



Grand Falls · Windsor
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TOWN OF GRAND FALLS-WINDSOR

BUDGET 2017



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TOWN OF GRAND FALLS-WINDSOR

Our Vision

The place to live and do business

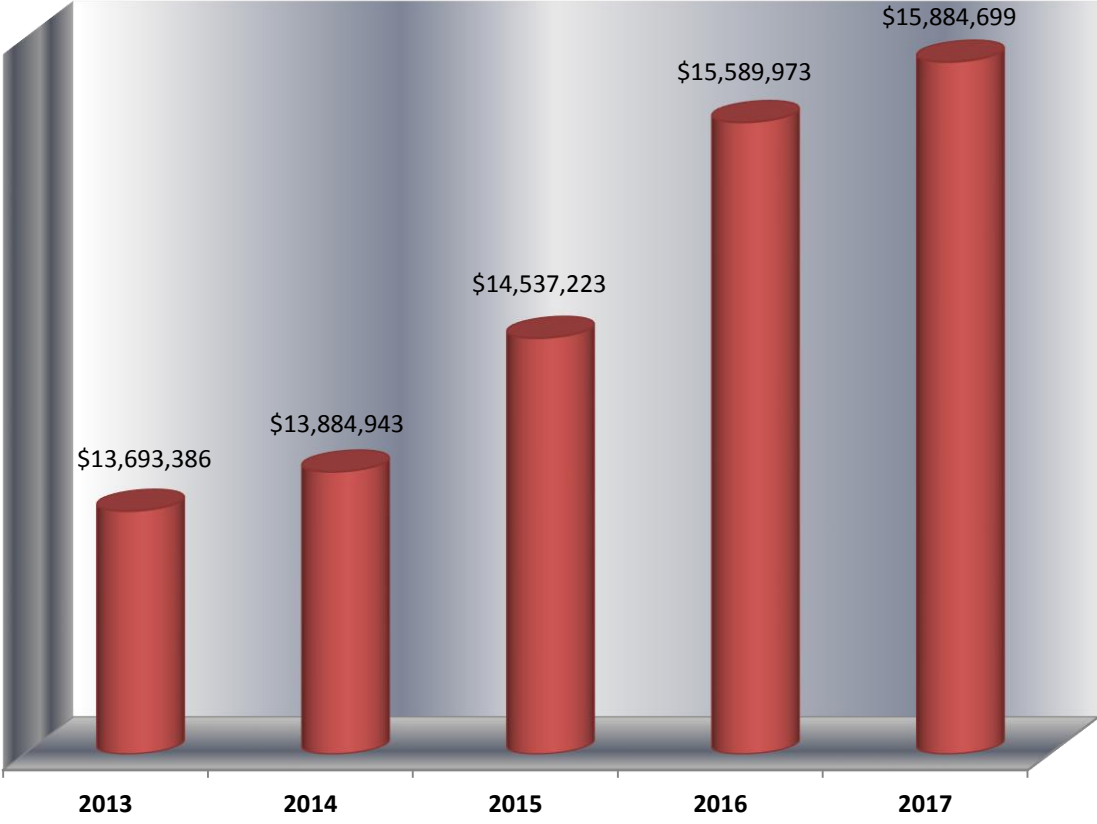
Our Mission

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**

	2013	2014	2015	Revised 2016	Budget 2017	Change 2013-2017	% Change 2013-2017	Avg % Change
PROPERTY TAX								
Residential	\$ 6,399,217	\$ 6,622,146	\$ 6,792,165	\$ 7,274,000	\$ 7,412,680	\$ 1,013,463	15.84%	3.96%
Commercial	1,393,449	1,418,436	1,434,734	1,626,000	1,683,823	290,374	20.84%	5.21%
	7,792,666	8,040,582	8,226,899	8,900,000	9,096,503	1,303,837	16.73%	4.18%
BUSINESS TAX	1,423,323	1,417,796	1,351,391	1,670,000	1,744,455	321,132	22.56%	5.64%
WATER & SEWER								
Residential	2,139,618	2,163,519	2,640,325	2,669,638	2,695,000	555,382	25.96%	6.49%
Commercial	1,307,198	1,346,017	1,427,909	1,463,964	1,470,000	162,802	12.45%	3.11%
	3,446,816	3,509,536	4,068,234	4,133,602	4,165,000	718,184	20.84%	5.21%
	12,662,805	12,967,914	13,646,524	14,703,602	15,005,958	2,343,153	18.50%	4.63%
POLL TAX	190,859	66,741	13,196	2,500	-	(190,859)	-100.00%	-25.00%
BUSINESS TAX OTHER	839,722	850,288	877,503	883,871	878,741	39,019	4.65%	1.16%
TOTAL	\$ 13,693,386	\$ 13,884,943	\$ 14,537,223	\$ 15,589,973	\$ 15,884,699	\$ 2,191,313	16.00%	4.00%

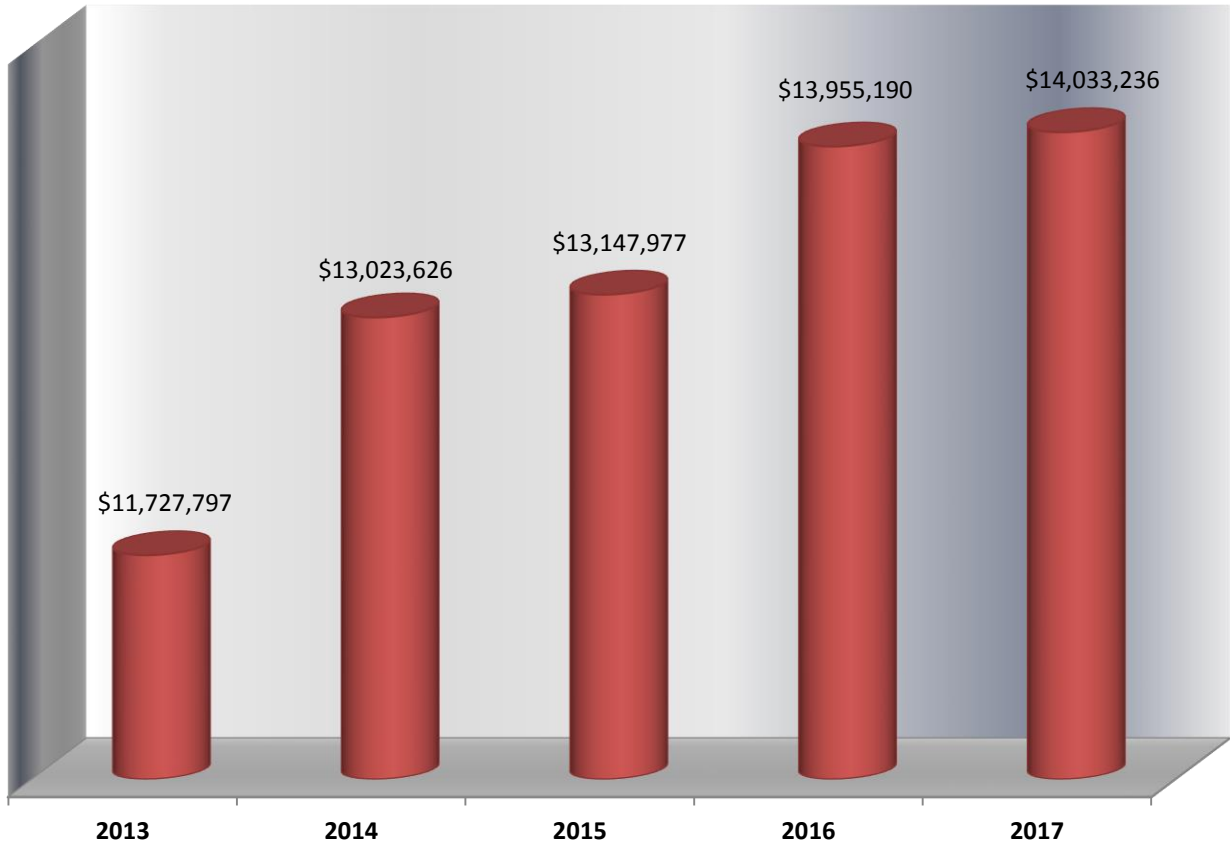
**TAXATION REVENUE
HISTORICAL REVIEW
2013-2017**



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

	2013	2014	2015	Revised 2016	Budget 2017	Change 2013-2017	% Change	Average % Change
EXPENDITURES								
OPERATIONAL								
Council	\$ 227,252	\$ 274,700	\$ 262,354	\$ 286,216	\$ 317,694	\$ 90,442	39.80%	9.95%
Administration	1,127,706	1,108,870	1,182,673	1,341,276	1,211,423	83,717	7.42%	1.86%
Employee benefits	1,609,357	1,923,709	2,012,013	1,975,165	2,190,136	580,779	36.09%	9.02%
Property assessments	167,607	169,682	172,032	174,792	174,412	6,805	4.06%	1.02%
Insurance	113,138	107,151	117,553	132,000	162,000	48,862	43.19%	10.80%
Protective services	724,349	814,835	875,201	944,873	973,170	248,821	34.35%	8.59%
Municipal election	24,823	-	-	17,600	29,000	4,177	16.83%	4.21%
Engineering & works								
Municipal services	5,239,292	5,699,670	5,610,439	5,996,769	5,978,038	738,746	14.10%	3.53%
Regional services	693,481	792,172	754,153	874,274	783,449	89,968	12.97%	3.24%
	5,932,773	6,491,842	6,364,592	6,871,043	6,761,487	828,714	13.97%	3.49%
Recreation	1,555,498	1,852,728	1,893,572	1,950,354	1,925,660	370,162	23.80%	5.95%
Economic development	245,294	280,109	267,987	261,871	288,254	42,960	17.51%	4.38%
TOTAL OPERATIONAL	\$11,727,797	\$13,023,626	\$13,147,977	\$13,955,190	\$14,033,236	\$ 2,305,439	19.66%	4.91%

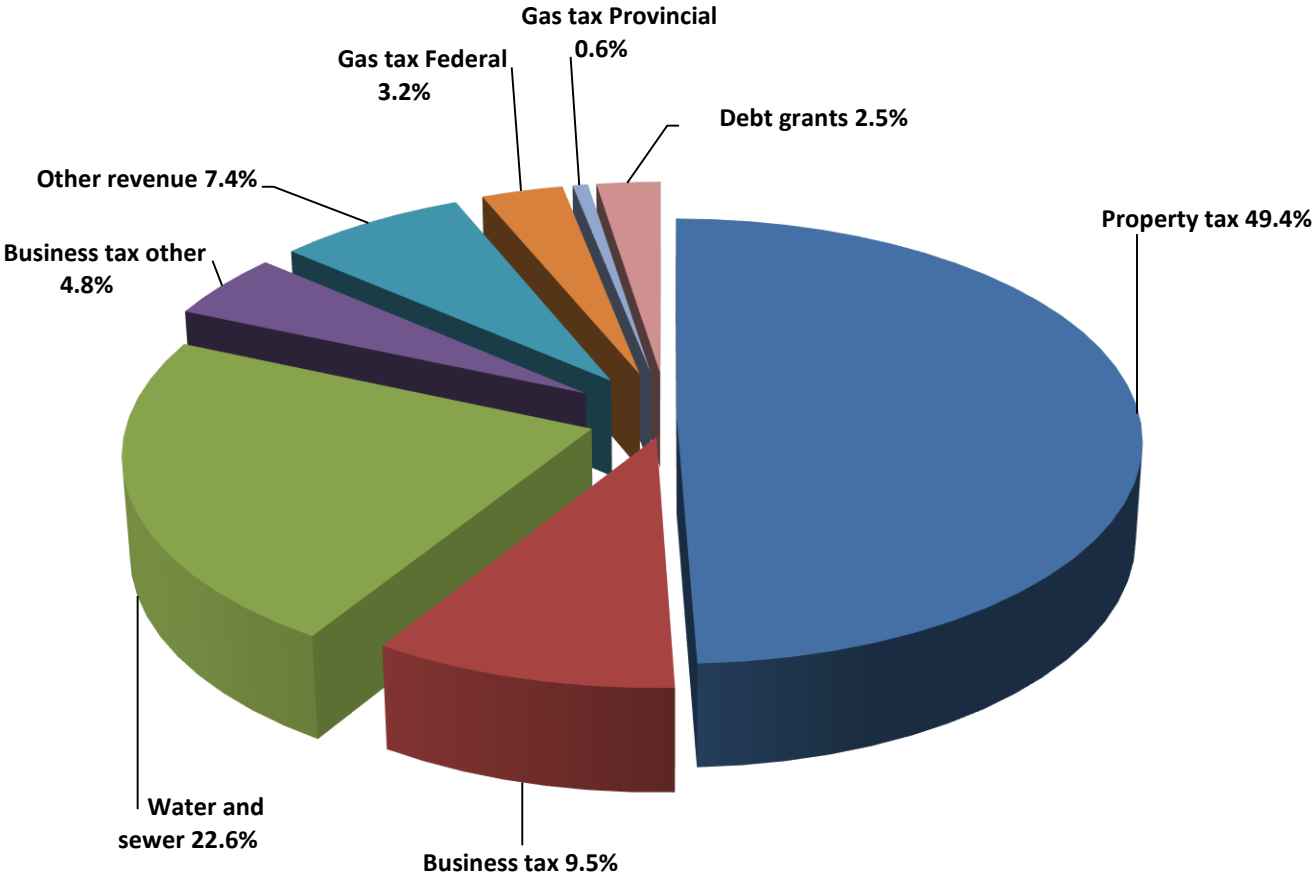
OPERATIONAL EXPENSES HISTORICAL REVIEW 2013-2017



TOWN OF GRAND FALLS-WINDSOR REVENUE

	2016 Original	2016 Revised	2017 Budget	Increase/ Decrease	% Inc/Dec
Revenue					
Taxation					
Property tax	\$ 8,932,114	\$ 8,900,000	\$ 9,096,503	\$ 164,389	1.84%
Business tax	1,719,763	1,670,000	1,744,455	24,692	1.44%
Water and sewer	4,133,602	4,133,602	4,165,000	31,398	0.76%
Poll tax	-	2,500	-	-	0.00%
	14,785,479	14,706,102	15,005,958	220,479	1.49%
Business tax other	892,523	883,871	878,741	(13,782)	-1.54%
	15,678,002	15,589,973	15,884,699	206,697	1.32%
Provincial gas tax revenue	88,923	88,923	118,563	29,640	33.33%
Other revenue					
Sale of goods and services	330,165	583,387	517,390	187,225	56.71%
Revenue from own sources	348,600	341,500	316,500	(32,100)	-9.21%
EXCITE centre rental	142,009	143,209	145,933	3,924	2.76%
Recreation revenue	349,446	332,500	375,900	26,454	7.57%
	1,170,220	1,400,596	1,355,723	185,503	15.85%
Total operating revenue	16,937,145	17,079,492	17,358,985	421,840	2.49%
Federal gas tax revenue	569,919	581,430	581,430	11,511	2.02%
Provincial debt grants	498,604	493,703	461,517	(37,087)	-7.44%
Total revenue	\$ 18,005,668	\$ 18,154,625	\$ 18,401,932	\$ 396,264	2.20%

REVENUE 2017



TOWN OF GRAND FALLS-WINDSOR

2017 SCHEDULE OF RATES AND FEES

TAX RATES

Property Tax	Residential Commercial	7.75 Mils 10.75 Mils
Water & Sewer	Residential Commercial Schools Public Building Hospital/Care Facility Wooddale	425.00 per year 425.00 per year plus 3.0 mils 7.00 mils Flat Rate Flat Rate 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 and Towers, 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, Food/Deli, Groceries, Clothing, Electronics, Automotive, Hardware, Photo Development or freestanding building in excess of 25,000 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% of Revenue	Utilities and Television Providers

TAX RATES CONTINUED...

Minimum Business Tax	\$250.00
Tax Certificates	\$100.00
Senior's Discount	5%
Low Income Discount	20% with Guaranteed Income Supplement
Due Date	March 31 st 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)

Farmer's Market Vendor Permit

Daily Rate	\$ 12.50
Seasonal Rate	\$125.00

*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...

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
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 of construction value over \$10,000.00 (minimum of \$100.00)
Occupancy Permit	\$300.00 Deposit refundable upon receipt of Occupancy Permit, if obtained before occupancy less occupancy inspection fees of \$50.00 (main floor) & \$15.00 (subsidiary apartment)
Change in Occupancy	\$ 25.00

PLANNING AND DEVELOPMENT FEES CONTINUED.....

General Repairs, Windows &/or Siding
Re-shingling, Demolition (over \$2,000.00) \$ 50.00

Note: Building Permit is not required for work valued less than \$2,000

Patio/Deck/Fences \$ 25.00

Building Permit Renewal \$ 25.00

Accessory Building \$ 50.00

Building Permit Fees – Commercial, Industrial, Institutional

New Buildings, Extensions (up to \$100,000.00) \$500.00
(over \$100,000.00) \$500.00 + \$5.00/\$1,000.00
of construction value over \$100,000.00

Driveways/Paved Parking Lots/Landscaping
-refundable if completed within 1 year
less \$100.00 \$2,500.00 Security Deposit
(\$2,400.00 refundable when complete)

Renovations/General Repairs (up to \$10,000.00) \$100.00 >\$10,000< \$50,000 - \$150.00
(over \$50,000.00) \$200.00 + \$5.00/\$1,000.00
of construction value over \$50,000.00

Occupancy Permit \$300.00 Deposit
(refundable upon receipt of Occupancy Permit less occupancy
Inspection fees of \$50.00 (main floor) & \$15.00 (subsidiary apartment))

Demolition \$ 10.00/100sq.m. (min. of \$25.00)

New Accessory Buildings/Extensions to \$ 100.00
(Including Portable Shelters. Tractor Trailer
Containers are not permitted to be used as
Accessory Buildings)

Patio/Deck/Fences \$ 25.00

Signage (must be placed in approved locations
Illuminated/Non-Illuminated \$ 50.00
Temporary Mobile Signs \$ 50.00/year

Change in Occupancy \$100.00

Building Permit Renewal \$ 50.00

PLANNING AND DEVELOPMENT FEES CONTINUED.....

Planning Amendments

Municipal Plan and/or Development Regulations

Consulting Fees + Advertising

Miscellaneous Fees

Compliance Letter	\$150.00
Discretionary Use	\$150.00
Variance	\$150.00
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 (H.S.T. Included)

	Jan 1 to June 30, 2017	July 1 to Dec 31, 2017
Monday-Friday 8:00 a.m.-5:00 p.m.	\$ 90.00/hour	\$100.00/hour
Monday-Friday 5:00 p.m.-11:00 p.m.	\$125.00/hour	\$135.00/hour
Monday-Friday 11:00 p.m. -8:00 a.m.	\$100.00/hour	\$110.00/hour
Saturday-Sunday 8:00 a.m.-5:00 p.m.	\$100.00/hour	\$135.00/hour
Saturday-Sunday 5:00 p.m.-11:00 p.m.	\$125.00/hour	\$135.00/hour
Saturday-Sunday 11:00 p.m.-8:00 a.m.	\$100.00/hour	\$110.00/hour
Adult Tournaments Daytime & Evening	\$125.00/hour	\$135.00/hour
Summer Hockey School Weekly Rental	\$6,500.00	\$6,500.00
Summer Icetime Rentals – All hours	\$150.00/hour	\$150.00/hour
Stadium Locker Rentals	\$ 86.25	\$ 86.25
Birthday Party Special Icetime	\$ 85.00/45 minutes	\$ 85.00/45 minutes

Facility User Fees

Men's and Mixed Softball Leagues	\$300.00 plus HST/team/year
Minor Baseball League and Tournaments	\$600.00 plus HST/year
Minor Soccer League and Tournaments	\$600.00 plus HST/year
Senior Soccer Leagues	\$300.00 plus HST/team/year
Senior Tennis Leagues	\$500.00 plus HST/year
Senior Tournament Fees – All Weekend	\$150.00/field/weekend
Daily Facility Rentals – Non Profit	\$ 50.00/hr to Max of \$150.00/day

Note: Any weekend or extra maintenance for any user group will be billed at cost–HST extra

TAXI LICENSE

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

GARBAGE DISPOSAL FINE

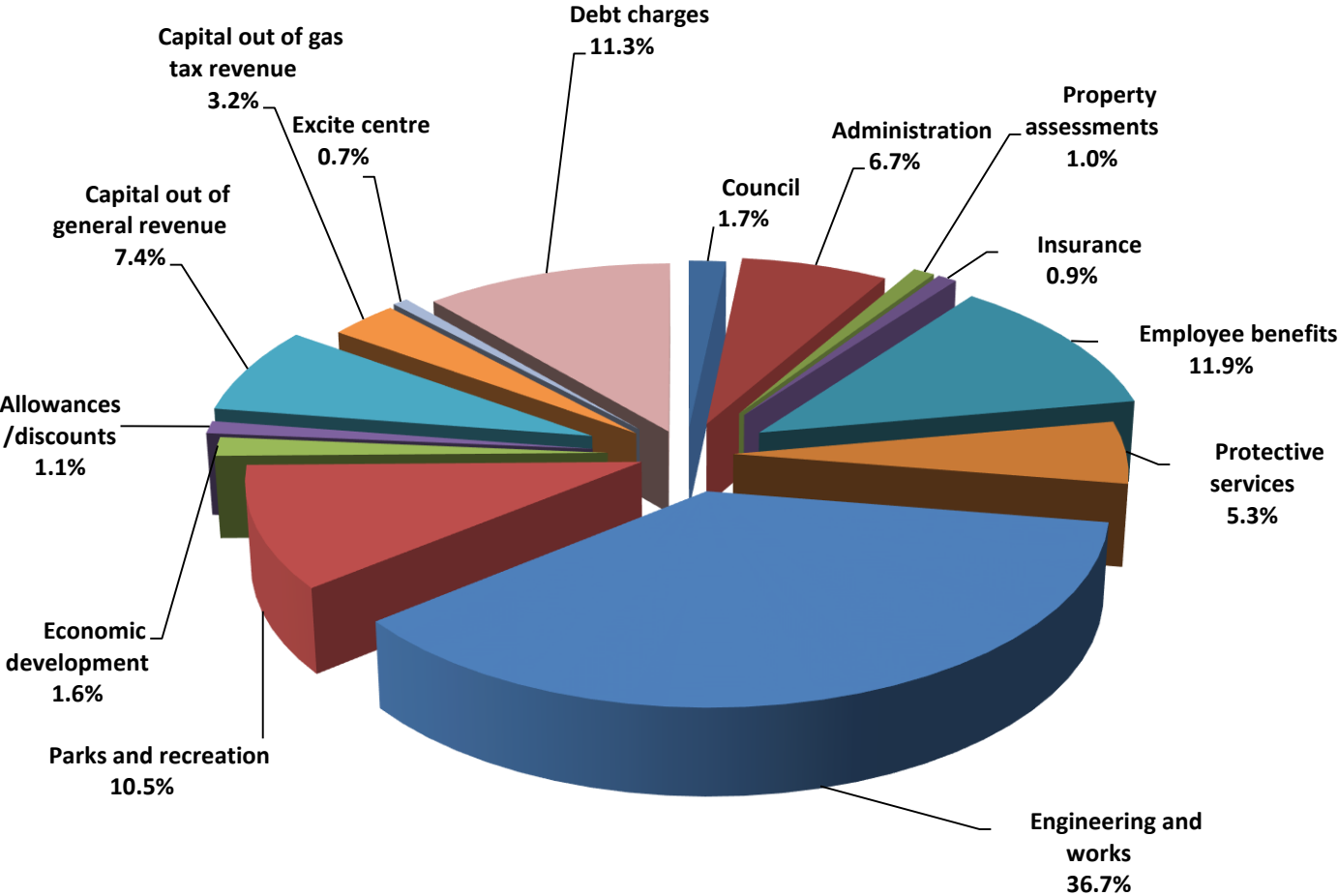
Not later than 7 days	\$ 50.00
Not later than 14 days	\$ 75.00

**TOWN OF GRAND FALLS-WINDSOR
EXPENDITURES**

	2016 Original	2016 Revised	2017 Budget	Increase/ Decrease	% Inc./Dec.
Expenditures					
Operational					
Council	\$ 303,020	\$ 286,216	\$ 317,694	\$ 14,674	4.84%
Administration *	1,222,039	1,358,876	1,240,423	18,384	1.50%
Property assessments	173,152	174,792	174,412	1,260	0.73%
Insurance	135,000	132,000	162,000	27,000	20.00%
Employee benefits	2,156,379	1,975,165	2,190,136	33,757	1.57%
Protective services	980,616	944,873	973,170	(7,446)	-0.76%
Engineering and works	6,958,245	6,871,043	6,761,487	(196,758)	-2.83%
Parks and recreation	1,955,388	1,950,354	1,925,660	(29,728)	-1.52%
Economic development	268,567	261,871	288,254	19,687	7.33%
	14,152,406	13,955,190	14,033,236	(119,170)	-0.84%
Non-Operational					
Doubtful accounts	20,000	20,000	20,000	-	0.00%
Discounts/rebates on taxes	170,500	176,000	184,800	14,300	8.39%
	190,500	196,000	204,800	14,300	7.51%
Capital out of general revenue	778,134	1,390,013	1,366,886	588,752	75.66%
Capital out of gas tax revenue	569,919	581,430	581,430	11,511	2.02%
EXCITE centre	127,650	95,550	137,000	9,350	7.32%
Debt charges	2,187,059	1,936,442	2,078,580	(108,479)	-4.96%
	3,853,262	4,199,435	4,368,696	515,434	13.38%
Total expenditures	\$ 18,005,668	\$ 18,154,625	\$ 18,401,932	\$ 396,264	2.20%

*Includes Town Manager's Office and Finance Administration

EXPENDITURES 2017



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 2017 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

	2016 Original	2016 Revised	2017 Budget	Increase/ Decrease	% Inc./Dec.
Total Expenditures	303,020	286,216	317,694	14,674	4.84%

TOWN MANAGER'S OFFICE

The Town Manger is the Chief Executive and Administrative Officer of the 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 Water Treatment Plant Committee, which provides a treated water supply to the 22,000 residents of Grand Falls – Windsor, Bishop`s Falls, Botwood, Peterview and Northern Arm.

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 \$18.0 million and in excess of 100, well trained and dedicated employees. In 2016, Council provided an exemplary level of services in all areas and will end the year in excellent financial position.

In 2016, we saw the demolition of the former Abitibi Mill which generated different emotions in the residents of Grand Falls – Windsor and surrounding area. It certainly brought closure to the paper industry as we experienced it over the past 110 years.

With the mill removal also comes opportunity for “development” along the Exploits River. The Grand Falls House property is being offered to the Town by the Province. A Grand Falls House Foundation has been incorporated to look at means of retaining the heritage structure but also being financially self-sustaining. We expect this to be in the final planning stages during 2017.

In 2012 we completed Phase I of the Gorge Park Development. Council has commenced planning for Phase II which will take in the park area from the boat launch to the Exploits River Bridge. There are some exciting plans for this area that will expand our tourism industry and involves both public and private partnerships.

Development in 2016 was moderate but overall construction values were up by approximately 20%. This was mainly with commercial development. We expect the commercial development to be strong in 2017 with the completion of the Commercial Business Park off Cromer Avenue.

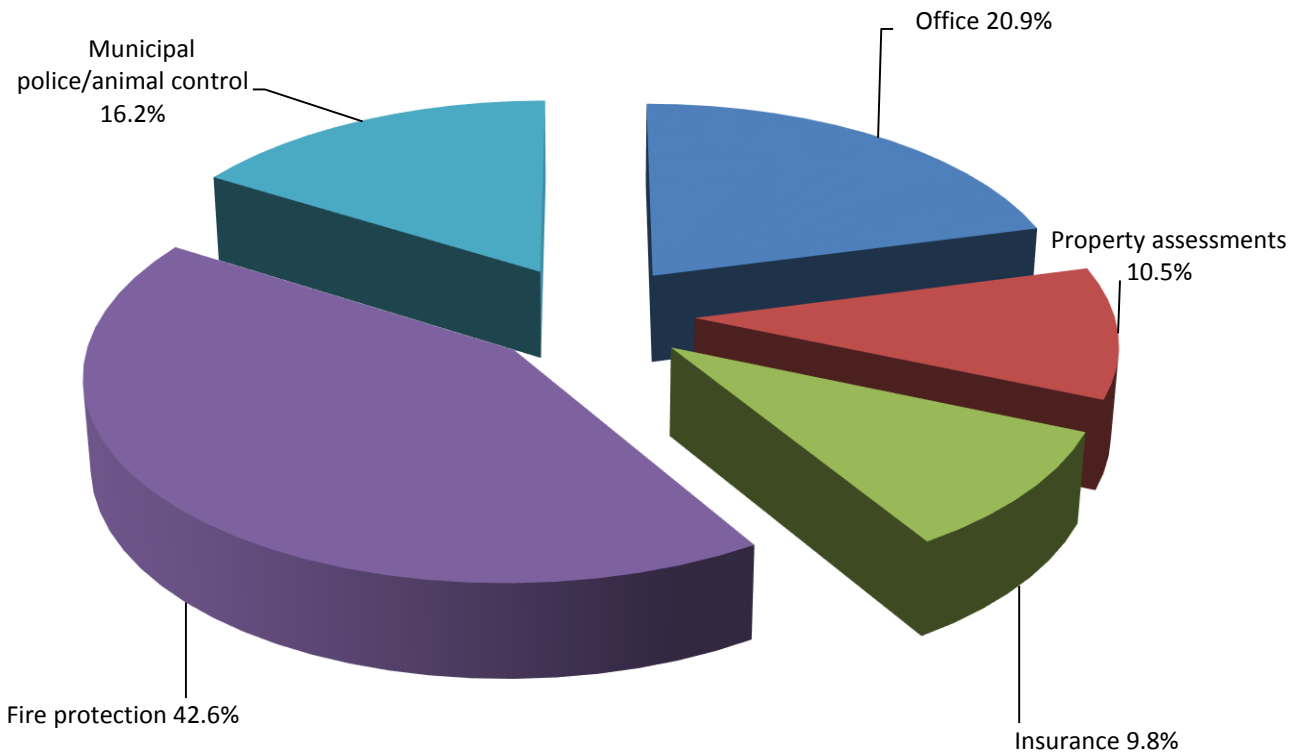
An Economic Development Think Tank was also established in 2016 to review sectors where our Town should be focusing for 2017 and beyond. The members of this group are from Council and the community but have an interest in economic development. We expect this group to have their work completed and report submitted to Council by mid-2017.

We recognize there will be some challenges due to the down turn in the provincial economy in the next few years but feel we have positioned ourselves to minimize the impact on our community.

TOWN MANAGER'S OFFICE EXPENDITURES

	2016 Original	2016 Revised	2017 Budget	Increase/ Decrease	% Inc./Dec.
Administration					
Office	313,361	465,687	345,771	32,410	10.34%
Property assessments	173,152	174,792	174,412	1,260	0.73%
Insurance	135,000	132,000	162,000	27,000	20.00%
	<u>621,513</u>	<u>772,479</u>	<u>682,183</u>	<u>60,670</u>	<u>9.76%</u>
Protective services					
Fire protection	721,231	681,051	705,631	(15,600)	-2.16%
Municipal police	259,385	263,822	267,539	8,154	3.14%
	<u>980,616</u>	<u>944,873</u>	<u>973,170</u>	<u>(7,446)</u>	<u>-0.76%</u>
Total	<u><u>1,602,129</u></u>	<u><u>1,717,352</u></u>	<u><u>1,655,353</u></u>	<u><u>53,224</u></u>	<u><u>3.32%</u></u>

TOWN MANAGER'S OFFICE 2017 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 2017

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:

- Implement 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.
 - Recreation
 - Customer portal
 - Complaints
- Establish virtual connection between Town Hall and Public Works Depot.
- Review and implement new server at Town Hall
- Review ticket selling software. Currently working with Eventbrite.

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 2016 Financial Statements.
- 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.

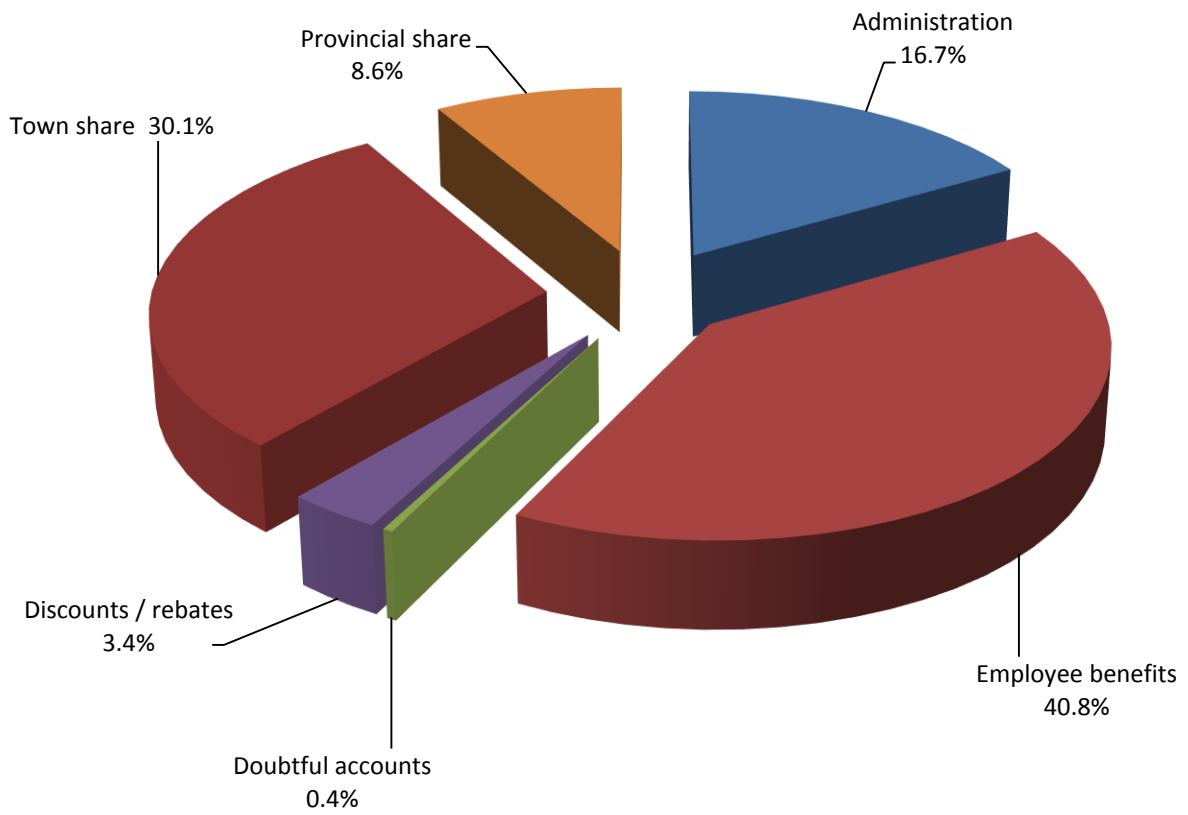
Tasks:

- 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.
- Evaluate succession plan for replacement of senior staff in finance department.

FINANCE DEPARTMENT EXPENDITURES

	2016 Original	2016 Revised	2017 Budget	Increase/ Decrease	% Inc./Dec.
Administration	908,678	893,189	894,652	(14,026)	-1.54%
Employee benefits	2,156,379	1,975,165	2,190,136	33,757	1.57%
Doubtful accounts	20,000	20,000	20,000	-	0.00%
Discounts / rebates	170,500	176,000	184,800	14,300	8.39%
	<u>3,255,557</u>	<u>3,064,354</u>	<u>3,289,588</u>	34,031	1.05%
 Debt payments	 <u>2,187,059</u>	 <u>1,936,442</u>	 <u>2,078,580</u>	 (108,479)	 -4.96%
Town share	1,688,455	1,442,739	1,617,063	(71,392)	-4.23%
Provincial share	498,604	493,703	461,517	(37,087)	-7.44%
 Debt payment ratio					
Town Share	1,688,455	1,442,739	1,617,063		
Operating revenue	<u>16,937,145</u>	<u>17,079,492</u>	<u>17,358,985</u>		
	<u>9.97%</u>	<u>8.45%</u>	<u>9.32%</u>		

FINANCE DEPARTMENT 2017 EXPENDITURES



ENGINEERING AND WORKS DEPARTMENT

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.

2017 Objectives

1. Maintenance Assurance Manuals

Objective: To develop a standard manual for the operations of the Water Treatment Plant, Sewage Treatment Plant & Public Works Operations.

Tasks:

- Using the template provided by the Department of Municipal Affairs develop Maintenance Assurance Manuals for 3 operations as noted above.
- Compare the documentation used by Town of Grand Falls-Windsor currently to that of the requirements of Municipal Affairs and Environment and Conservation.
- Develop the manual in consolidation with the front line employees to ensure the best method is utilized.
- When manual is complete discuss with staff the requirements.

2. Reporting & Communication

Objective: To ensure staff improves on communication to residents and completes the necessary documentation and follow up for residential complaints/concerns.

Tasks:

- Review existing documentation process and evaluate effectiveness.
- Modify existing protocol to ensure proper documentation kept for residential complaints/concerns.
- Develop appropriate follow up procedures to ensure residents are contacted in a timely fashion to address their concerns.
- Ensure accountability for all supervisor/foreman to ensure all requests are addressed and results communicated to resident.

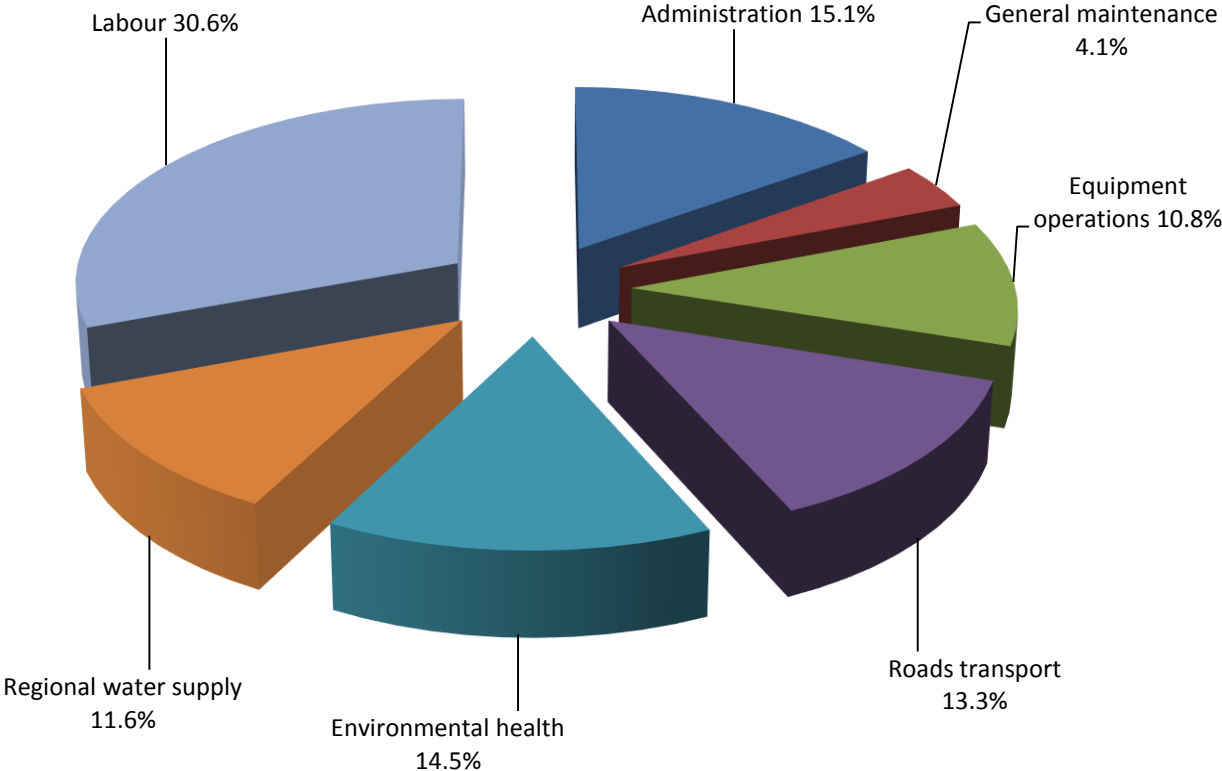
ENGINEERING AND WORKS EXPENDITURES

	2016 Original	2016 Revised	2017 Budget	Increase/ Decrease	% Inc./Dec.
Administration	1,121,751	1,086,390	1,023,134	(98,617)	-8.79%
General maintenance	278,386	266,190	274,384	(4,002)	-1.44%
Equipment operations	729,500	671,500	728,700	(800)	-0.11%
Roads transport	928,446	892,686	898,973	(29,473)	-3.17%
Environmental health	985,522	971,203	980,547	(4,975)	-0.50%
Regional water supply*	805,840	874,274	783,449	(22,391)	-2.78%
Labour	2,108,800	2,108,800	2,072,300	(36,500)	-1.73%
	6,958,245	6,871,043	6,761,487	(196,758)	-2.83%

***Regional water supply - net cost**

Regional water supply	805,840	874,274	783,449	(22,391)	-2.78%
Cost recovery	(328,165)	(353,792)	(335,390)	(7,225)	2.20%
	477,675	520,482	448,059	(29,616)	-6.20%

ENGINEERING AND WORKS 2017 EXPENDITURES



PARKS AND RECREATION DEPARTMENT

The Parks and Recreation Department is responsible for the operation of the Town's Parks, Recreation Facilities, Recreation Programs and Special Events. It is our goal to provide quality Recreational opportunities for all ages and abilities. Social and Recreational activities make our community a better place to live. Whether it is a sporting activity in our arenas, a leisurely social activity for our seniors or an inclusive activity for our disabled children recreational activities make our community a better place to live. The more opportunities we provide to our residences the happier and healthier our community will be.

OBJECTIVES 2017

To make our community a better place our Department's Goals and Objectives for 2017 are listed in five categories:

1. Marketing and Promotion

Objective: To market and promote the Department's Parks, Programs, Activities, Facilities and Special Events 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 and Recreational Facilities within our allotted budget.

3. Program Development

Objective: To identify and provide the program needs to residents of all ages and abilities. Ensure we provide programs that are relevant to current trends, promote healthy living and continue to maximize the usage of the Town's Parks and Recreation Facilities.

4. Special Events and Planning

Objective: To enhance Recreation, Leisure Time, Community Spirit and Quality of Life for the Town residents by providing community-wide special events and tournaments as well as provide assistance to community groups with their special events.

5. Operations and Productivity

Objective: To provide a safe, healthy and efficient department that provides maximum participation for the users in our programs at a most cost effective means.

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

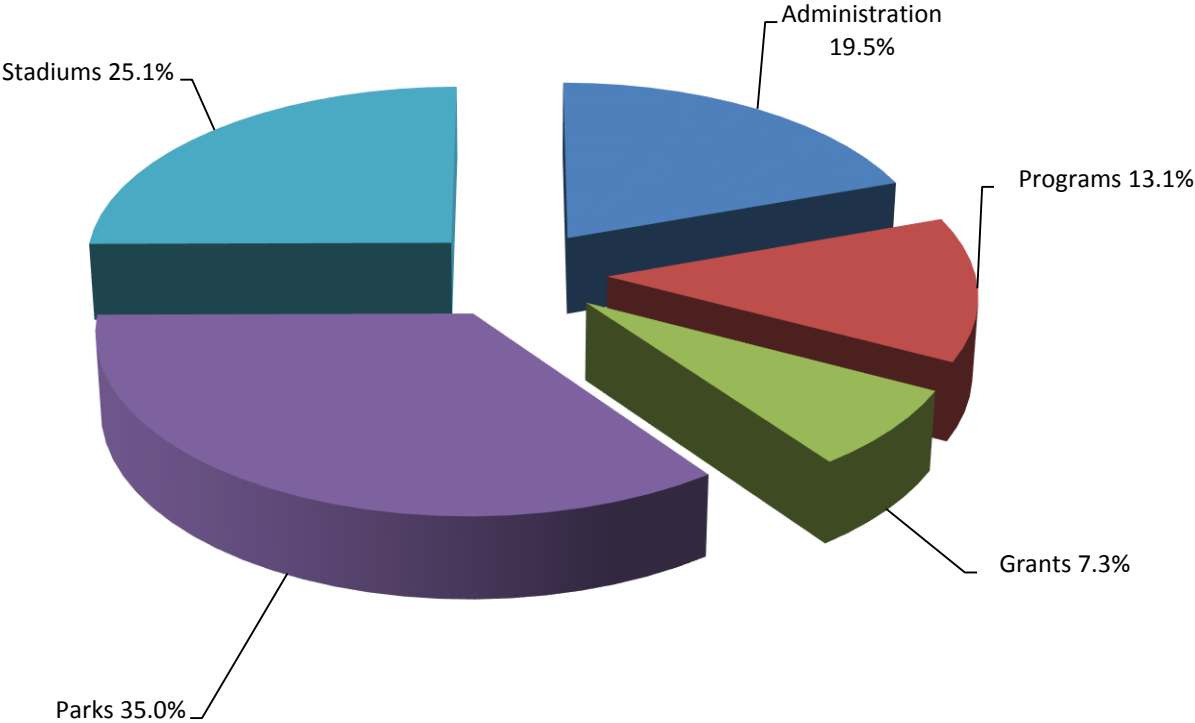
**PARKS AND RECREATION
EXPENDITURES**

	2016 Original	2016 Revised	2017 Budget	Increase/ Decrease	% Inc./Dec.
Administration	385,241	392,745	377,753	(7,488)	-1.94%
Programs and grants					
Programs	235,500	254,946	253,800	18,300	7.77%
Grants					
Corduroy Brook	40,000	40,000	40,000	-	0.00%
ERMA	6,900	6,900	6,900	-	0.00%
Golf club	25,000	25,000	25,000	-	0.00%
Curling Club	15,000	15,000	15,000	-	0.00%
Other groups	67,000	67,630	54,500	(12,500)	-18.66%
	153,900	154,530	141,400	(12,500)	-8.12%
Total programs and grants	389,400	409,476	395,200	5,800	1.49%
Parks	683,332	686,218	667,859	(15,473)	-2.26%
Stadiums*	497,415	461,915	484,848	(12,567)	-2.53%
Total	1,955,388	1,950,354	1,925,660	(29,728)	-1.52%

***Stadiums - net cost**

Expenditures	497,415	461,915	484,848	(12,567)	-2.53%
Revenue(net)	(322,446)	(275,000)	(322,800)	(354)	0.11%
	174,969	186,915	162,048	(12,921)	-7.38%

PARKS AND RECREATION 2017 EXPENDITURES



ECONOMIC DEVELOPMENT & TOURISM DEPARTMENT

The Economic Development and Tourism Department consists of two employees, an Economic Development Officer and a Business Development Officer, both reporting to the Town Manager.

The Economic Development Officer is responsible for business and tourism, development, marketing and promotion. These activities will focus on attracting new businesses, and the marketing of existing business and the community as a whole.

The Business Development Officer will work through the Excite Corporation, and promote and attract new opportunities such as the business of health care, promote Grand Falls – Windsor as a site for Data Centres, and expansion of the Genomics Research Project and other innovation driven business.

OBJECTIVES 2017

1. Tourism, Conferences, Special Events

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

2. Business Development Initiatives

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

3. Population Growth Strategy

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

4. Communications

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

BUSINESS DEVELOPMENT

OBJECTIVES 2017

1. Healthcare Economy

Objective: 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.

2. Data Centre, Global Disaster Recovery Site

Objective: In partnership with Government of Newfoundland and Labrador, ACOA, Trade Commissioner Services engage in business development activities to attract investment to the Grand Falls-Windsor data centre site.

3. Building Capacity in Genomics Research

Objective: In Partnership with stakeholders, generate longitudinal genomic research projects, develop commercial opportunities and create international opportunities in hearing research education.

4. Age Friendly

Objective: Through the Town of Grand Falls-Windsor Age Friendly Steering Committee implement the Age Friendly Strategy.

5. Retire Grand Falls-Windsor Strategy

Objective: Position Grand Falls-Windsor as the premiere retirement community in Central NL

6. Support Small Business Growth

Objective: In partnership with small business develop opportunities that support human resource sustainability

ECONOMIC DEVELOPMENT EXPENDITURES

	2016 Original	2016 Revised	2017 Budget	Increase/ Decrease	% Inc./Dec.
General					
Administration	74,951	77,365	72,604	(2,347)	-3.13%
Travel	6,780	4,000	4,200	(2,580)	-38.05%
Advertising	21,530	19,000	19,030	(2,500)	-11.61%
Trade shows	12,500	7,500	13,100	600	4.80%
Special projects	28,000	28,000	46,500	18,500	66.07%
Grants	33,050	33,050	36,450	3,400	10.29%
	176,811	168,915	191,884	15,073	8.52%
IT Marketing					
Salaries	68,156	68,156	66,870	(1,286)	-1.89%
Travel/marketing	30,000	30,000	38,000	8,000	26.67%
Telecommunications	2,000	900	900	(1,100)	-55.00%
Travel (Town)	9,000	9,000	8,000	(1,000)	-11.11%
Age friendly	3,600	5,900	4,600	1,000	27.78%
Health care recruitment	-	-	6,500	6,500	0.00%
	112,756	113,956	124,870	12,114	10.74%
Contributions	(21,000)	(21,000)	(28,500)	(7,500)	35.71%
	91,756	92,956	96,370	4,614	5.03%
Total	268,567	261,871	288,254	19,687	7.33%

ECONOMIC DEVELOPMENT 2017 EXPENDITURES

