



Grand Falls · Windsor  
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**TOWN OF GRAND FALLS-WINDSOR**

**BUDGET 2016**



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## **TOWN OF GRAND FALLS-WINDSOR**

### **Our Vision**

**The place to live and do business**

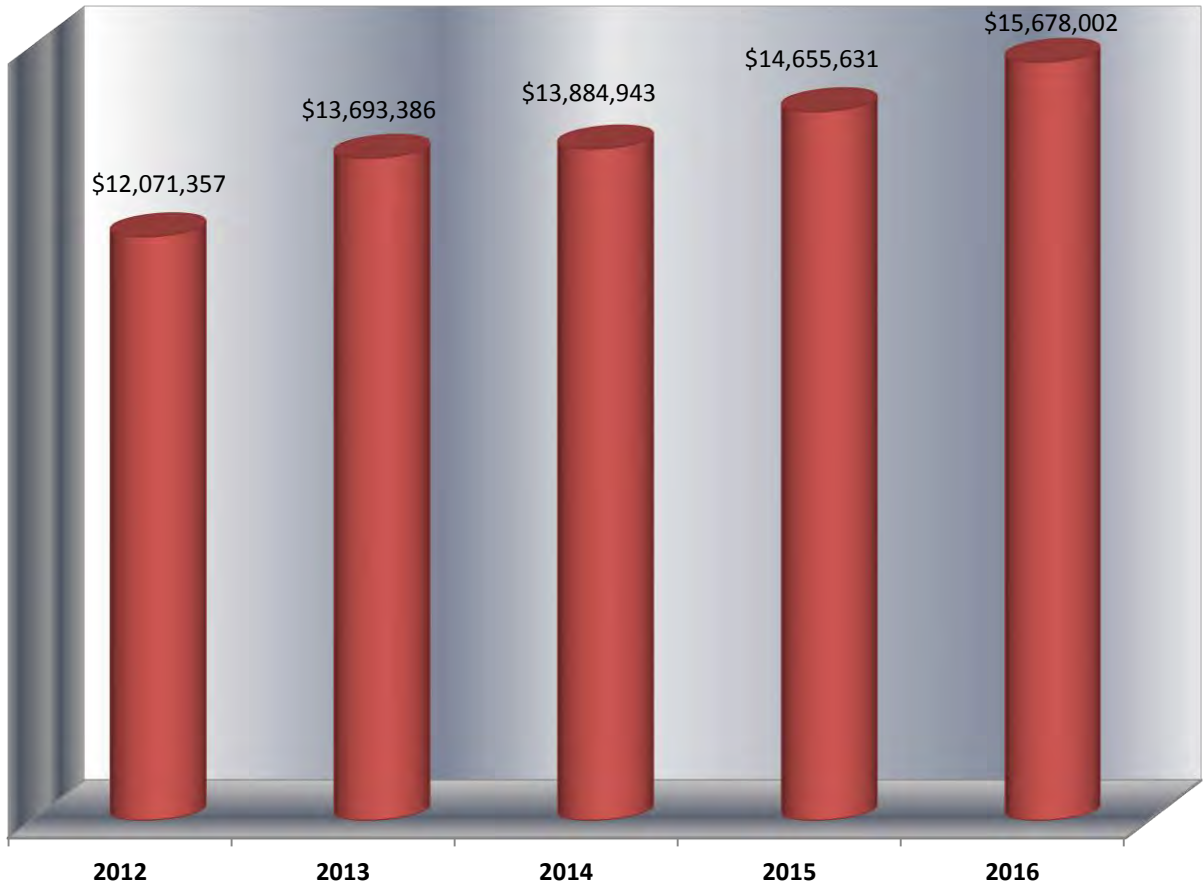
### **Our Mission**

**The Town of Grand Falls-Windsor strives to provide an environment where many opportunities exist to experience an exceptional quality of life.**

**TOWN OF GRAND FALLS-WINDSOR  
TAXATION REVENUE  
5 YEAR HISTORICAL REVIEW**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Revised 2015</b>	<b>Budget 2016</b>	<b>Change 2012-2016</b>	<b>% Change 2012-2016</b>	<b>Avg % Change</b>
<b>PROPERTY TAX</b>								
<b>Residential</b>	\$ 5,665,179	\$ 6,399,217	\$ 6,622,146	\$ 6,786,000	\$ 7,315,847	\$ 1,650,668	29.14%	7.28%
<b>Commercial</b>	1,189,722	1,393,449	1,418,436	1,450,000	1,616,267	426,545	35.85%	8.96%
	6,854,901	7,792,666	8,040,582	8,236,000	8,932,114	2,077,213	30.30%	7.58%
<b>BUSINESS TAX</b>	1,087,994	1,423,323	1,417,796	1,449,124	1,719,763	631,769	58.07%	14.52%
<b>WATER &amp; SEWER</b>								
<b>Residential</b>	2,087,854	2,139,618	2,163,519	2,650,000	2,669,638	581,784	27.87%	6.97%
<b>Commercial</b>	1,092,912	1,307,198	1,346,017	1,430,000	1,463,964	371,052	33.95%	8.49%
	3,180,766	3,446,816	3,509,536	4,080,000	4,133,602	952,836	29.96%	7.49%
	11,123,661	12,662,805	12,967,914	13,765,124	14,785,479	3,661,818	32.92%	8.23%
<b>POLL TAX</b>	166,414	190,859	66,741	13,000	-	(166,414)	-100.00%	-25.00%
<b>BUSINESS TAX OTHER</b>	781,282	839,722	850,288	877,507	892,523	111,241	14.24%	3.56%
<b>TOTAL</b>	\$ 12,071,357	\$ 13,693,386	\$ 13,884,943	\$ 14,655,631	\$ 15,678,002	\$ 3,606,645	29.88%	7.47%

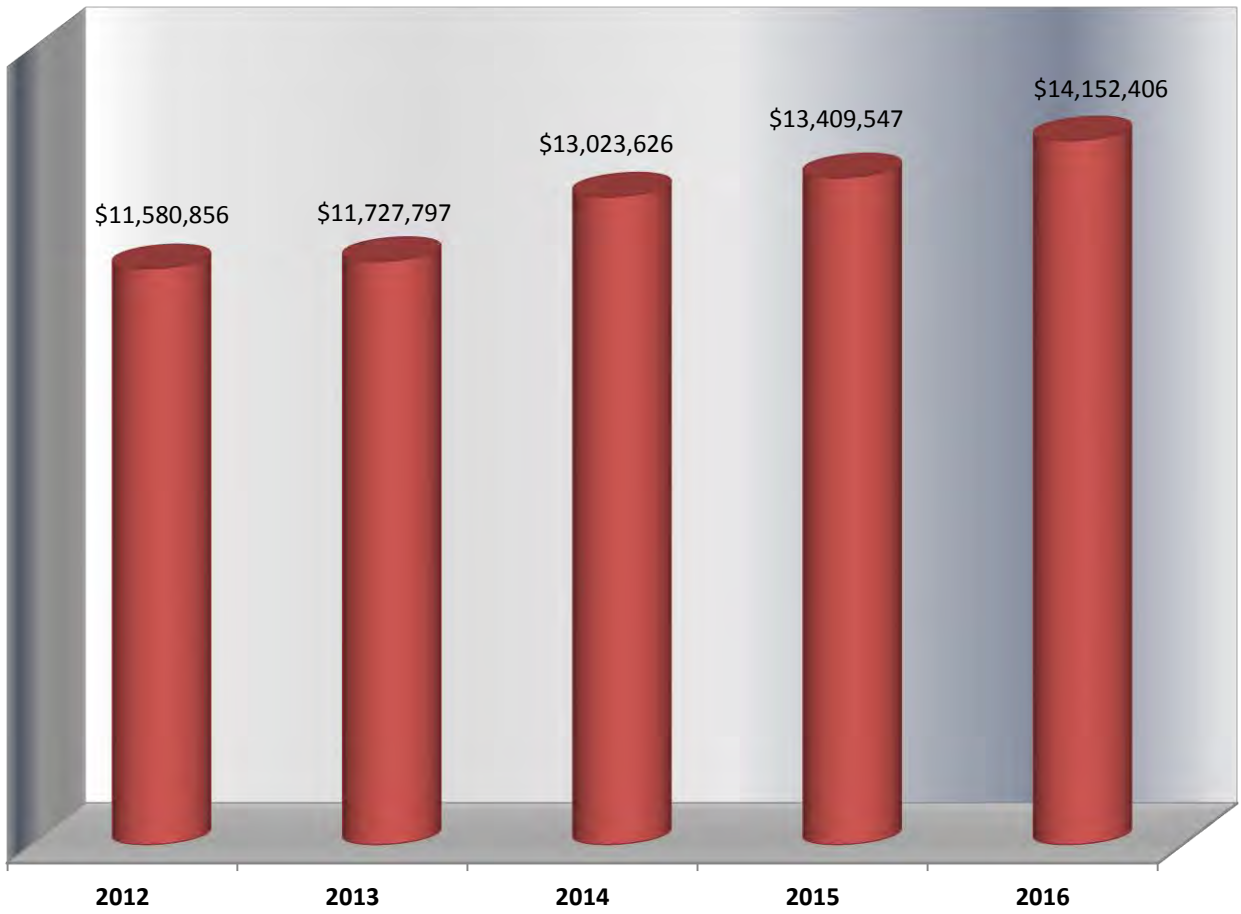
## Taxation Revenue Historical Review 2012-2016



**TOWN OF GRAND FALLS - WINDSOR  
OPERATIONAL EXPENDITURES  
5 YEAR HISTORICAL REVIEW**

	2012	2013	2014	Revised 2015	Budget 2016	Change 2012-2016	% Change	Average % Change
<b>EXPENDITURES</b>								
<b>OPERATIONAL</b>								
Council	\$ 235,914	\$ 227,252	\$ 274,700	\$ 275,080	\$ 303,020	\$ 67,106	28.45%	7.11%
Administration	1,030,203	1,127,706	1,108,870	1,206,268	1,202,039	171,836	16.68%	4.17%
Employee benefits	1,619,951	1,609,357	1,923,709	2,088,979	2,156,379	536,428	33.11%	8.28%
Property assessments	170,984	167,607	169,682	172,032	173,152	2,168	1.27%	0.32%
Insurance	108,454	113,138	107,151	129,000	135,000	26,546	24.48%	6.12%
Protective service	740,450	724,349	814,835	891,660	980,616	240,166	32.44%	8.11%
Municipal election	-	24,823	-	-	20,000	20,000	0.00%	0.00%
<b>Engineering &amp; works</b>								
Municipal services	5,136,206	5,239,292	5,699,670	5,755,583	6,152,405	1,016,199	19.79%	4.95%
Regional services	714,257	693,481	792,172	767,246	805,840	91,583	12.82%	3.21%
	5,850,463	5,932,773	6,491,842	6,522,829	6,958,245	1,107,782	18.93%	4.73%
Recreation	1,580,238	1,555,498	1,852,728	1,845,321	1,955,388	375,150	23.74%	5.94%
Economic development	244,199	245,294	280,109	278,378	268,567	24,368	9.98%	2.49%
<b>TOTAL OPERATIONAL</b>	<b>\$ 11,580,856</b>	<b>\$ 11,727,797</b>	<b>\$ 13,023,626</b>	<b>\$ 13,409,547</b>	<b>\$ 14,152,406</b>	<b>\$ 2,571,550</b>	<b>22.21%</b>	<b>5.55%</b>
<b>NON-OPERATIONAL</b>								
Bad debts	14,199	2,624	33,937	20,000	20,000	5,801	40.85%	10.21%
Discounts	250,066	273,728	141,110	155,000	170,500	(79,566)	-31.82%	-7.95%
Excite building (net)	(58,660)	(105,080)	72,399	(19,283)	(14,359)	44,301	-75.52%	-18.88%
Salmon festival (net)	2,529	(171,998)	487,060	667,000	-	2,529	-100.00%	-25.00%
Debt charges (net)	976,316	1,170,881	1,159,229	1,259,702	1,688,455	712,139	72.94%	18.24%
Capital out of general revenue	391,723	1,913,495	76,869	258,648	778,134	386,411	98.64%	24.66%
<b>TOTAL NON-OPERATIONAL</b>	<b>1,576,173</b>	<b>3,083,650</b>	<b>1,970,604</b>	<b>2,341,067</b>	<b>2,642,730</b>	<b>1,066,557</b>	<b>67.67%</b>	<b>16.92%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 13,157,029</b>	<b>\$ 14,811,447</b>	<b>\$ 14,994,230</b>	<b>\$ 15,750,614</b>	<b>\$ 16,795,136</b>	<b>3,638,107</b>	<b>27.65%</b>	<b>6.91%</b>

# Operational Expenses Historical Review 2012-2016

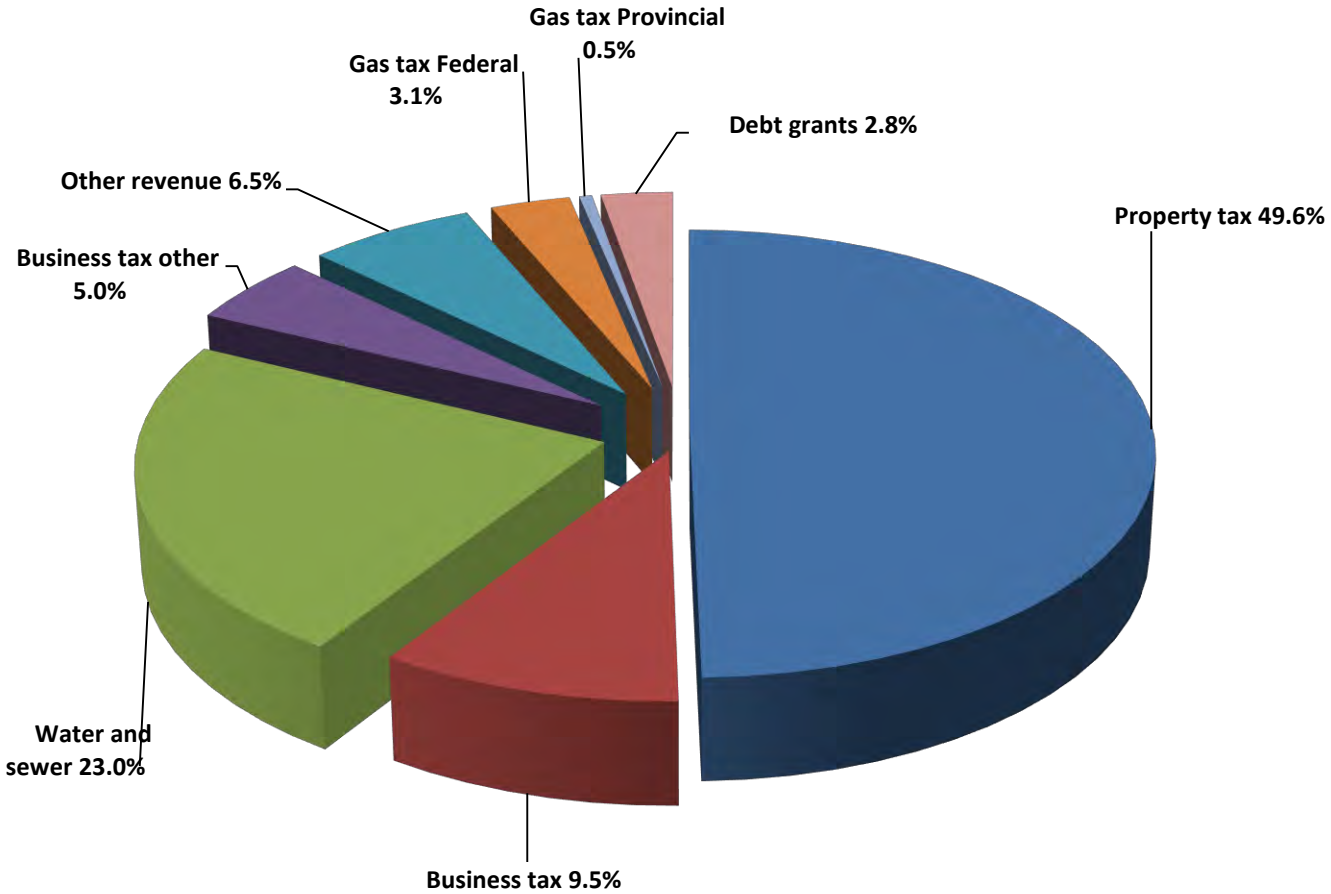


## TOWN OF GRAND FALLS-WINDSOR REVENUE

	2015 Original	2015 Revised	2016 Budget	Increase/ Decrease	% Inc/Dec
<b>Revenue</b>					
<b>Taxation</b>					
Property tax	\$ 8,193,118	\$ 8,236,000	\$ <b>8,932,114</b>	\$ 738,996	9.02%
Business tax	1,444,575	1,449,124	<b>1,719,763</b>	275,188	19.05%
Water and sewer	4,057,500	4,080,000	<b>4,133,602</b>	76,102	1.88%
Poll tax	-	13,000	-	-	0.00%
	<hr/> 13,695,193	<hr/> 13,778,124	<hr/> <b>14,785,479</b>	<hr/> 1,090,286	<hr/> 7.96%
Business tax other	860,374	877,507	<b>892,523</b>	32,149	3.74%
	<hr/> 14,555,567	<hr/> 14,655,631	<hr/> <b>15,678,002</b>	<hr/> 1,122,435	<hr/> 7.71%
<b>Provincial gas tax revenue</b>	-	59,282	<b>88,923</b>	88,923	0.00%
<b>Other revenue</b>					
Sale of goods and services	623,660	341,511	<b>330,165</b>	(293,495)	-47.06%
Revenue from own sources	309,000	334,400	<b>348,600</b>	39,600	12.82%
EXCITE centre rental	138,847	141,183	<b>142,009</b>	3,162	2.28%
Recreation revenue	382,367	359,790	<b>349,446</b>	(32,921)	-8.61%
	<hr/> 1,453,874	<hr/> 1,176,884	<hr/> <b>1,170,220</b>	<hr/> (283,654)	<hr/> -19.51%
<b>Total operating revenue</b>	16,009,441	15,891,797	<b>16,937,145</b>	927,704	5.79%
<b>Federal gas tax revenue</b>	561,395	569,919	<b>569,919</b>	8,524	1.52%
<b>Provincial debt grants</b>	513,560	513,615	<b>498,604</b>	(14,956)	-2.91%
<b>Total revenue</b>	<hr/> \$ 17,084,396	<hr/> \$ 16,975,331	<hr/> <b>\$ 18,005,668</b>	<hr/> \$ 921,272	<hr/> 5.39%



# Revenue 2016



# Town of Grand Falls-Windsor

## 2016 SCHEDULE OF RATES AND FEES

### TAX RATES

Property Tax	Residential	7.75 Mils
	Commercial	10.75 Mils
Water & Sewer	Residential	425.00 per year
	Commercial	425.00 per year plus 3.0 mils
	Schools	7.00 mils
	Public Building	Flat Rate
	Hospital/Care Facility	Flat Rate
	Wooddale	3.60 per 1,000 gallons

Business Tax Group No.	Rate	Classification
1	8.0 mils	General Business
2	4.0 mils	Bowling Alley
2A	15.0 mils	Physiotherapy/Massage Therapy
3	22.0 mils	Pharmacies
4	30.0 mils	Oil Companies, Real Estate, Insurance, Broadcasting Stations, Professional Offices, Special Services, Special Institutional
5	54.0 mils	Finance Companies
6	120.0 mils	Banks
7	30.0 mils	Dept. Stores/Grocery stores who have four or more of the following departments: Sporting Goods, Pharmacy, Dry Goods, Restaurant, Clothing, Electronics, Automotive, Hardware, Photo Development or freestanding building in excess of 30,000 square feet
8	12.0	Wholesale and Distribution Companies
9		Home Based Businesses Class 1 \$250.00 Basic Class 2 \$350.00 Insurance/Professional/Trades Class 3 \$500.00 Cleaning/Contractors Construction/Trucking
10	2.5%	Revenue Utilities and Television Providers

**TAX RATES CONTINUED...**

Minimum Business Tax	\$250.00
Tax Certificates	\$100.00
Compliance Letters	\$150.00
Senior's Discount	5%
Low Income Discount	20% with Guaranteed Income Supplement
Due Date	March 31 <sup>st</sup> Interest charged 12% per Annum after due date

**OTHER FEES**

Vending Vehicle Business

Daily Rate	\$ 50.00 (plus \$10.00 for each unit)
* Seasonal Rate	\$125.00 (plus \$10.00 for each unit)
Annual Rate	\$225.00 (plus \$10.00 for each unit)

Vending Stand Business

Daily Rate	\$ 50.00 (per stand)
* Seasonal Rate	\$125.00 (per stand)
Annual Rate	\$225.00 (per stand)

\*Permit Fee Schedule

A seasonal permit will be defined as a period of four (4) months beginning from the date of the permit.

For vendors of Christmas Trees that are Newfoundland grown, a seasonal permit of \$10.00 will apply. For vendors of Christmas Trees that are not Newfoundland grown, the rates for the vendor vehicle business will apply.

**OTHER FEES CONTINUED...**

Compost Bins	\$ 22.55
Dog License	\$ 10.00 (spayed/neutered)
Dog License	\$ 30.00 (not spayed/not neutered)
Cat License	\$ 10.00 (spayed/neutered)
Cat License	\$ 20.00 (not spayed/not neutered)
Breeding License	\$ 50.00
Impounding Fee	\$ 50.00
Discretionary Use/Variance	\$150.00
Business Permit Application Fee	\$ 25.00
Occupancy Permit Fee	\$100.00

**PLANNING AND DEVELOPMENT FEES**

**Building Permit Fees - Residential**

Main Floor	\$2.70/sq.m.
Upper Level	\$1.60/sq.m.
Finished Basement	\$1.10/sq.m.
Attached Garage	\$1.60/sq.m.
Extensions	\$2.70/sq.m.
Renovations, New Undeveloped Basement, Frost Walls & Building Relocation (up to \$10,000)	\$100.00
	(over \$10,000) \$100.00+\$2.00/\$1,000.00
Occupancy Permit	\$300.00 Deposit refundable upon receipt of Occupancy Permit less occupancy inspection fees of \$50.00 (main floor) & \$15.00 (subsidiary apartment)



## **PLANNING AND DEVELOPMENT FEES CONTINUED.....**

### **Planning Amendments**

Municipal Plan and Development Regulations

\$1,000 Flat Fee + Advertising + Public Hearing  
Commissioner (if required)

Development Regulations Only

\$500 Flat Fee + Advertising

### **Miscellaneous Fees**

Compliance Letter

\$150.00

Discretionary Use

\$150.00

Variance

\$150.00

Sewer Camera

\$ 50.00/Inspection

Remove and Replace Concrete, Curb &  
Gutter or Concrete Curb and Sidewalk

\$ 25.00/ ft

### **Saturday Drop Off Fees**

Car/Pick Up

\$ 5.00

Car/Single Axle Trailer

\$ 5.00

Car/Tandem Axle Trailer

\$ 5.00

Pick Up with Raised Sides

\$ 10.00

Pick Up with Single Axle Trailer

\$ 10.00

Pick Up with Tandem Axle Trailer

\$ 15.00

Pick Up with Raised Side/Tandem Axle

\$ 20.00

Shingles in Pick Up/Car Trailer

\$ 50.00

Shingles in Pick Up and Single Axle Trailer

\$100.00

Shingles in Pick Up and Tandem Axle Trailer

\$150.00

See attendant for Commercial and Contractor's rates.

## **PARKS & RECREATION FEES**

### **Ice Rental Fees**

Monday-Friday 8:00 a.m.-5:00 p.m.	\$ 90.00/hour (H.S.T. included)
Monday-Friday 5:00 p.m.-11:00 p.m.	\$125.00/hour
Monday-Friday 11:00 p.m. -8:00 a.m.	\$100.00/hour
Saturday-Sunday 8:00 a.m.-5:00 p.m.	\$100.00/hour
Saturday-Sunday 5:00 p.m.-11:00 p.m.	\$125.00/hour
Saturday-Sunday 8:00 a.m.-11:00 p.m.	\$125.00/hour (Adult Groups)
Saturday-Sunday 11:00 p.m.-8:00 a.m.	\$100.00/hour (Adult Groups)
Adult Tournaments Daytime & Evening	\$125.00/hour
Locker Rentals	\$ 84.75 each

### **Admission Fees**

Family Skating	\$3.00 Adults \$2.00 Children (H.S.T. Included)
General Skating	\$3.00 Adults \$2.00 Children (H.S.T. Included)
Pre-School Skating	\$3.00 Adults \$2.00 Children (H.S.T. Included)
Adult Skating	\$3.00 (H.S.T. Included)
Birthday Party Special (After School Special) 45 Minutes on Ice and 1 Hour in Coffee Shop	\$62.50 (H.S.T. Included)

### **Facility User Fees**

Men's Mixed Softball Leagues	\$300.00/team/year
Minor Baseball/Soccer Leagues/Tournaments	\$600.00/year
Senior Soccer Teams	\$300.00/team/year

## **PARKS & RECREATION FEES CONTINUED....**

Tennis	\$500.00/year for total use of the courts
Tournament Fees: Senior – Friday to Sunday	
Baseball	\$150.00/field/day
Softball	\$150.00/field/day
Soccer	\$150.00/field/day
Softball Fields/Centennial Field/Church Road Park-Daily rentals for non-profit "Fun" functions	\$ 50.00/hour/field to maximum of \$150.00/day (any expenses extra)
Daily Field Rentals (Centennial Field)	\$100/day

Weekend or extra field maintenance will be billed at cost. Plus HST for all of these prices.

## **TAXI LICENSE**

Annual Operating Fee	\$250.00
Decal Fee	\$ 25.00
Vehicle Fee	\$ 50.00

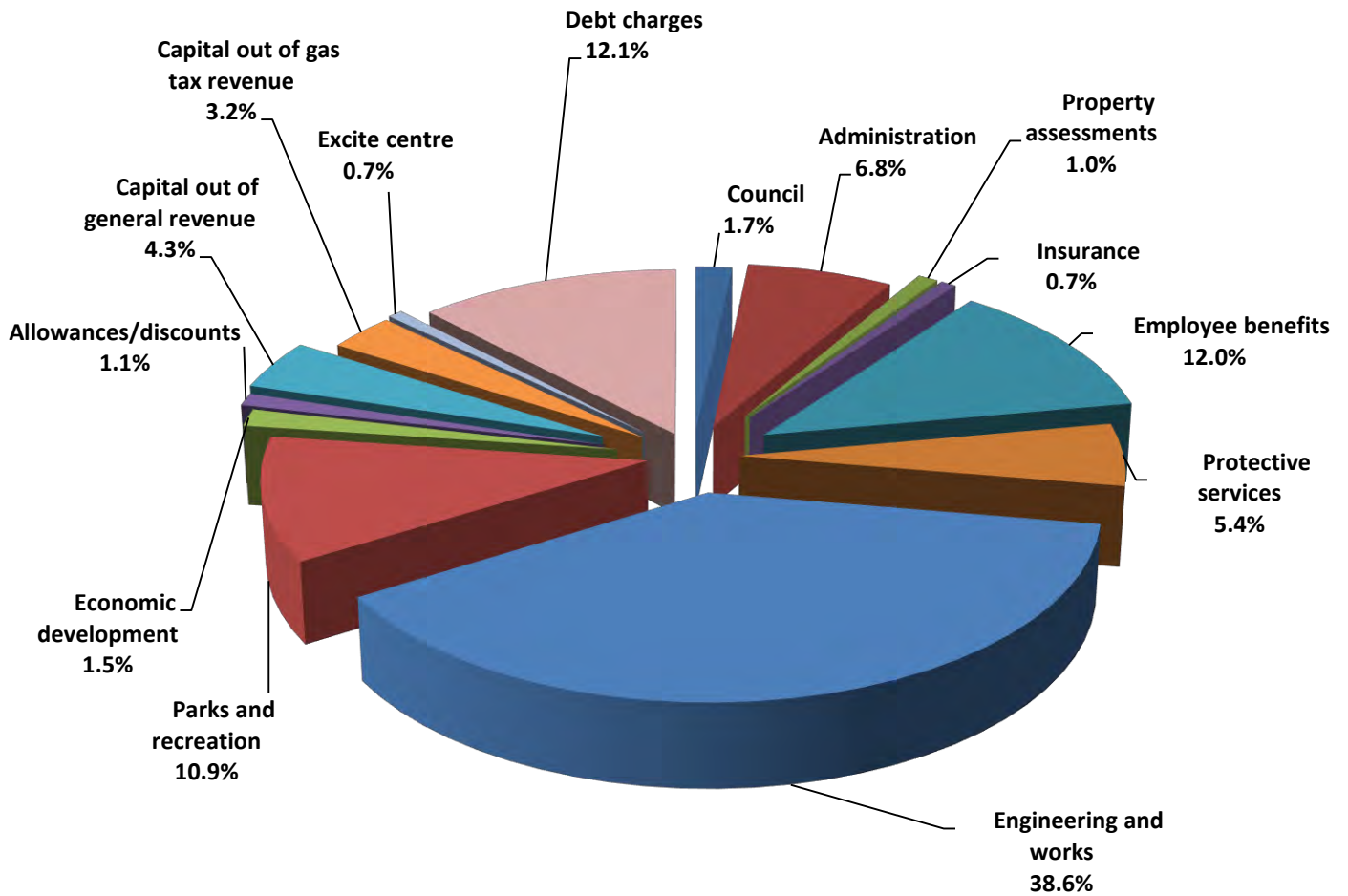


**TOWN OF GRAND FALLS-WINDSOR  
EXPENDITURES**

	<b>2015 Original</b>	<b>2015 Revised</b>	<b>2016 Budget</b>	<b>Increase/ Decrease</b>	<b>% Inc./Dec.</b>
<b>Expenditures</b>					
<b>Operational</b>					
Council	\$ 290,000	\$ 275,080	\$ 303,020	\$ 13,020	4.49%
Administration *	1,210,862	1,206,268	<b>1,222,039</b>	11,177	0.92%
Property assessments	172,032	172,032	<b>173,152</b>	1,120	0.65%
Insurance	122,896	129,000	<b>135,000</b>	12,104	9.85%
Employee benefits	2,056,766	2,088,979	<b>2,156,379</b>	99,613	4.84%
Protective services	931,878	891,660	<b>980,616</b>	48,738	5.23%
Engineering and works	6,617,873	6,522,829	<b>6,958,245</b>	340,372	5.14%
Parks and recreation	1,830,383	1,845,321	<b>1,955,388</b>	125,005	6.83%
Economic development	307,413	278,378	<b>268,567</b>	(38,846)	-12.64%
	<b>13,540,103</b>	<b>13,409,547</b>	<b>14,152,406</b>	612,303	4.52%
<b>Non-Operational</b>					
Doubtful accounts	20,000	20,000	<b>20,000</b>	-	0.00%
Discounts/rebates on taxes	141,270	155,000	<b>170,500</b>	29,230	20.69%
	161,270	175,000	<b>190,500</b>	29,230	18.12%
Capital out of general revenue	739,346	258,648	<b>778,134</b>	38,788	5.25%
Capital out of gas tax revenue	561,395	569,919	<b>569,919</b>	8,524	1.52%
Salmon festival(net)	-	667,000	-	-	0.00%
EXCITE centre	138,847	121,900	<b>127,650</b>	(11,197)	-8.06%
Debt charges	1,943,435	1,773,317	<b>2,187,059</b>	243,624	12.54%
	<b>3,544,293</b>	<b>3,565,784</b>	<b>3,853,262</b>	308,969	8.72%
<b>Total expenditures</b>	<b>\$ 17,084,396</b>	<b>\$ 16,975,331</b>	<b>\$ 18,005,668</b>	<b>\$ 921,272</b>	<b>5.39%</b>

\*Includes Town Manager's Office and Finance Administration

# Expenditures 2016



# Council

## Purpose

The Mayor and Councilors are the elected officials responsible for the good governance of the municipality. The Council is the Board of Directors and the supreme authority of the corporation and is responsible for enacting policies and by-laws in accordance with Provincial legislation.

Council also gives direction to senior management concerning the operation of the municipality and through the Town Manager/Clerk, holds the senior management team accountable for the efficient and effective operation of the municipality in accordance with the policies, by-laws and direction established by Council.

Council's objectives for 2016 are to keep the citizens of our municipality informed on community affairs through the use of the print and electronic media, as well as through specific publications such as the Town Crier and other council publications.

Our employees, the people who perform the daily tasks, continue to provide the citizens of Grand Falls-Windsor with an exceptional service. Council will continue to ensure they have the tools and facilities to execute their duties and endeavor to show its' appreciation to them at events throughout the year.

We will continue to co-operate with community groups to recognize the valuable contribution of our citizens and organizations to the well-being of our municipality.

The professional development of our elected officials and staff will be encouraged through attendance at conventions, seminars, workshops and other opportunities to exchange ideas and learn from colleagues.

Council is committed to assisting in the growth of new business and expansion of our current businesses within our town. Council is committed to building community partnerships to enhance our community and encourage future growth.

Grand Falls-Windsor has developed into the picturesque, tidy, beautiful municipality with devoted, community minded citizens. To encourage further development and community well-being, Council will continue to support community events, beautification projects, our youth and people of all abilities.

**COUNCIL  
EXPENDITURES**

	<b>2015 Original</b>	<b>2015 Revised</b>	<b>2016 Budget</b>	<b>Increase/ Decrease</b>	<b>% Inc./Dec.</b>
Total Expenditures	290,000	275,080	303,020	13,020	4.49%

## **Town Manager's Office**

The Town Manager is the Chief Executive and Administrative Officer of the Council, and is responsible to Council for the proper planning, execution, conduct and administration of the affairs of the Council in accordance with adopted policies. The Town Manager is the Town Clerk, and the Department Head, with direct responsibilities for Economic Development and Public Protection Services, which include Policing, Animal Control and Fire protection. The Town Manager is also the administrative advisor to the Exploits Regional Services Board, which provides a treated water supply to the 22,000 residents of Grand Falls-Windsor, Bishop's Falls, Botwood and Peterview.

The Municipal Government's primary role is to provide a wide range of services to its residents, such as water and sewer, garbage collection, snow clearing, infrastructure maintenance, police and fire protection, recreational programs and facilities, etc. The execution of these functions must be done in an efficient and effective manner, while complying with budgets and policies of Council. To that end, we have a budget of approximately \$17.0 million and in excess of 100 employees. In 2015, Council provided an exemplary level of service in all areas and will end the year in excellent financial position.

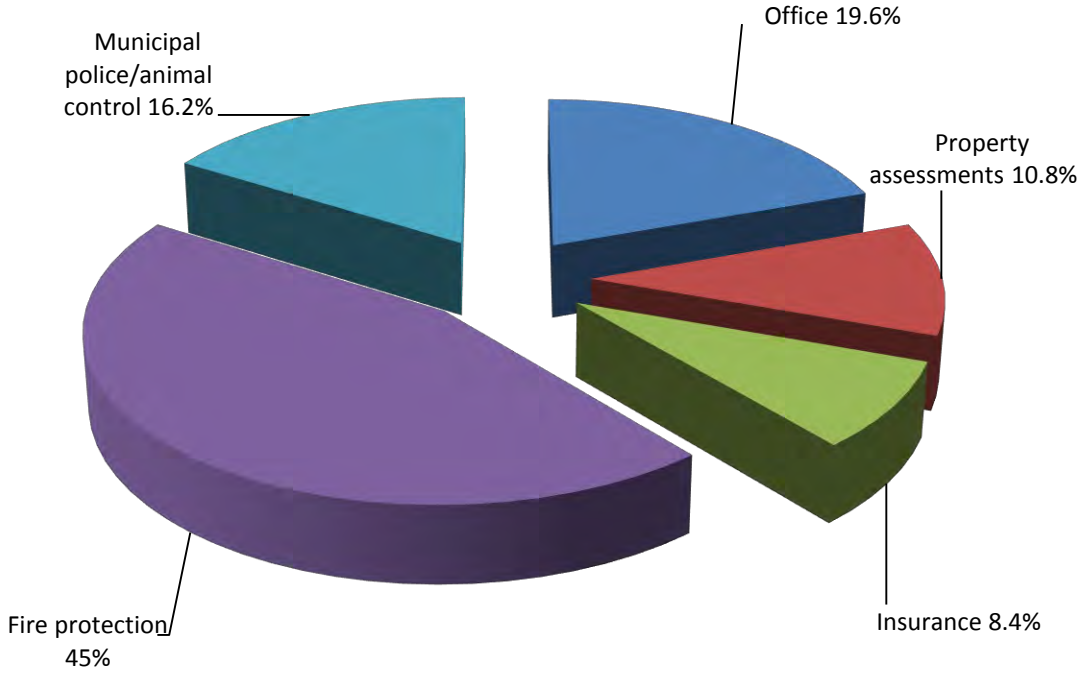
Safety of our employees is of paramount importance. In 2015, we embarked on numerous safety training initiatives, including a mandatory "Psychologically Safe Workplace" workshops for supervisory staff to help our employees deal with the stress of living and working in today's environment. We have been vigilant in enforcing Occupational Health and Safety policies, increasing awareness of safety and developing a culture of safe work practices. We have once again been very successful in passing our PRIME audit, which is WHSCC's benchmark for Occupational Health and Safety compliance.

In today's environment of remote employment, we are positioning our community as the best place to live while people commute to work. We have an aggressive capital plan that focuses on "Quality of Life" projects that make Grand Falls-Windsor a place where people want to live. Sports, recreation and non-recreational leisure activities create opportunities for exceptional work life balances that benefit every demographic and are essential for our future sustainability. I encourage everyone to read the goals and objectives contained in the budget document to learn how your municipality plans to deliver services while being good stewards of the revenue entrusted to us.

**TOWN MANAGER'S OFFICE  
EXPENDITURES**

	<b>2015 Original</b>	<b>2015 Revised</b>	<b>2016 Budget</b>	<b>Increase/ Decrease</b>	<b>% Inc./Dec.</b>
<b>Administration</b>					
Office	281,890	297,220	<b>313,361</b>	31,471	11.16%
Property assessments	172,032	172,032	<b>173,152</b>	1,120	0.65%
Insurance	122,896	129,000	<b>135,000</b>	12,104	9.85%
	<u>576,818</u>	<u>598,252</u>	<b><u>621,513</u></b>	44,695	7.75%
<b>Protective services</b>					
Fire protection	685,647	648,495	<b>721,231</b>	35,584	5.19%
Municipal police	246,231	243,165	<b>259,385</b>	13,154	5.34%
	<u>931,878</u>	<u>891,660</u>	<b><u>980,616</u></b>	48,738	5.23%
<b>Total</b>	<u><u>1,508,696</u></u>	<u><u>1,489,912</u></u>	<b><u><u>1,602,129</u></u></b>	93,433	6.19%

# Town Manager's Office 2016 Expenditures



# **FINANCE DEPARTMENT**

The Finance Department is responsible for the financial administration of the municipality. This includes accounting, treasury, controllership, and internal audit. Operationally, the Finance Department is responsible for assessment roll maintenance for billing and collection of revenue, recording of disbursements, insurance, financial reporting and analysis, purchasing procedures, administering payroll, benefits and human resources, maintaining the municipal computer information system, and ensuring proper control and security of the Town's many assets.

## **OBJECTIVES 2016**

### **1. Performance Measurement**

**Objective: To further the development of a comprehensive performance measurement system (PMS).**

**Tasks:**

- Need to formally implement measures for Recreation and Economic Development.
- Apply performance measurement data to financial data to establish unit costing and key ratios.
- Incorporate measures in comparative format for years.

### **2. Accounts Receivable/Collection**

**Objective: Continue to decrease amounts outstanding from those of comparative periods.**

**Tasks:**

- Maintain collection rate in area of 98 to 100%.
- Extensive use of collection methods for outstanding taxes – shut-off notices, statement mailouts, collection agencies, and sale of property.
- Review of ticketing and fines. Implement procedure to reconcile amounts issued and collected.
- Review pre-authorized procedures/integration with Townsuite.



### **3. Purchasing**

#### **Tasks:**

- Review of integrated purchase order/inventory system. Currently operating with two stand-alone systems.
- Continued implementation of asset inventory management.

### **4. Management Information System**

**Objective: To ensure the continued reliable operations of Management Information System.**

#### **Tasks:**

- Upgrade and replace computer systems as per policy.
- Continue to work with TownSuite development team to enhance Townsuite financial software and development of customized reports. Attend seminars and webinars on Townsuite applications.
- Continue to upgrade users to latest version of MS-Office.
- Staff professional development
- Continue assessment for improving records management system.
- Evaluation of TownSuite web services.
  - Online registrations
  - Customer portal
  - Complaints
- Establish virtual connection between Town Hall and Public Works Depot.

### **5. PSAB Accounting Requirements**

**Objective: Completion and audit of PSAB compliant Financial Statements.**

#### **Tasks:**

- Maintain listing of capital assets, policy, and valuation.
- PSAB compliance of 2015 Financial Statements.
- Implementation of tangible capital asset module.
- Develop inventory and small asset controls.
- Review economic life cycle of assets and current depreciation rates.

## **6. Human Resources**

**Objective: To ensure efficiency in department operation through professional and technical skill development.**

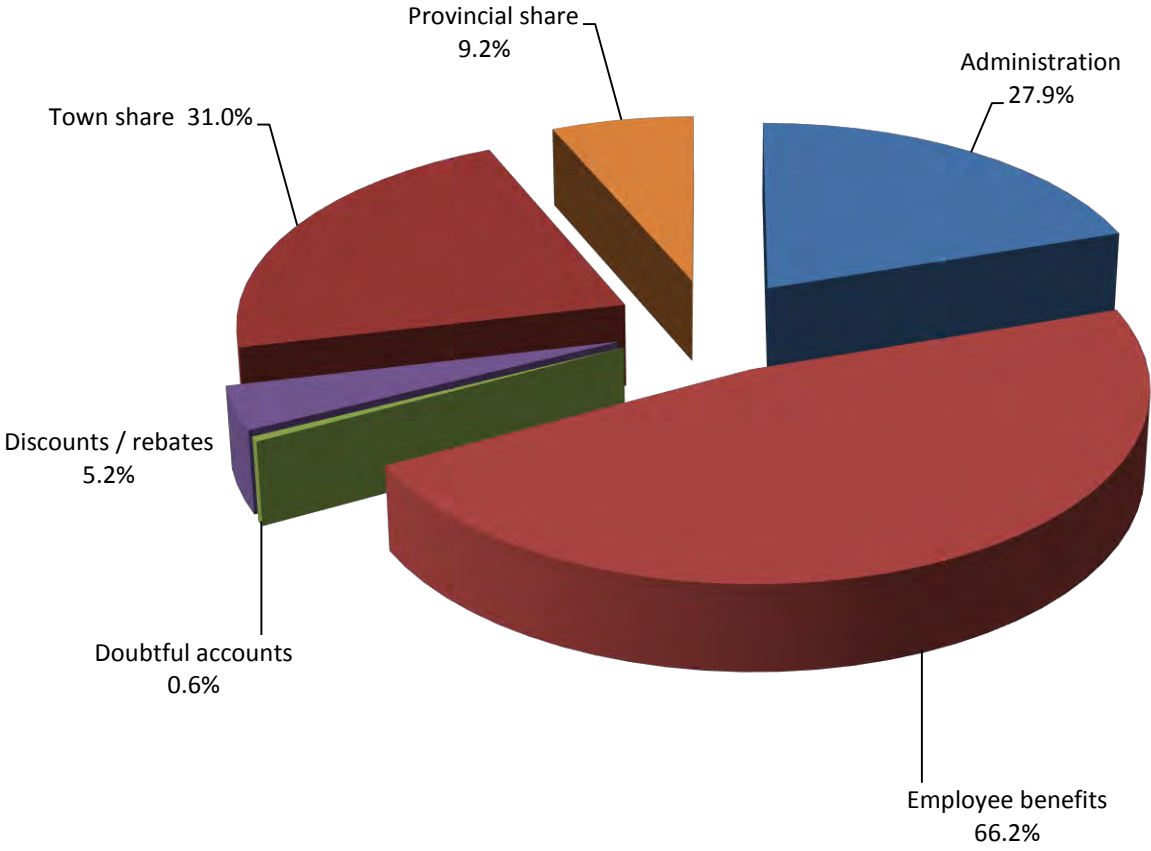
### **Tasks:**

- Continued staff training in areas of accounting computer application, Townsuite and municipal administration. This includes webinars, courses, and municipal administration.
- Attendance at professional conference courses and professional development courses.

**FINANCE DEPARTMENT  
EXPENDITURES**

	<b>2015 Original</b>	<b>2015 Revised</b>	<b>2016 Budget</b>	<b>Increase/ Decrease</b>	<b>% Inc./Dec.</b>
<b>Administration</b>	928,972	909,048	<b>908,678</b>	(20,294)	-2.18%
<b>Employee benefits</b>	2,056,766	2,088,979	<b>2,156,379</b>	99,613	4.84%
<b>Doubtful accounts</b>	20,000	20,000	<b>20,000</b>	-	0.00%
<b>Discounts / rebates</b>	141,270	155,000	<b>170,500</b>	29,230	20.69%
	<u>3,147,008</u>	<u>3,173,027</u>	<u><b>3,255,557</b></u>	108,549	3.45%
 <b>Debt payments</b>	 <u>1,943,435</u>	 <u>1,773,317</u>	 <u><b>2,187,059</b></u>	 243,624	 12.54%
Town share	1,429,875	1,259,702	<b>1,688,455</b>	258,580	18.08%
Provincial share	513,560	513,615	<b>498,604</b>	(14,956)	-2.91%
 <b>Debt payment ratio</b>					
Town Share	1,429,875	1,259,702	<b>1,688,455</b>		
Operating revenue	<u>16,009,441</u>	<u>15,891,797</u>	<u><b>16,937,145</b></u>		
	<u>8.93%</u>	<u>7.93%</u>	<u><b>9.97%</b></u>		

# Finance Department 2016 Expenditures



## **Engineering and Works Department**

**2016**

The Engineering and Works Department is responsible for providing all the physical facilities that make our community work. These facilities include public buildings, roads, sidewalks, water, drainage and sewer systems as well as waste disposal. The Engineering and Works Department consists of a professional team of employees made up of Engineers, Technicians, Supervisors, Equipment Operators, Specialized Tradespersons and Labourers. This team is responsible for maintaining the Town's entire infrastructure and planning for the expansion of service and improvements. Much of the Department's work is ongoing from year to year and requires expenditure increases in direct proportion to the expansion of the number of buildings and the length of streets and sidewalks in our community. The Department strives to maintain the Town's services to the highest possible level within our budgetary constraints. Grand Falls - Windsor is in the enviable position of having one of the most comprehensive and technical infrastructures in the Province. The Department is committed to keeping abreast of technological change and incorporating these changes where financially feasible and where it will improve the efficiency and effectiveness of our operations. The Engineering and Works Department is the backbone of our community services.

# **Engineering and Works**

## **OBJECTIVES 2016**

### **Operation Review – Outside Services**

Objective: To review services provided by our outside workers.

Task: Review staffing levels and qualifications (training) to provide acceptable levels of service.

Review equipment purchases, maintenance, and replacement programs. Do we have too much or not enough and when should it be replaced?

Review documentation of activities and monthly reporting. Can this be improved?

Review items that can be purchased under the annual standing order.

Review items that can be stocked at depot to minimize visits to retail outlets.

Assess the GPS Vehicle Tracking System – Valuable tool? Do we need to increase numbers?

Review Supervision at the Water Treatment Plant - Succession Planning

Review complaint documentation and resolution process.

Review existing policies and update if necessary. Also, develop new policies that may be required as part of this operation review.

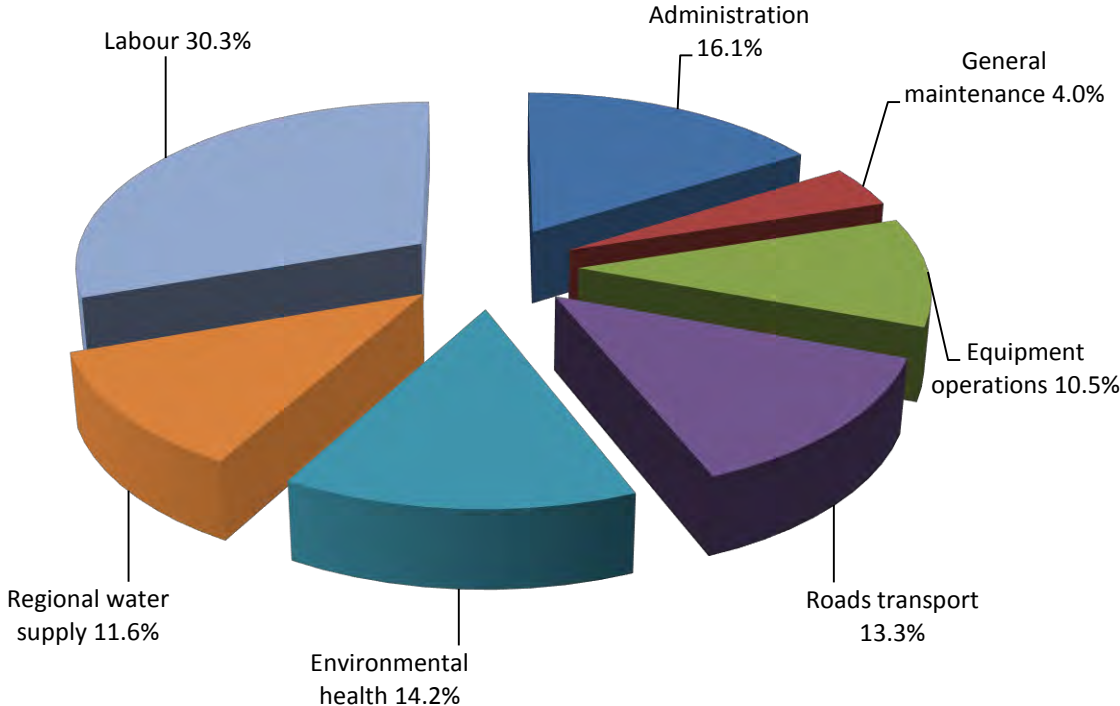
**ENGINEERING AND WORKS  
EXPENDITURES**

	<b>2015 Original</b>	<b>2015 Revised</b>	<b>2016 Budget</b>	<b>Increase/ Decrease</b>	<b>% Inc./Dec.</b>
<b>Administration</b>	1,047,767	1,027,350	<b>1,121,751</b>	73,984	7.06%
<b>General maintenance</b>	270,192	250,992	<b>278,386</b>	8,194	3.03%
<b>Equipment operations</b>	774,520	744,200	<b>729,500</b>	(45,020)	-5.81%
<b>Roads transport</b>	797,529	813,467	<b>928,446</b>	130,917	16.42%
<b>Environmental health</b>	941,751	945,674	<b>985,522</b>	43,771	4.65%
<b>Regional water supply*</b>	812,214	767,246	<b>805,840</b>	(6,374)	-0.78%
<b>Labour</b>	1,973,900	1,973,900	<b>2,108,800</b>	134,900	6.83%
	<b>6,617,873</b>	<b>6,522,829</b>	<b>6,958,245</b>	<b>340,372</b>	<b>5.14%</b>

**\*Regional water supply - net cost**

Regional water supply	812,214	767,246	805,840	(6,374)	-0.78%
Cost recovery	(329,924)	(314,511)	(328,165)	1,759	-0.53%
	<b>482,290</b>	<b>452,735</b>	<b>477,675</b>	<b>(4,615)</b>	<b>-0.96%</b>

# Engineering and Works 2016 Expenditures





# **Parks and Recreation Department**

## **2016**

### **Introduction**

The Parks and Recreation Department is responsible for the delivery of Parks, Recreation and Leisure Services to the residents of Grand Falls-Windsor. These services will be delivered through facility planning, operations, maintenance, programs, special events, tournaments and Recreation Capital Projects completed by the Department. The Department will act as liaison between recreation organizations, arts community, facility users and Council. Other major duties include the landscaping of 67 acres or 266,800 sq. metres of Parks, Fields and Open Spaces and repairs to public properties. In total the Department administers thirteen Athletic Fields, six Community Facilities, six Playgrounds, six Parks, four Memorial Parks, three Rest Parks, fourteen Accessory Buildings, seventeen Rest Areas, one new Dog Park and one new Splash Pad. The Department also maintains and operates one set of lights at Centennial Baseball field, one set of new lights at Main Street Softball Fields and one new set of lights at Goodyear Avenue Softball Fields. In addition the Department will provide the Town with the organization of many large and small community, regional and provincial special events.

In 2016 the Department will continue the implementation of many key recommendations from the 2012 Leisure and Recreation Master Plan within the allotted Budget allocation. The goal of the Department is to complete as many recommendations as possible over the next few years.

The Leisure Services Programmer position will be made full time to continue to develop leisure services and community programming. The Department will continue to hire temporary program leaders to provide quality leadership to the Summer and other Town Programs.

The Windsor Stadium will operate a Summer Hockey School and a Summer Figure Skating School. We will operate both ice surfaces, nine months at the Windsor Stadium and seven months at the Joe Byrne Memorial Stadium.

The Department will continue to support and assist the Grand Falls-Windsor Cataracts as they defend the Provincial Senior Herder Memorial Championship and compete in the 2016 Allan Cup Playdowns and the 2016 Allan Cup National Championships.

The Department will complete and construct several Capital Projects. The new Main Street Playground, the new Centennial Field Depot and renovations to the Frances M. Nichols Community centre will all be completed. The new Cross Country Ski Chalet and Storage Building will be constructed. Work will be completed to add Dressing Rooms and insulate the Floor at the Joe Byrne Memorial Stadium. Work will be completed to add Dressing Rooms and Pave the Parking Lot at the Windsor Stadium. Centennial Field Parking Lot and Track will be re-configured and paved.

The popular outdoor basketball Courts will be graded to specifications and paved.

The Department will upgrade and widen Exploits Valley Ski Trails and bring electricity to the Scott Avenue site to expand trail use by lighting sections of the trails and providing power to the new Cross Country Ski Chalet.

The Department will complete construction and development of the Mountain Bike Trails.

The Department will participate in the 2016 Central Summer Games being hosted by the Town of Botwood.

The Department will continue to review, revise, and develop new Parks and Recreation Policies. We will continue to support and enforce the Helmet Policy and the Fan Code of Conduct Policy.

The Department will continue to provide Recreation, Leisure, and Special Needs Programs to our residents that are relevant to current trends, promote healthy living and the continued use of the Town's Parks and Recreation Facilities.

All of the Departments regular special events will be organized and operated. These include Summer Minor Sports, Day Camps, Summer Program, Winterlude, Canada Day Celebrations, Salmon Festival and the Red Maple Festival. We will develop and operate a 2016 Provincial Bike Race. We will assist with the 2016 Mid Winter Bivver and the 2016 Mud Fest.

The Department will continue to support all of our Minor Sports, Recreation and Leisure Organizations. We will continue to offer the First Time Skaters Free Registration Program through the Grand Falls-Windsor Minor Hockey Association and the Sparkling Blades Figure Skating Club. We will continue to provide Community Organizations Partnership Grants for many organizations. We will continue to assist other groups and associations using the Town's Facilities for special events, rentals and tournaments. We will partner and assist the various organizations within the Arts Community. We will partner and provide programming for all age groups from tots to seniors.

The Department will continue to enhance the High Street and Main Street Development Areas. We will continue with well-rounded flower baskets, trees, green space areas and new pole banners for both areas.

We will maintain and enhance Gorge Park. We will promote this beautiful Park and all the amenities that add to the enjoyment of our citizens.

In 2016 we will strive to be the best Parks and Recreation Department in the best perfectly centered place to live.

## **2016 Goals and Objectives**

We look forward to 2016 as we set out to provide our residents with the best possible Parks, Recreation and Leisure Services. We will continue to target to achieve the many goals and objectives as set out by the Parks, Recreation and Special Events Committee. We will target the goals, objectives and recommendations of the completed Parks and Recreation Master Plan. Although it will not be possible to accomplish all of the recommendations of the Parks and Recreation Master Plan this year we will strive to complete as many as possible.

The recommendations from the Parks and Recreation Master Plan are highlighted in bold. Our Department's Goals and Objectives for 2016 are:

### **1. Marketing and Promotion**

Objective: To market and promote the Department's Parks, Recreation, Leisure Services and Special Events Programs and Facilities in order to maximize the usage and participation by our residents.

### **2. Facility Development and Enhancement**

Objective: To maintain, improve, and develop the Town's Parks, Recreation and Leisure Services within the allotted budget.

### **3. Policy Development**

Objective: To establish comprehensive Parks and Recreation Policies to be included into the Town's Policy Manual.

### **4. Program Development**

Objective: To provide Recreation, Leisure, and Special Needs Programs to our residents that are relevant to current trends, promote healthy living and the continued use of the Town's Parks and Recreation Facilities.

### **5. Special Events and Planning**

Objective: To enhance Recreation, Leisure and Community Spirit and quality of life for the Town residents by providing community-wide special events and tournaments.

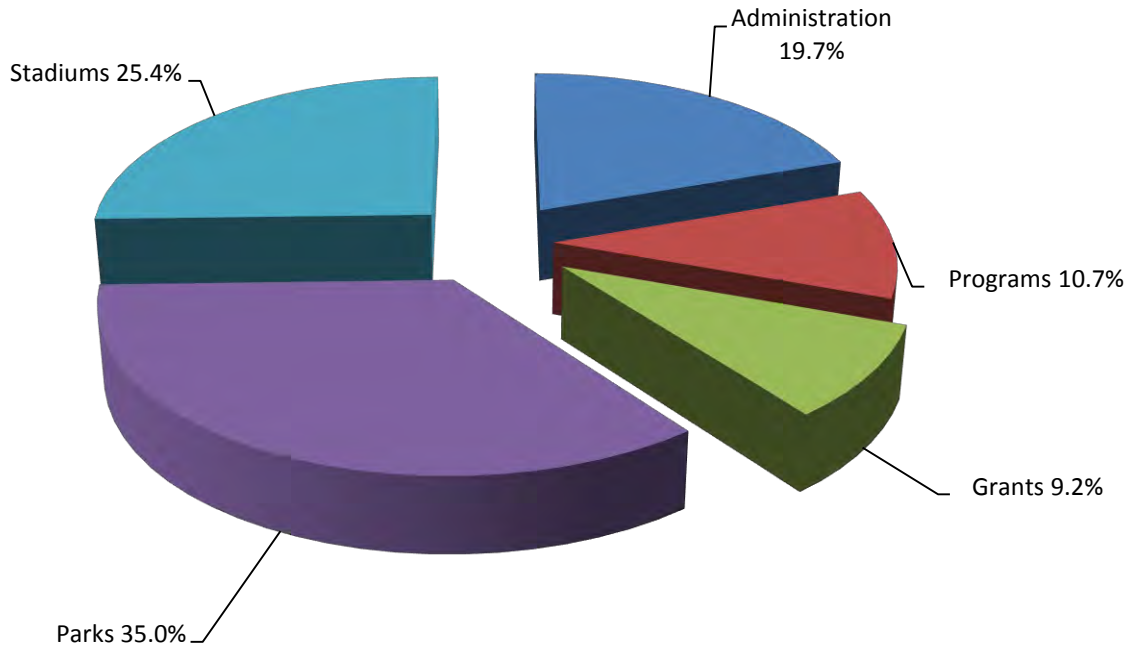
### **6. Operations and Productivity**

Objective: To have a safe, healthy and efficient workplace that provides the maximum productivity from all resources available.

**PARKS AND RECREATION  
EXPENDITURES**

	<b>2015 Original</b>	<b>2015 Revised</b>	<b>2016 Budget</b>	<b>Increase/ Decrease</b>	<b>% Inc./Dec.</b>
<b>Administration</b>	394,483	412,321	<b>385,241</b>	(9,242)	-2.34%
<b>Programs and grants</b>					
<b>Programs</b>	141,000	169,200	<b>210,000</b>	69,000	48.94%
<b>Grants</b>					
YMCA	42,500	46,500	<b>47,500</b>	5,000	11.76%
Corduroy Brook	40,000	40,000	<b>40,000</b>	-	0.00%
Y2C	20,000	20,000	<b>20,000</b>	-	0.00%
ERMA	6,900	6,900	<b>6,900</b>	-	0.00%
Golf club	-	25,000	<b>25,000</b>	25,000	0.00%
Curling Club	15,000	15,000	<b>15,000</b>	-	0.00%
Other groups	32,000	32,000	<b>25,000</b>	(7,000)	-21.88%
	156,400	185,400	<b>179,400</b>	23,000	14.71%
<b>Total programs and grants</b>	297,400	354,600	<b>389,400</b>	92,000	30.93%
<b>Parks</b>	633,500	622,900	<b>683,332</b>	49,832	7.87%
<b>Stadiums*</b>	505,000	455,500	<b>497,415</b>	(7,585)	-1.50%
<b>Total</b>	1,830,383	1,845,321	<b>1,955,388</b>	125,005	6.83%
<b>*Stadiums - net cost</b>					
Expenditures	505,000	455,500	497,415	(7,585)	-1.50%
Revenue(net)	(355,367)	(311,000)	(322,446)	32,921	-9.26%
	149,633	144,500	174,969	25,336	16.93%

# Parks and Recreation 2016 Expenditures



# **Economic Development & Tourism Department**

## **Objectives 2016**

### **Goal 1 - Tourism, Conferences, Special Events**

To continue develop Grand Falls-Windsor as a tourist and convention destination.

#### **Objective 1**

Promote Grand Falls-Windsor through attendance at trade shows and measure the success of this activity.

#### **Objective 2**

Develop and distribute marketing materials such as maps, brochures, advertisements, etc.

#### **Objective 3**

Support the Central DMO (Destination Marketing Organization), Queen Street Dinner Theatre, and Hospitality Newfoundland and Labrador.

#### **Objective 4**

Co-ordinate convention activities for direct marketing and follow-up of convention business and increase this business area. We will continue to communicate with the largest hotel here so we are aware of opportunities up-coming. Also, we will continue to work in conjunction with the management of the Shalaps Centre, Grand Falls Golf course and other facilities to maximize the convention/conference opportunities here.

#### **Objective 5**

Development of a marketing plan for the Farmer's Market will be very important to the continued success of this project. Consistent marketing in the three media (radio, newspaper and TV) beginning in June of 2016 and concluding in December will ensure that the general public is aware of the market and the location, hours of operation, and vendors there.

## **Objective 6**

Develop a Cranberry Festival. With several of the farms yielding substantial crops, we have incorporated a Cranberry component into the Red Maple Festival, but need to strive to have a stand-alone Cranberry Festival to bring more attention to the product.

In addition, our Mud Fest event has generated substantial tourist traffic during our off season. There was interest locally as well at this past year's event.

## **Objective 7**

The development of a strategy to incorporate the expansion of the Riverfront/Gorge Park development to extend up past the former paper mill. A comprehensive tourism strategy should be held in 2016, with the assistance of the Dept. of Business, Tourism, Culture and Rural Development.

## **Goal 2 - Business Development Initiatives**

Increase the numbers and diversity of business in Grand Falls-Windsor and to promote economic impact of retail and resource based activity in area.

### **Objective 1**

The department must continue to attend various retail trade shows to increase our presence to prospective retailers. The inclusion of a trade show booth at the Toronto ICSC retail show was beneficial and it is recommended to continue this practice.

### **Objective 2**

Continue to work with developers to retail in the Cromer/Duggan/Queensway/Hardy business area. We need to identify additional property in the town (or TCH area again) for expanded retail development.

### **Objective 3**

Continue Breakfast/Luncheon meetings with the business community to get feedback and give information on economic development initiatives.

#### **Objective 4**

Create an awareness program to establish Grand Falls-Windsor as the retail/service center for central Newfoundland through various media. We advertise three times a year in Atlantic Business magazine as well as the Telegram's Business Forecast and it is recommended to continue this practice.

#### **Objective 5**

Continue to work with local mining and aquaculture industry to enhance opportunities that will develop from these activities. We need to promote the opportunities for these companies with the future growth of both of these sectors.

#### **Objective 6**

Work with local business community to gather input from them on specific business growth opportunities.

### **Goal 3 - Population Growth Strategy**

Increase the number of people relocating and retiring to Grand Falls-Windsor.

#### **Objective 1**

Continue to utilize current marketing theme to attract more retirees back to Grand Falls-Windsor.

### **Goal 4 - Communications**

Improve communication and the flow of information within council and from council to the public.

#### **Objective 1**

Continue to implement the new Branding Theme for the Town into all marketing/communications materials/initiatives. Also, any vehicles that have the green Perfectly Centered logos should be converted to the orange in 2016.



## **Objective 2**

Continue to develop initiatives and processes for Council to better communicate important messages on a consistent basis. Communicating Council/Departmental news on a consistent basis will ensure that we get our message out to local citizens and the business community. Additionally, we need to create a comprehensive campaign where we promote ourselves as a “Service Centre”. We must market our assets such as Mining, Aquaculture, IT, Post-Secondary, Health Care, Retail, Manufacturing, Transportation, etc. We must convince the locals and outsiders that our economy is diverse and investment in this community is sound.

## **Objective 3**

Continue to refine and improve the Town’s web site content and the regular updating of the components of the site.

# **Business Development**

## **Mission Statement**

In partnership with local, national and international stakeholders develop the knowledge innovation economy in Grand Falls-Windsor with a specific focus on healthcare, life sciences and information technology.

## **Goal 1- Healthcare Economy**

In partnership with public and private stakeholder make Grand Falls-Windsor a provincial hub to meet the healthcare needs of Newfoundland and Labrador and Canada.

### **Objective 1**

Healthcare education

#### **Project 1 – School of Nursing**

Work with partners to implement School of Nursing project

#### **Project 2 – Faculty of medicine Residence**

Work with partners to implement Medical Residence

#### **Project 3 – Student Training**

Facilitate public private partnerships focused international student training in the healthcare sector.

#### **Project 4 – IT Services**

Work with partners to position Grand Falls-Windsor as a new site for Shared Services to implement IT services

### **Objective 2**

Health Care Professional Development

In partnership with Central Health, Memorial University School of Nursing, Department of Health and Community Services, College of the North Atlantic create opportunities for health care workers to avail of professional development in Grand Falls-Windsor.

This achieves two important outcomes

- 1) Attracts healthcare professionals to Grand Falls-Windsor.
- 2) Retains health care professionals.
- 3) Supports Grand Falls-Windsor as a key site for healthcare education.

### **Objective 3**

Develop a comprehensive umbrella plan focused on building rural expertise in geriatric care. This will be partnership the Age Friendly Steering Committee, Faculty of Nursing, Faculty of Medicine, College of the North Atlantic, private sector and Central Health.

### **Objective 4**

Grand Falls-Windsor, a key delivery point for health services for Newfoundland and Labrador.

- Long Term Care Facilities.
- Expanding partnerships with private sector for ambulatory health care service delivery.

## **Goal 2 - Data Centre, Global Disaster Recovery Site for Financial Services**

### **Objective 1**

Engage in business development activities to attract investment to the Grand Falls-Windsor data centre site through attending key events through the MABDN project.

### **Objective 2**

Execute on EXCITE Callison Partnership to attract data centre investment.

The Callison / Excite Partnership has been created to

- Enhance the current Grand Falls – Windsor, NL site diligence work and increase the global market audience.
- Help access, identify and direct potential data center client base to Grand Falls – Windsor, NL.
- Provide insight into current global data center market trends through Callison vis a vis their current related design consultant relationships.

### **Objective 3**

Host site visits for data centre investment site visits. Working with partners move data centre projects to the investment phase.

## **Goal 3 - Building Capacity in Genomics Research**

### **Objective 1**

Longitudinal genomic research projects in hearing and cross-over projects in other disciplines in the human genome.

### **Objective 2**

Develop commercialization opportunities resulting in investment in Grand Falls-Windsor

### **Objective 3**

International hearing research education centre

### **Objective 4**

Host International Genomics Research Conference- summer 2016

## **Goal 4 - Age Friendly, Implementation of Grand Falls-Windsor Age Friendly Report**

### **Objective 1**

In partnership with community stakeholders facilitate a feeding seniors without ways and means program

### **Objective 2**

Assist the YMCA in developing the business plan to support affordable senior housing

### **Objective 3**

Implement the Seniors Wellness Hub

### **Objective 4**

Implement 5th Seniors Fair

**ECONOMIC DEVELOPMENT  
EXPENDITURES**

	<b>2015 Original</b>	<b>2015 Revised</b>	<b>2016 Budget</b>	<b>Increase/ Decrease</b>	<b>% Inc./Dec.</b>
<b>General</b>					
Administration	71,384	72,344	<b>74,951</b>	3,567	5.00%
Travel	4,980	4,980	<b>6,780</b>	1,800	36.14%
Advertising	20,430	20,430	<b>21,530</b>	1,100	5.38%
Trade shows	14,200	14,200	<b>12,500</b>	(1,700)	-11.97%
Special projects	18,000	28,000	<b>28,000</b>	10,000	55.56%
Grants	76,480	36,480	<b>33,050</b>	(43,430)	-56.79%
	205,474	176,434	<b>176,811</b>	(28,663)	-13.95%
<b>IT Marketing</b>					
Salaries	65,239	65,244	<b>68,156</b>	2,917	4.47%
Travel/marketing	52,000	52,000	<b>30,000</b>	(22,000)	-42.31%
Telecommunications	2,000	2,000	<b>2,000</b>	-	0.00%
Travel (Town)	14,000	14,000	<b>9,000</b>	(5,000)	-35.71%
Age friendly	3,600	3,600	<b>3,600</b>	-	0.00%
Health care recruitment	1,500	1,500	-	(1,500)	-100.00%
	138,339	138,344	<b>112,756</b>	(25,583)	-18.49%
Contributions	(36,400)	(36,400)	<b>(21,000)</b>	15,400	-42.31%
	101,939	101,944	<b>91,756</b>	(10,183)	-9.99%
<b>Total</b>	307,413	278,378	<b>268,567</b>	(38,846)	-12.64%

# Economic Development 2016 Expenditures

