue can be collected from these sources for municipal projects, thus reducing the strain on property taxation for other residential and commercial taxpayers.

With upcoming infrastructure and provincial budgetary changes including downloading policing costs to municipalities, Council determined that the funding received from this fee be utilized to offset policing costs and borrowing costs related to upcoming Pembina Place capital upgrades.



A NATURAL HOME

# OPERATING FUNDING & EXPENSES



# COVID-19

It is safe to say that the COVID-19 pandemic has impacted everyone's lives, both socially and economically. The same can be said for the Town of Redwater. From the closure of Town owned facilities, to the cancellation of community programs and events, to businesses having to close, we have all had to adjust how we interact with one another as well as provide for day for the necessities of life. Council and Administration's mission remains clear; continue to provide cost-effective, efficient delivery of services with as little disruptions to programs as possible.

Council has also approved several programs to assist those affected financially by the pandemic, such as utility account deferrals between March 18 and June 30, as well as a change to our property tax due date from June 30 to August 31. Tax penalties have also been adjusted to reflect the new property tax deadline as well as the actual penalties, which were changed to 5% effective September 1 and 5% November 1, instead of the normal 10% on July 1.

To date, we have been fortunate that Redwater has largely been spared by the illness, that is no small measure by how serious everyone has taken their responsibilities. Thank you. Council and I understand that difficult decisions must be made for the greater good and that these same decisions have an affect on our residents and business alike. Working collaboratively within the Sturgeon County region, both as regional CAO's and within SREMP, has proven to be effective in managing this pandemic through the sharing of ideas and developing collective responses to ensure consistent communications with residents. As we start to transition through the Province's relaunch strategy, life will become more normal, but we will likely still be faced with restrictions for some time ahead.

Larry Davidson, Town Manager

## NATIONAL PUBLIC WORKS WEEK

National Public Works Week is from May 17-23, 2020. The 2020 National Public Works Week theme is "The Rhythm of Public Works".

This theme represents how every community has a rhythm, a pulsating heartbeat that reflects its essence and tempo of life. Public Works' contribution to a community's rhythm comes through providing a well-orchestrated composition consisting of essential infrastructure services in transportation, water, wastewater and stormwater treatment, public buildings and spaces, parks, and grounds, and right-of-way management. Public Works provides the backbeat and harmony needed for collaboration with all the stakeholders in capital projects, infrastructure solutions, and quality of life services.

To honor the vital contributions that our Public Works professionals make every day to the Town of Redwater, we invite the public to celebrate with a full week of activities that will be advertised in the local newspaper, and on the Town of Redwater's website and Facebook page.

**Note: Events may be affected by COVID-19.**



# STRATEGIC PLAN

Our Strategic Plan was developed to establish a road map to guide current and future councils, and will help administration and council to work together toward a shared vision. Our vision for the strategic plan includes the following priority focus areas:



## COMMUNITY BEAUTIFICATION

We will actively foster town beautification embracing the Town's history and pride in community.



## COMMUNITY SUSTAINABILITY

We embrace community sustainability focusing on well maintained and planned infrastructure, effective financial stewardship and excellence in service delivery.



## CONNECTED COMMUNITIES

We embrace connected communities by welcoming partnerships, fostering communication and pursuing healthy public engagement.



## ECONOMIC GROWTH

We will pursue a healthy economy focusing on our potential in tourism, local business promotion and governance partnerships with business.



## GOOD GOVERNANCE

We actively pursue and embrace good governance and integrity by being accountable, responsible, transparent, focusing on the overall good of the community.



## SERVICE EXCELLENCE

We proactively consider service delivery, focusing on doing the right things well, understanding core versus value-added services and communicating what we do.



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