

Town of Raymond



“Keep the most important thing, most important”
- Anthony (Tony) Cobb



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CORPORATE HANDBOOK

Congratulations on your election success and welcome to Raymond Council. You will find your involvement at the governance level of this organization both challenging and rewarding. This handbook has been developed to acquaint you with our Municipal Corporation and will serve as a resource document for your term on Council.

To assist you in your governance role this handbook outlines our purpose, vision, mission, and focused agenda. Governance is about having and communicating a clear vision, anticipating the future, and enabling others on the desired path. We believe that the future is not something you enter; the future is something you create. Your Governance role is to create Raymond's Future.

You are now part of a proud heritage of Elected Officials, whom have served and crafted the community we see today. It is important to understand this heritage and culture. It should be your reference point as you make decisions that will define Raymond's future.

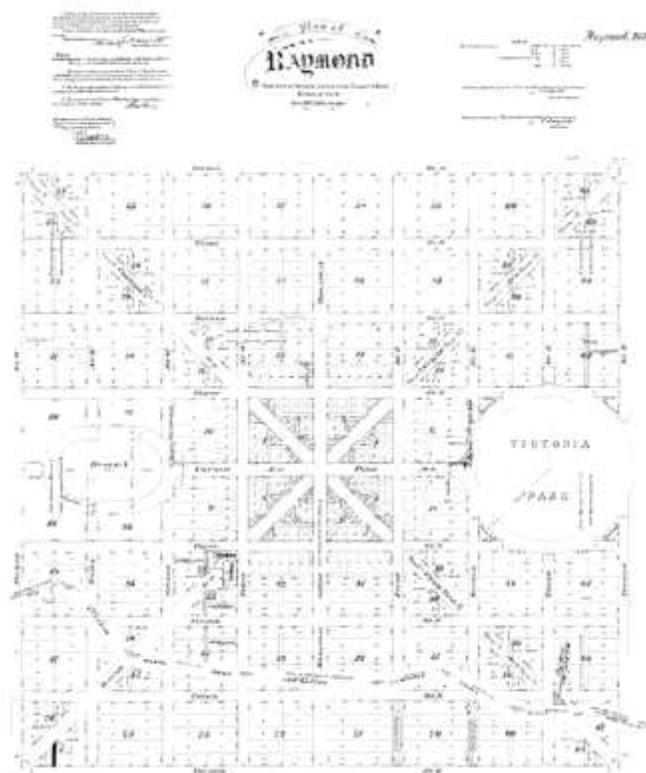
This handbook also provides an overview of our corporate structure. We thank you for your willingness to serve.



Historic Context

The Town of Raymond is a community situated on the vast expansive prairie of southern Alberta. The Town was founded by Jesse Knight, a prominent member of The Church of Jesus Christ of Latter-day Saints, in 1901. Raymond has a rich and complex history deeply connected with The Church of Jesus Christ of Latter-day Saints, which significantly influenced the planning and development of the town. The area's history spans thousands of years encompassing First Nations groups in the region and later early settlers, who harnessed the agricultural potential of the open rugged prairie through the development of large-scale irrigation projects. The community's positioning along the railway, the presence of The Church of Jesus Christ of Latter-day Saints, available arable land, later construction of extensive irrigation systems, and the early establishment of the Knight Sugar Factory in 1903, made Raymond highly attractive to immigrants from the United States, Europe, and neighboring provinces.

Today Raymond is comprised of hardworking community-minded people with enduring connections to the town. Many of the residents are long-term and/or have multi-generational roots in the community. The residents value the community for its inclusivity, walkability, and its multiple green spaces where people can participate in sporting activities and socialize. The unique level of closeness in the community has resulted in the prevalence of 'nick names' for many residents, as both a term of endearment and friendliness. Residents of Raymond possess a strong volunteer spirit, reflected by the variety of community organizations, groups, and societies and are well-known for their competitiveness and entrepreneurial spirit. (*Raymond Historic Context, 2014*)



Council's Role

Council is the **governing body** of the Town of Raymond

. As a councillor, you will exercise the powers of the municipality through decisions passed by bylaw or resolution at a public meeting and define the policies and direction that your municipal administration will put into action.

Every councillor must understand the municipal purposes in section 3 of the *Municipal Government Act* (MGA).

The purposes of a municipality are:

- a) to provide good government, to foster the well-being of the environment,
- b) 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,
- c) to develop and maintain safe and viable communities.
- d) to work collaboratively with neighboring municipalities to plan, deliver and fund intermunicipal services.

The MGA also provides municipal government with **natural person powers** for exercising their authority. Natural person powers give municipality's similar flexibility to that of individuals and corporations in managing their organizational and administrative affairs. These powers may help a municipality – without the need for more specific legislative authority – enter into agreements or acquire land and equipment. For example, if a municipality has authority to establish a public transit system, it may use natural person powers to contract services and purchase buses. It is important to be aware that natural person powers are limited by legislation.

A council is responsible for:

- a) **Developing** and **evaluating** the **policies and programs** of the municipality; Council's primary role is to ensure that services are provided to citizens and property owners. This involves establishing policies about what programs and services are to be delivered, the level at which they are delivered, and the budgetary requirements. Council evaluates the policies and programs through information obtained from the CAO and feedback from the citizens.
- b) Carrying out the powers, duties and functions expressly given to council under the MGA or any other legislation. Council is responsible for ensuring that the municipality acts within its enabling legislation. As well, council is responsible for ensuring that the municipality meets all requirements established in legislation, such as the requirement to hold public hearings on certain matters, develop a budget and levy taxes, appoint an auditor, etc. The legislation establishes minimum requirements; however, council can go beyond these minimums, provided they act within their legislative authority.

Councillors have the following duties:

- a) to consider the welfare and interests of the municipality as a whole and to bring to council's attention anything that would promote the welfare or interests of the municipality; to promote



an integrated and strategic approach to intermunicipal land use planning and service delivery with neighbouring municipalities;

b) to participate generally in developing and evaluating the policies and programs of the municipality;

c) to participate in council meetings and council committee meetings and meetings of other bodies to which they are appointed by the council;

d) to obtain information about the operation or administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer;

e) to keep in confidence matters discussed in private at a council or council committee meeting until discussed at a meeting held in public; and to adhere to the code of conduct established by the council under section 146.1(1);

f) to perform any other duty or function imposed on councillors by the MGA or any other enactment or by the council.

Your job as a councillor is to work with other council members to set the overall direction of the municipality in your role as a policy-maker. The policies that council sets are the guidelines for administration to follow as it handles the operations of the municipality. Much of your time on council will be spent considering new policies and programs and reviewing the current ones to make sure they are working as they should. In the spirit of collaboration, a municipality may enter into an agreement respecting services with Indigenous peoples or a Métis settlement and is required to consult with Indigenous peoples or Métis settlement when developing certain land use plans.

General duties of the Mayor:

a) to consider the welfare and interests of the municipality as a whole and to bring to council's attention anything that would promote the welfare or interests of the municipality;

b) to promote an integrated and strategic approach to Intermunicipal land use planning and service delivery with neighbouring municipalities;

c) to participate generally in developing and evaluating the policies and programs of the municipality;

d) to participate in council meetings and council committee meetings and meetings of other bodies to which they are appointed by the council;

e) to obtain information about the operation or administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer;

f) to keep in confidence matters discussed in private at a council or council committee meeting until discussed at a meeting held in public;

g) to adhere to the code of conduct established by the council under section 146.1(1);

h) to perform any other duty or function imposed on councillors by the MGA or any other enactment or by the council. In practice, the Mayor is also generally the main spokesperson for the municipality, unless that duty is delegated to a councillor.



These legislated duties supersede any duty to any individual or group of residents.

Team Approach

Working as a team with the rest of council and administration will contribute to making your time on council a success. It isn't always going to be easy. Your influence as a council member rests on your ability to persuade other members of council to consider your point of view. When an issue is being studied, be sure to express your views as part of the debate. Disagreements among council members on specific issues are common. The respectful exchange of ideas and opinions leads to good decisions. While working through these debates, keep in mind that you all share the same desire for your municipality to be strong, safe, and viable. You may have different views about how to get there, but you do share broader common goals.

Most votes on a council resolution do not require a consensus of all councillors. As a result, there will be many occasions where a decision is made that you did not support with your vote. However, once the resolution has been passed, it becomes the official direction of the municipality. The health and ongoing success of a municipality is largely dependent upon the ability of councillors to respect and support the decisions of council in principle, despite your personal views during the debate.

These are things that a councillor must know to do their job with integrity. As a councillor, you are elected to look after the interests of the entire municipality. Council's effectiveness depends on you providing input as a representative of the people who elected you.

Town Structure

The Town Structure is divided into a governance structure, headed by the Mayor and 6 Councillors, and an Administrative Structure, headed by the Chief Administrative Officer and supported by Town employees. Council provides governance for the benefit of the community and administration implements the vision, strategy and policy of Council.

Section 201(2) of the MGA states clearly that a council must not exercise a power or function or perform a duty that is by this or another enactment or bylaw specifically assigned to the chief administrative officer or a designated officer. As indicated above, council develops and evaluates its policies and programs; it is the CAO that implements them.



Internal Committees and External Boards

Council has the authority to create committees by bylaw. These committees are design to aid Council with its governance role and to allow residents to participate in the decision-making process. Council can work with community groups, agencies and others to provide the services and programs that Council feels are in the best interest of the Town. This is accomplished through appointments onto external boards, commissions and liaison assignments. The Table below outlines the Town’s internal and external committees and boards.

Internal Committees & Boards	External Committees & Boards
Emergency Management Committee	Joint Fire Services
Municipal Planning Commission	Barons Eureka Warner Family & Community Support Services
Subdivision & Development Appeal Board	Canadian Badlands Initiative
Union Collective Agreement Committee	Chief Mountain Regional Solid Waste Authority
Finance & Audit Committee	Chinook Arch Regional Library System
Tourism & Economic Development Committee	Community Futures Lethbridge
Heritage Days Committee	Mormon Trail Committee
Library Board	Mayors/CAOs – Raymond, Cardston, Magrath, Stirling
Bylaw & Policy Committee	Oldman River Regional Services Commission
Historic Resources Committee	Handi-Bus Society
Liaison Assignments	Ridge Country Housing Authority
Chamber of Commerce	Ridge Regional Public Safety Services Committee
Agricultural Society	Ridge Water Services Commission
Farm Safety Society	Ridge Water Quality Committee
Historical Society	Southern Alberta CEO Committee
	SouthGrow Regional Partnership
	St. Mary’s River Irrigation Project Group

Administration

Every council must establish, by bylaw, a position of Chief Administrative Officer (CAO). The CAO is an integral advisor to council in supporting the development and implementation of strategic objectives and policies. The CAO builds strong working relationships with stakeholders and provides mentorship and strategic guidance to Town staff by fostering a culture of municipal excellence throughout the organization. A primary duty of the CAO is to provide the same information to all councillors. When a councillor asks the CAO a question, it is their duty to provide that same information to all other councillors.

The CAO works collaboratively with council in building the community and effectively representing the interest of the municipality. As the administrative leader, the CAO will mentor, coach, and guide the performance of municipal staff to meet the needs of the community through public service excellence and a high degree of personal initiative.

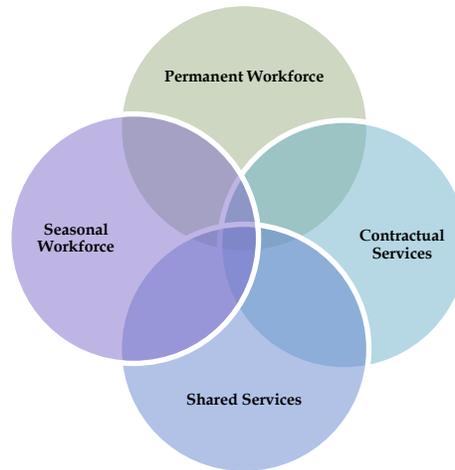
A **performance appraisal system** for the CAO is a key building block for a lasting and positive relationship between council and the CAO. Even though the current relationship may be good, a formal appraisal



process provides the opportunity to foster a successful relationship. The MGA therefore requires that council provide the CAO with an annual written performance evaluation.

Administrative Structure

The Administrative Structure is responsible for implementing the strategic priorities, programs and services defined by Council. Our business model is divided into four areas: a permanent workforce, contractual services, shared services, and a seasonal workforce. Town services are accomplished through a combination of these vital resources.



As the administrative head of the municipality, the Chief Administrative Officer (CAO) has the primary responsibility for implementing Council’s direction and policy; informing council on the affairs of the municipality; managing the organization; and performing any other functions that Council or the Municipal Government Act delegates to him. The CAO utilizes a management team structure to provide administrative leadership for the organization.

Strategic Human Resource Management

The Town defines, develops and expands its organizational structure based on the defined strategic priorities of Council. We believe a path of strategic human resource management is the best way to align our human resources with the strategic priorities, vision and directions of Council. In January 2017, Senior Management held several meetings to discuss current and future human resource needs, challenges, and succession with the intent of developing a plan for a smooth, logical and visionary approach to managing our human resources.

Guiding Principles

Senior Management defined the following guiding principles to guide their human resource decision making.

Raymond First, Council Priority driven, Excellence in Local program and service delivery,

Presence/Being there/Accessibility/contact info, Transparency, Positive Community Perception

and engagement, 24/7 response to critical community needs



Management Structure

The Town’s current management structure is divided into five functional area groupings and one strategic business unit. The CAO is the common thread between these strategic service areas. The intent of this structure is to engage a larger number of technically skilled individuals enhancing the Town’s ability to provide quality programs and services. Our management structure is outlined below.



The Town’s Administrative Structure has followed the pattern of most local governments, which focused on technically specialization individuals grouped in departments based on function with little, if any, interaction with other departments. In our silos, we function very efficiently and effectively.

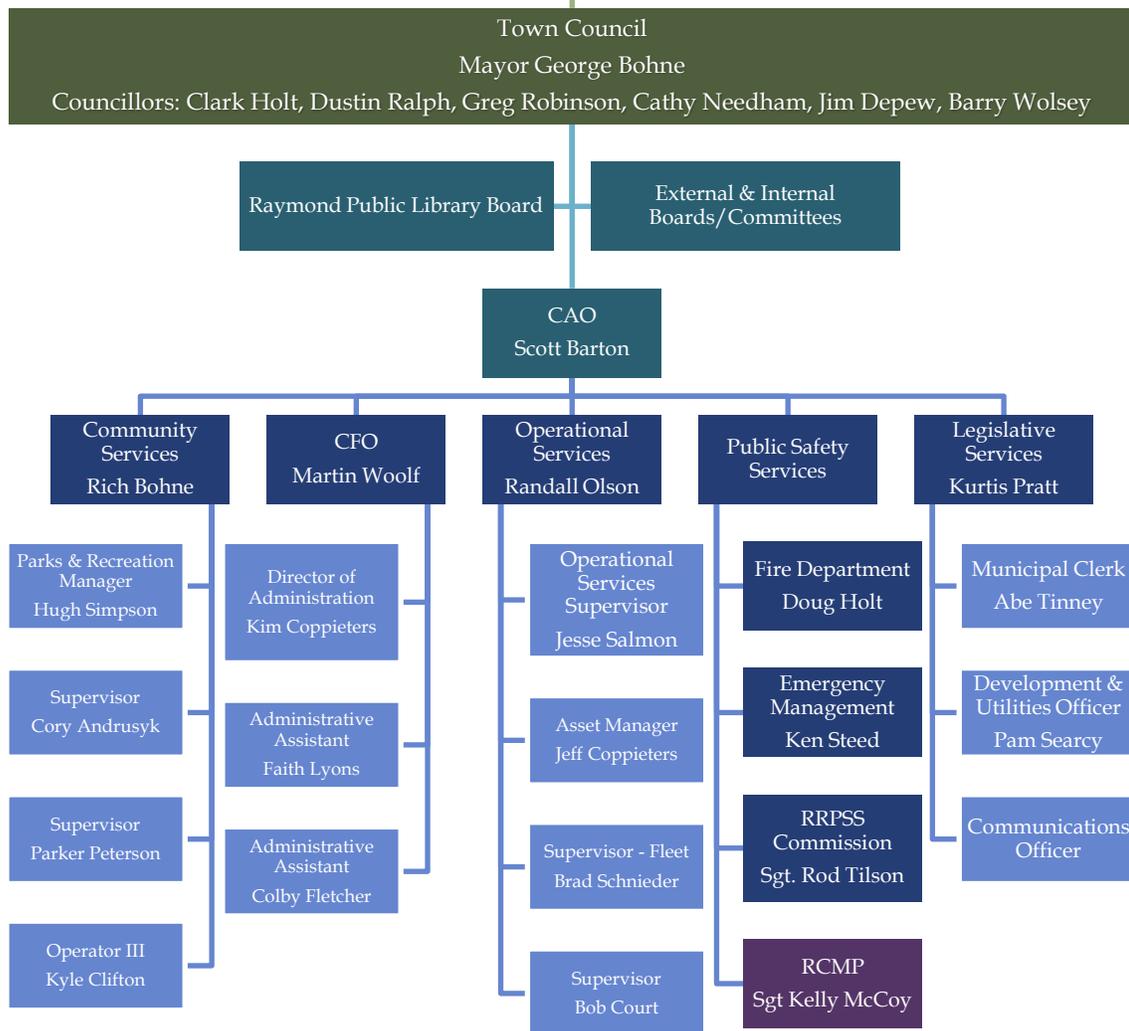
Administration feels there is a need for a fundamental shift in our organizational ideology. The Town’s Administrative Structure must be able to adapt to continuous and disruptive change while managing a complex, transparent and interdependent environment.

“Tomorrow’s local government organizations will need to produce results on issues that require multi-sectoral and multi-disciplinary solutions. We will need to organize around outcomes and networks, not silos. The successful management of our traditional agencies and departments will be essential, but not sufficient for success. In this environment, the stand-alone department will be the dinosaur of the future. We need to develop approaches to organizations that are integrated partnerships achieved within a multidisciplinary environment and focused not on functions and disciplines but on outcomes and results.” (ICMA, Key Considerations for Shaping the Future of Local Governments, 2015)

administration believes moving forward will require leadership from both elected and appointed officials articulating clear values and priorities, shaping big ideas, and facilitating defined outcomes. Effective leadership and management will be required to build levels of trust through transparency, engagement, performance, and accountability.



Raymond Residents - Raymond First



Our Strategic Approach to Municipal Governance

This Strategic Plan is Council’s vision to foster an environment to build a stronger, safer and more prosperous community by investing in families and the community; living within our means and opening new opportunities for economic growth and investment.

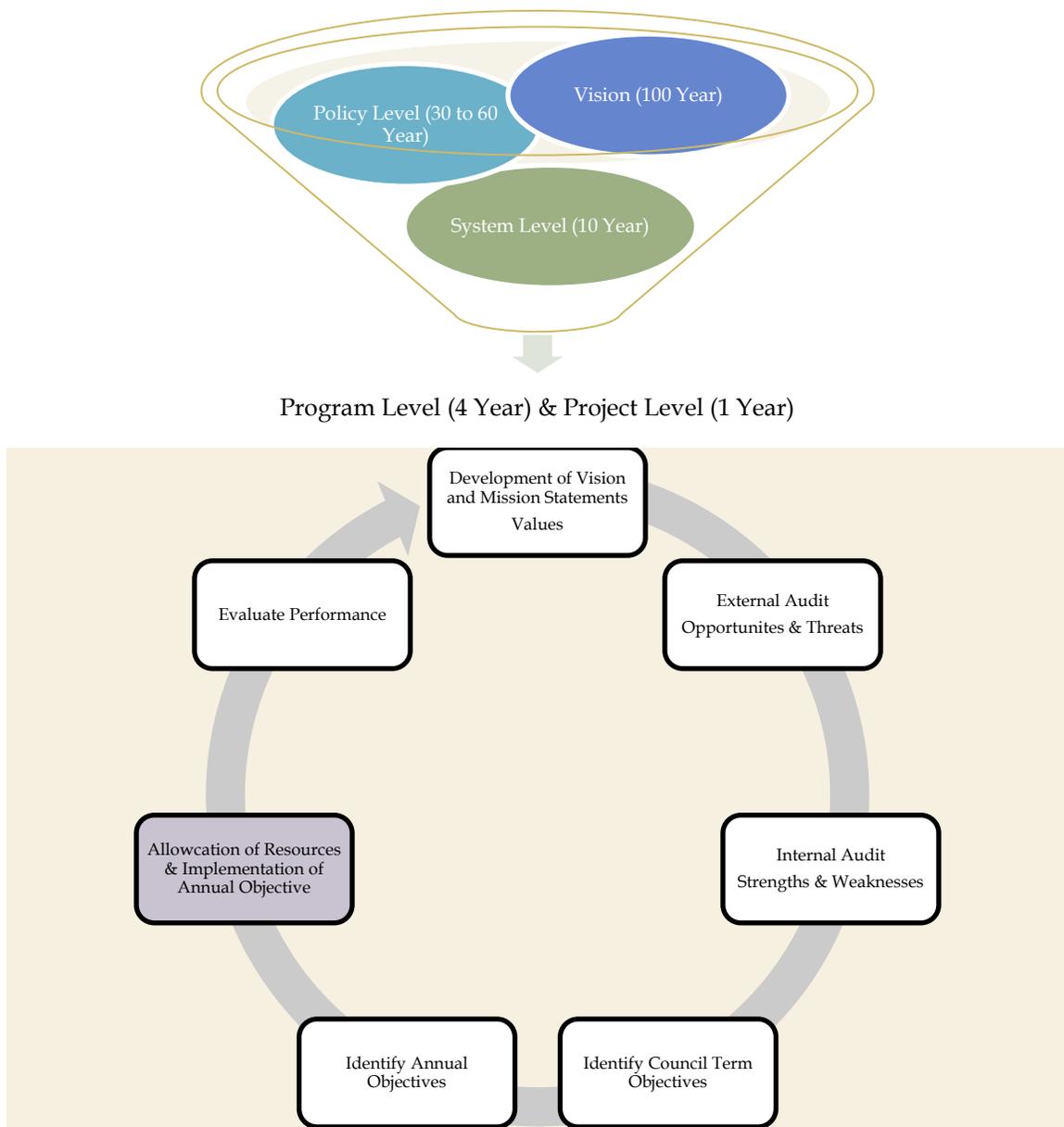
We utilize a strategic thinking process to define Council’s collective vision, to define guiding principles or policies that enable governance and operational decision making, to define systems and structures that correctly position our municipal organization to successfully deliver or accomplish the desired programs, services and projects, which creates the environment the Town needs to build a stronger, safer and more prosperous community. We believe our strategic path facilitates efficient and effective decision making and aligns municipal resources towards accomplishing our vision through levels of policy, systems, programs and projects. This self-defined path allows municipal governance and operations to set a unique



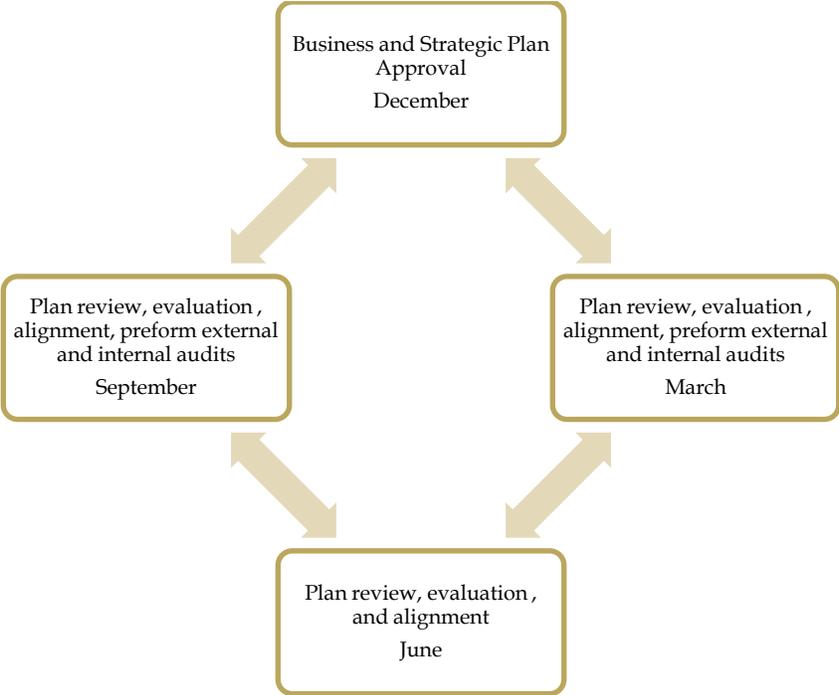
course that specifically addresses the needs and desires of our community within the parameters of the *Municipal Government Act*.

We feel successful municipal governance requires: visionary decision making that reflects the current and future needs and desires of the community; enable municipal administration with a clear understanding of Council’s collective vision, objectives, and strategic priorities, which facilitates the appropriate allocation of municipal resources towards defined outcomes. This strategic thinking process is design to foster excellence in municipal leadership.

Our Strategic Thinking Process



Council's Annual Plan Review Process



Our Vision

“Welcome Home” A safe, attractive and flourishing family oriented community, which has an ingrained sense of place. Where all are embraced by a warm spirit of friendliness, involvement and worth.

Guiding Principles (Policy Level)

The Town’s strategic approach to municipal governance and services are based on the following beliefs and values, which guides our decisions, behaviours, and actions.

- **Dignity and Mutual Respect:** It is crucial that all community stakeholders have a voice in the local governance conversation. We recognize that different values and perspectives are inevitable; our approach to conversations is with the understanding that everyone has something to contribute. Despite the potential for disagreement, the best interest of the community as a whole must remain the end goal.
- **Trust:** We build trusting relationships by acting with honesty and integrity.
- **Proactive:** Proactive action acknowledges the interconnectedness of individuals, families, communities and their environments. When we are proactive, we emphasize root causes and focus on creating conditions for success, we anticipate and adapt to changing and evolving needs and environments.



- **Accountable:** We accept responsibility for and support efforts to achieve better outcomes. Striving to be innovative and provide the highest quality municipal services possible. Transparency and citizen engagement are key aspects of an accountable system.
- **Collaboration:** We strive to work together. Our capacity to achieve is greatly enhanced when we work together as individuals, organizations, municipalities and governments. When we work together, we enhance our capacity; we are open to new ideas, different perspectives and solutions.
- **Excellence:** We strive for continuous improvement in the provision of our services, programs and solutions.
- **Inclusive:** Inclusion means ensuring that everyone has an opportunity to contribute and be heard. Some individuals and groups have ‘quieter’ voices than others – we strive to ensure that all people, cultures, diversities and values are respected and considered in the planning, developing and delivering of municipal services.
- **Spirit of Volunteerism:** Volunteerism meaning selflessly giving of one’s time, talents and resources in the service of the community and for the benefit of others.
- **Sense of Place:** sense of is an enduring belonging to the community, a spirit or feeling of pride, love and respect for the community.
- **Family:** The word *family* in this context is focused on multi-generational units. The sense of family transcends traditional community boundaries; it includes parents whose children have left home as well as seniors. The community in general being considered a family unit. The Community then being an extension of the home, safe, comfortable, loving, basic needs being addressed.



Council's Focused Agenda (System Level)

Our Strategic Plan focuses on three main themes:

- **Investing in families and our community** is at the core of Council's Plan, because the Town's future will be shaped by the people who call Raymond home.
 - To maintain a clean and attractive community
 - To provide high quality family-oriented activities, programs, and services
 - To facilitate an open, receptive, and participatory governance process, where community input is linked to the decision-making process
 - To recognize the importance of our heritage and traditions

- **Securing Raymond's economic future** and living within our means by challenging every tax dollar spent, investing wisely, finding new sources of revenue, saving for the future and facilitating sustainable growth and development.
 - To be an innovative and proactive organization
 - To successfully adapt to emerging trends and threats, while capitalizing on opportunities
 - To have an effectively planned, designed and maintained infrastructure systems
 - To use a strategic management process that facilitates organized growth, development, and environmentally sustainable practices
 - To maintain and enhance a healthy commercial sector
 - To be financially viable organization with multiple streams of revenue that leverages grant programs
 - To have fair and equitable property taxation levels

- **Working co-operatively** with other levels of government, municipalities, local authorities, and community organizations to maximize the quality, quantity and service levels enjoyed by our community.
 - To have a human resource team with the expertise and technical skills to provide high quality programs and services
 - To maintain healthy relationships with neighboring municipalities
 - To participate in cooperative service and program initiatives



Significant Opportunities and Challenges

The Town is striving to fulfill its purpose of providing good government, services, and facilities in a proactive and well-managed environment.



Town programs and services are facing growth, shifting demographics, economic instability, advances in technology, increasing operating standards, infrastructure deficit, competitive financial assistance programs, need for sustainable practices, and a variety of other factors.

Our strategic thinking process attempts to anticipate the impact of these factors and to strategically align our resources to effectively address these emerging opportunities and threats. We feel that properly adapting to these emerging factors will keep our community viable and successful.

Citizen Engagement Strategies

Citizen involvement in the decision-making process is vital for successful governance. The following engagement strategies are designed to facilitate an open and receptive governance process, where community input is linked to Council decision-making.

- Meaningfully involve community members through the establishment of project specific ad-hoc committees.
- An annual evening with Council with an informal open house format for questions.
- A monthly newspaper column written by Council Members discussing their responsibilities and activities.
- Utilization of social media and Town web site for information sharing and the posting of Council activities including: agendas, minutes, and announcements.
- Making as many public appearances as time and circumstances allows.



Capital Priorities 2017

<i>Priority</i>	<i>Description</i>	<i>Responsibility</i>
CP 2017-01	Victoria Park Project <ul style="list-style-type: none"> • Landscaping • Rubber Path Installation 	Community Services
CP 2017-02	New Seniors Lodge Infrastructure <ul style="list-style-type: none"> • Water and Wastewater Infrastructure • Storm Water/Drainage Infrastructure • Broadway Roadway Improvements • 300 South Roadway Improvements 	Operational Services
CP 2017-03	Northwest Infrastructure Project - Sanitary	Operational Services
CP 2017-04	Streets Improvement Projects <ul style="list-style-type: none"> • 100 North between Knight Street and East Park • 300 East between 200 & 300 South • Broadway North (Industrial) • Sidewalk Replacement 	Operational Services
CP 2017-05	South Drainage Project	Operational Services
CP 2017-06	Golf Course Enhancement Project	Community Services
CP 2017-07	Walking Path Expansion Design <ul style="list-style-type: none"> • Establish a Committee • Concept Planning • Pathway Design 	Council Community Services
CP 2017-08	Residential Development -Northside Soccer	Operational Services
CP 2017-09	Raw Water Project - Block Z, 38	Operational Services

Operational Priorities 2017

<i>Priority</i>	<i>Description</i>	<i>Responsibility</i>
OP 2017-01	Communications/Engagement <ul style="list-style-type: none"> • Council Vision for buy-in • Stats, usage, Programs, Picture Stories • Tax information - repetitively • "little nibbles" • Why fibre matters • Did you Know/monthly/quick reads • Message to people outside of the community as well - attraction • What outsiders are saying 	Council & CAO
OP 2017-02	Water Quality at Ridge Reservoir	Council & RWSC
OP 2017-03	Raymond Care Centre Property	Council & CAO
OP 2017-04	Historic Resource Inventory – Statement of Significance Project	Historic Resource Committee
OP 2017-05	Stampede Grounds Governance & Upgrades <ul style="list-style-type: none"> • Governance options • Perimeter fencing • Operating Grant 	Community Services & Stampede Society
OP 2017-06	Promotion of Economic Development & Business Growth	EDC
OP 2017-07	<i>Traffic Safety Concerns – Highway 4 and 845 Industrial Area, Speed Zone on Highway 52 East, Truck route signage on Highway 845</i>	Council
OP 2017-08	<i>Diverse Housing and Development Options</i> <ul style="list-style-type: none"> • <i>Growth Strategy</i> • <i>Updated Municipal Development Plan</i> • <i>Revised Land Use Bylaw</i> 	MCP & Community Development



**TOWN OF RAYMOND CAPITAL PROJECT IMPROVEMENT PLAN (5 YEAR)
2017 THROUGH 2021**

PRIORITY #	PROJECT	Fund	2017	2018	2019	2020	2021	TOTAL
1	Victoria Park Project	MSI						
	Upgrade Fitness Equipment			15,000	5,000			20,000
	Lights West Fields				200,000			200,000
	Build Final Building					450,000		450,000
	Service Road		15,000					15,000
	Landscaping & Rubber Path		50,000					50,000
2	Ridgeview Lodge Infrastructure Project	MSI						
	Water & Sanitary Mainline, Storm Water Infrastructure		250,000					250,000
	Roadway Improvements & Raw Water Infrastructure							-
	Broadway Sanitary Mainline Extension - Hardy		25,000					25,000
3	Street Improvement Projects	BMTF						
	100 North between Knight & East Park		200,000					200,000
	Sidewalk Replacement Project		50,000	50,000	50,000	50,000	50,000	250,000
	400E between 100S & 200S			200,000				200,000
	300N between 300W & 400W				200,000			200,000
	100S btwn 300S & East Park Ave, East Park Ave btwn 100S & Stampede Ground Entrance					412,000		412,000
	100N btwn East Park & Golf Course Entrance						200,000	200,000
	Re-Pavement Projects							
	100E btwn 200N & 300N			100,000				100,000
	100E btwn 300N & 400N					103,000		103,000
100E btwn 400N & 500N					106,000		106,000	
	Broadway btwn Church/Park Ave & 100N					400,000	400,000	
4	Northwest Infrastructure Project	FGTF						
	Sanitary Phase		225,000					225,000
	Water Phase			225,000				225,000
	Storm Water & Drainage				225,000			225,000
5	Storm Water & Drainage							
	South Drainage Project	ACRP	800,000	836,196				1,636,196
	Block 183 Drainage Project		57,000					57,000
6	Golf Course Enhancement Project		180,000					180,000
7	Raw Water Infrastructure Project	LIP						
	Block Z - East Side		30,000					30,000
8	Equipment							
	Fire Truck - Joint Initiative	Debenture	350,000					350,000
	Tandem Truck & Pup	Debenture	200,000					200,000
	Garbage Truck			250,000				250,000
	Pick Up Trucks - Operational Services				60,000			60,000
	Loader					115,000		115,000
	Pick Up Trucks - Community Services			30,000	30,000		30,000	90,000
	Portable Stage		20,000					20,000
	New Mower - Cemetery			25,000				25,000
								-
								-
		Tandem Truck & Pup					200,000	200,000
	9	Capital Assets - Facility Projects						
Community Centre Handi Door			15,000					15,000
Community Centre Moisture Restoration Project				125,000				125,000
Ice Arena Roof			120,000					120,000
Swimming Pool Boiler				184,000				184,000
Walking Path Expansion Project				750,000			300,000	1,050,000
Wastewater Lagoon Expansion Project		AMW/WPP			6,875,000			6,875,000
Perrett Park Expansion Project						2,230,000		2,230,000
Transfer Station Relocation Project							2,000,000	2,000,000
New Town Shop							1,000,000	1,000,000
Skate Board Park							500,000	500,000
Recreation Centre							3,000,000	3,000,000
New Baseball Field & Improvements					500,000			500,000
Pool Automatic Stanrol System						30,000		30,000
Pool Liner Replacement							180,000	180,000
New Splash Park							800,000	800,000
Parks Maintenance Shop							650,000	650,000
Playground Replacement					100,000		100,000	200,000
RSIT Office - RRPSS		ACP	180,000					180,000
Head Stone Placement Curb - Cemetery			25,000	10,000	30,000	30,000	95,000	
10	Community Development Projects							
	Northside Soccer Field Development			250,000				250,000
	Affordable Housing Initiative - Seniors					3,400,000		3,400,000
	Industrial Zone Replot Initiative							-
							-	
	Total		2,767,000	3,065,196	8,358,000	6,823,000	9,440,000	30,453,196

