



Grand Falls · Windsor  
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Budget 2021

# 2021 Budget Speech

Mayor and Council,

As Chairperson for the Corporate Services Committee, it is my responsibility to present the 2021 Municipal Operating Budget.

2020 was certainly a year to remember; from weather related emergency situations, to the current pandemic that is impacting our lives today, 2020 has caused great uncertainty as we head towards 2021. Our resiliency as individuals, as a municipality, and as a province will be tested in the coming months as we make plans to recover from the events of 2020.

The average taxation of both residential and commercial properties in Grand Falls-Windsor continues to be one of the lowest among comparable communities in the province. Despite the lower average taxation, we pride ourselves on the level of service that we provide to our residents; from our various recreational programming, to our garbage collection and snow-clearing, to our fire services and municipal enforcement – we're here to serve you!

While some of our capital plans were cut short during the pandemic, as the available funding was put on hold, we still completed work on:

1. Our Wastewater Treatment Facility project – where two lagoons are now operational,
2. Grenfell Heights upgrades
3. Goodyear Avenue parking and ball field upgrades
4. Completed the Main Street softball clubhouse extension.
5. We also completed several fully funded gas tax programs such as various paving projects, water and sewer projects, and some upgrades to the Water Treatment Plant.



Overall it is expected that our final 2020 capital investment will be \$12,779,018 (of which we expect to receive \$7,683,406 in government funding).

With the ongoing pandemic and general economic climate of the Province, the 2020 residential and commercial development did not reach levels of prior years. To focus on developing the local economy, we have also reorganized our structure. As recommended by KPMG in our Organizational and Operational Review (which was adopted in 2019), we hired a new Manager of Economic Development in 2020 to oversee this work. Under guidance of the Director of Community Services, this new manager will help push Grand Falls-Windsor forward as a growing and prosperous community, for both residents and businesses alike.

In 2021, Council plans to:

- Continue to work with management and staff on the implementation of the KPMG recommendations from the Organizational and Operational Review.
- Finalize work on the Wastewater Treatment Facility to become compliant with the Provincial and Federal regulations. The total project will end up costing just under \$14 million over three years.
- Formalize an overall strategic plan to provide guidance and direction for Council and staff moving forward.

## Revenue

There will be no increases to municipal tax rates in the current year. Total municipal revenue for 2021 is forecast to be just over \$20 million. Included in this is \$17.83 million from taxation. The remaining revenue is derived from permits, fees, land rent, recreation fees and provincial transfers. Council will continue to aid our senior residents through offering a 5% discount for taxes paid prior to March 31, 2021. Seniors who qualify for an income-based discount will be eligible for an additional 20% off their tax bill.

These taxes are due before March 31 of each year, unless you're on a payment plan. Citizens can contact our Corporate Services Department to discuss payment options for 2021.

## Expenditures

Total expenditures forecast for 2021 are just over \$20 million; overall expenditures are projected to be \$7,791 less than the budgeted figures for 2020. Approximately 45% of these expenditures come from the Public Works and Development Department, which performs all maintenance of parks, buildings, and all municipal infrastructure.

The total capital program is anticipated to be approximately \$12.8 million, and there is provincial and federal funding available in the amount of \$7.3 million. This leaves the Town's portion of the capital costs at approximately \$5.5 million. This balance is offset by a projected capital out of revenue in the amount of \$837,888, which decreases the amount required to borrow to approximately \$4.7 million. While this borrowing is higher than in recent years, it is required given the significant investment in the Wastewater Treatment Facility, along with our other capital projects, in the past few years. This results in a debt payment ratio of 10.6%. Despite this slight increase, it is still a positive result, and allows the flexibility to ensure financial stability moving forward.

## Community Services

As mentioned earlier, in 2020 our Parks and Recreation Department was renamed to Community Services, and now incorporates Economic Development. This is a significant change in our organizational structure and allows for an increased focus on Economic Development. The Community Services Department also continues to provide recreational programming and services to the people of Grand Falls-Windsor that are truly second to none in the province.

## Economic Development Initiatives

There will be a more focused approach to Economic Development in 2021; through increased use of technology and consistent effort, developing the local economy is a priority of the Community Services Department.

In the past several years, Grand Falls-Windsor has been focusing their efforts on healthcare, mining, aquaculture, and tourism industries as areas where we can anticipate growth. Some specific Economic Development initiatives worked on in 2020 that will extend into 2021 include the following:

- Assisting the Grand Falls House Foundation in their effort to acquire the Grand Falls House property;
- Develop a plan for ATV and snowmobile trail;
- Develop an expanded database of Town's existing and new businesses through investment in a Customer Relationship Management tool;
- Redesign the Town's website
- Continue to develop working partnerships with Memorial University, Central Health and any other potential healthcare groups.
- Forming working relationships with businesses in a variety of sectors, including, but not limited to mining, aquaculture, IT, and Forestry and Agriculture.

## Public Works & Development

In 2020 the Town combined some of Parks and Recreation with Engineering & Works to form a new department called Public Works and Development. This has put all the maintenance personnel and equipment into one department to help serve the community more effectively and efficiently. It has been a year of transition; however, we have made great strides in bringing the department together to ensure the citizens of Grand Falls-Windsor receive the best service possible. These services include all the park and building maintenance; infrastructure repairs and upgrades; water and wastewater treatment; as well as planning and building inspection for the town. This is the largest department in the town with an allocation of \$8,958,246 for 2021.

Council also continued to invest in the equipment replacement strategy adopted in 2019. This initiative continues to improve the condition of the town fleet, minimize down time and provide more efficient service to the residents of Grand Falls-Windsor. Included in the purchases for 2020 were a garbage truck and a new flyer.

The ongoing pandemic affected the operations of the Public Works and Development Department significantly during 2020. However, with proper safety protocols in place, and with cooperation of all staff, we were still able to complete work safely.

## Capital Expenditures 2021

Council, in partnership with the Provincial and Federal Governments, continues to invest into town infrastructure that is essential to every resident of Grand Falls-Windsor. Total Capital Works planned for 2021 is approximately \$12.8 million.

Work planned for 2021 includes:

- Street resurfacing
- Gorge Park Phase II Development – Design work
- Completion of the Wastewater Treatment Facility expansion, including a UV Treatment building to ensure the water quality entering the Exploits River exceeds the requirements of the Provincial Government.
- Upgrades to mechanical equipment and replacement of actuators at the Water Treatment Plant
- Internal inspection and mapping of existing waterlines
- Completion of the upgrades to the Goodyear Avenue parking lot, playground and baseball fields

In addition to the above infrastructure projects, the 2021 Budget includes replacement of our grader, trackless tractor, and other light vehicles which were included as part of the Equipment Replacement Strategy. We were also able to secure funding from the Provincial Government towards a new Fire Pumper truck for our volunteer Fire Department.

## Protective Service

As we make our way through the year 2020, it is more apparent than ever as to the importance of our Fire Department and our Municipal Enforcement. As we entered a pandemic several months ago, both groups remained vital to ensuring the safety of our citizens. On behalf of Council, I want to sincerely thank our municipal enforcement officers, fire dispatchers, and volunteer firefighters for all their efforts over the years and into the future.

## Conclusion

Mr. Mayor, Council and residents of Grand Falls-Windsor I present to you the 2021 Municipal Operating Budget. This budget focuses not only on today, but on the future of Grand Falls-Windsor with investments in infrastructure and the local economy. Our residents and businesses will continue to pay less average tax among comparable communities, while also receiving an exceptional level of service. I move adoption of the 2021 Municipal Operating Budget.

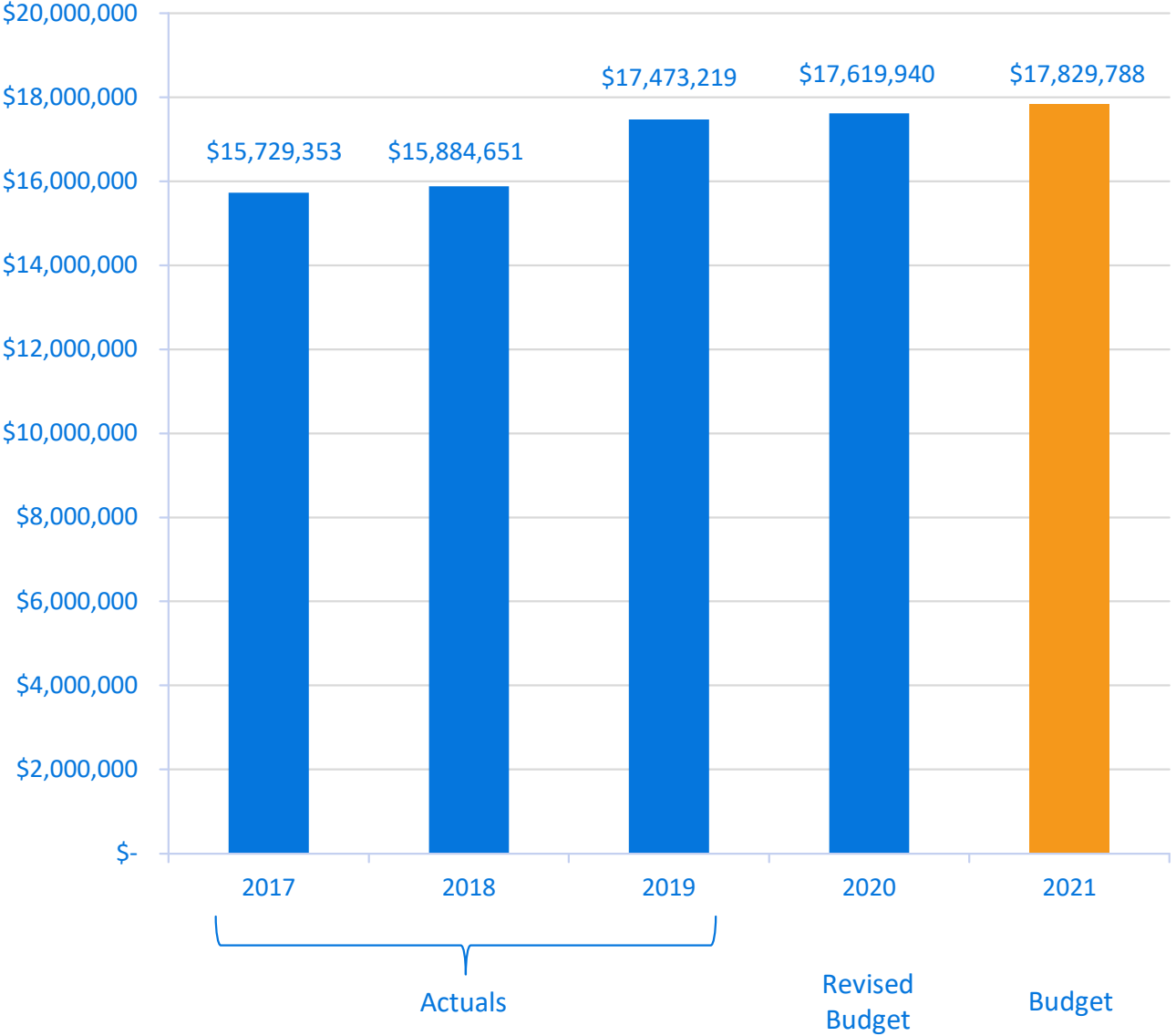
*Rod Bennett*

**Rod Bennett – Chairperson**  
Corporate Services Committee  
Town of Grand Falls-Windsor

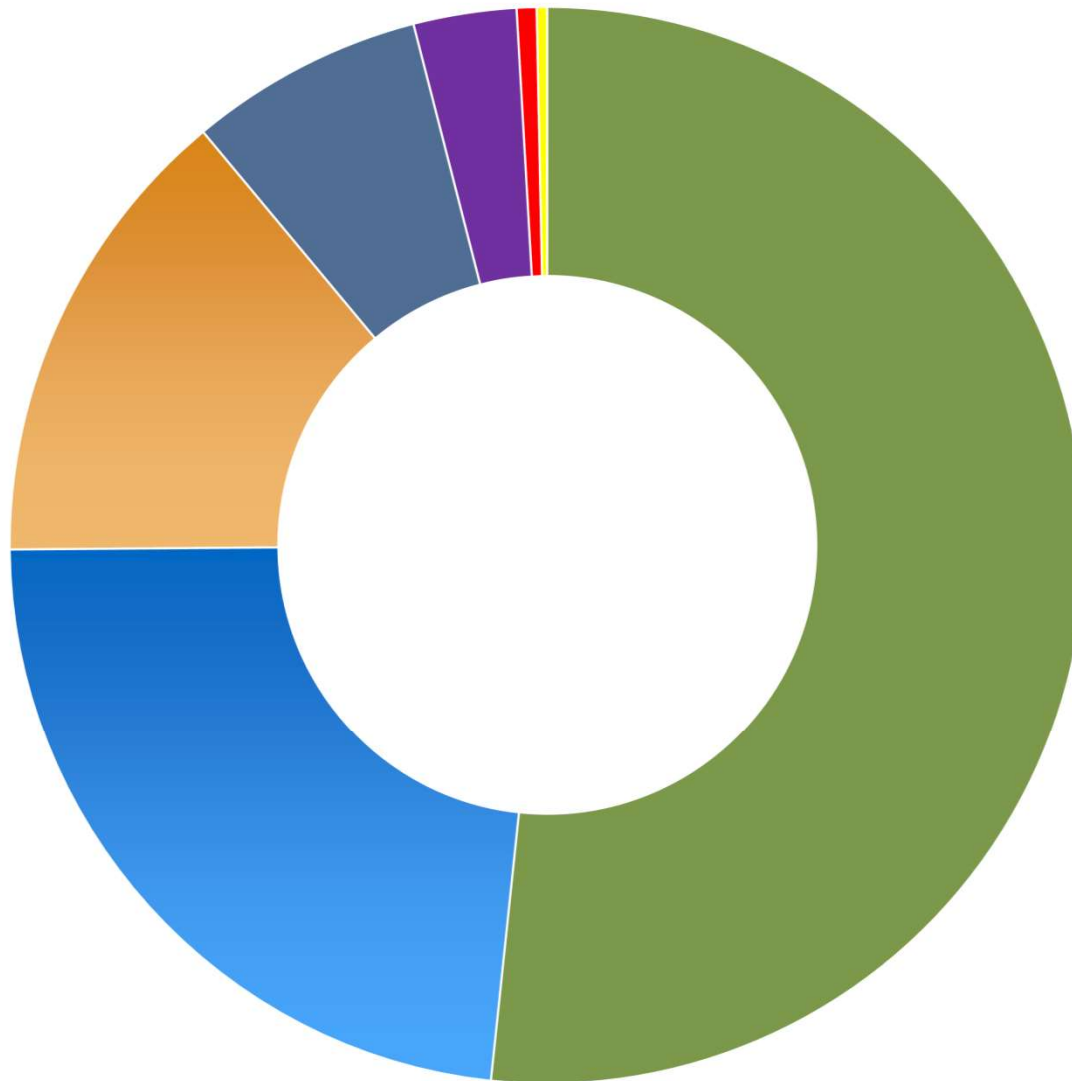
# 2021 Operating Budget Summary

	2020 Budget	2021 Budget	% of Budget
<b>Revenue</b>			
Taxation	17,670,945	17,829,788	89%
Government Grants	819,677	803,817	4%
Other Revenue	1,563,530	1,412,756	7%
	<b>20,054,152</b>	<b>20,046,361</b>	<b>100%</b>
<b>Expenditures</b>			
Administration	4,808,592	4,808,355	24%
Public Works and Development	8,697,958	8,958,246	45%
Community Services	1,418,823	1,271,788	6%
Protective Services	1,038,290	1,071,421	5%
Debt Charges	1,821,305	2,116,057	11%
Capital Projects	1,908,134	1,459,444	7%
Other	361,050	361,050	2%
	<b>20,054,152</b>	<b>20,046,361</b>	<b>100%</b>
<b>Net Revenue (Expenditures)</b>	-	-	

# Historical Taxation Revenue



# Total Revenue 2021



- Property tax - \$10,357,955
- Business tax - \$2,820,020
- Water and sewer - \$4,651,813
- Provincial gas tax revenue - \$118,563
- Other revenue - \$1,412,756
- Federal gas tax revenue - \$621,556
- Provincial debt grants - \$63,698
- Total - \$20,046,361



# Schedule of Rates and Fees

Type of Tax	Residential	Commercial	Schools	Hospital / Care Facility	Business
Property	8.5 mils	10.75 mils			
Water & Sewer	\$475	\$475 + 3 mils	7 mils	Flat rate	
Business tax groups:					
1 General Business					8 mils
1A Personal Care Homes					2.5 mils
2 Bowling Alley					4 mils
2A Physiotherapy/Massage					15 mils
3 Pharmacies					22 mils
4 Oil Companies, Real Estate, Insurance, Broadcasting, Professional Offices, Special services					30 mils
5 Finance Companies					54 mils
6 Banks					120 mils
7 Dept/Grocery Stores > 25,000 square feet					30 mils
8 Wholesale & Distribution					12 mils
9 Home Based Businesses					
Class 1 – Basic					\$250
Class 2 – Insurance, Professional & Trades					\$350
Class 3 – Cleaning, Contractors & Trucking					\$500
10 Utilities and Television providers					2.5% of Revenue

All taxes are due on March 31<sup>st</sup>, 2021. Interest will be charged at 12% per annum after the due date.

# Schedule of Rates and Fees

Type of tax or fee	Amount
Minimum Business tax	\$250
Tax Certificates	\$100
Senior's Discount Low Income Discount	5% 20% (with Guaranteed Income Supplement )
Vending vehicle business Daily Rate Monthly Rate Monthly Rate – weekends only (6pm Friday – 6am Monday)	\$50 (plus \$10 for each unit) \$125 (plus \$10 for each unit) \$75 (plus \$10 for each unit)
Vending Stand Business Daily Rate Monthly Rate Monthly Rate – weekends only (6pm Friday – 6am Monday)	\$50 per stand \$125 per stand \$75 per stand
For vendors of Christmas Trees that are Newfoundland grown, a seasonal permit of \$10 will apply. For vendors of Christmas Trees that are not Newfoundland grown, the rates for the vendor vehicle business will apply.	
Dog License	\$10 (spayed/neutered); \$30 (not spayed/neutered)
Cat License	\$10 (spayed/neutered); \$20 (not spayed/neutered)
Breeding License / Impounding fee	\$50
Business Permit Application Fee	\$25
Occupancy Permit Fee	\$100

# Schedule of Rates and Fees

Building Permit fees: Residential	Amount
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 \$0 - \$10,000 \$10,000 +	\$100 \$100 plus \$2 per \$1,000 of construction
Change in occupancy	\$25
General repairs, windows, siding, re-shingling, or demolition over \$2,000	\$50 (permit required for work under \$2,000 at no cost)
Patios, decks and fences	\$25
Business Permit Renewal	\$25
Accessory Building	\$50

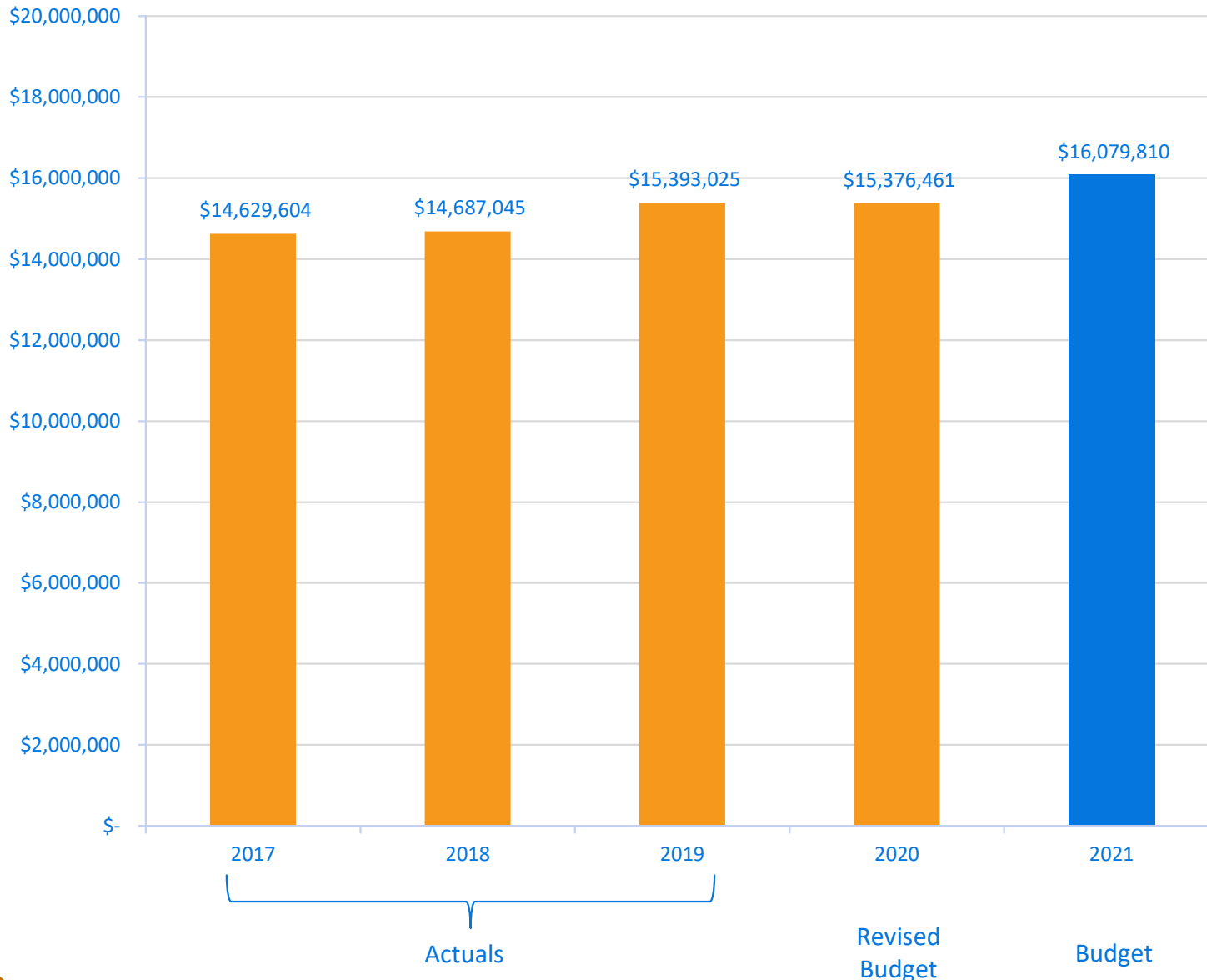
Building Permit fees: Commercial	Amount
New buildings, extensions - up to \$100,000 - Over \$100,000	\$500 \$500 plus \$5 per \$1,000 of construction value over \$100,000
Driveways, parking lots, landscaping	\$2,500 (\$2,400 refundable if complete within 1 year)
Renovations, general repairs - Up to \$10,000 - Between \$10,000 – \$50,000 - Over \$50,000	\$100 \$150 \$200 plus \$5 per \$1,000 of construction value over \$50,000
Demolition	\$10 / 100 sq. m (\$25 min)
New, or extensions to, accessory buildings	\$100
Patios, decks and fences	\$25
Signage	\$50
Temporary mobile signs	\$50 / year
Change in occupancy	\$100
Building permit renewal	\$50

# Schedule of Rates and Fees

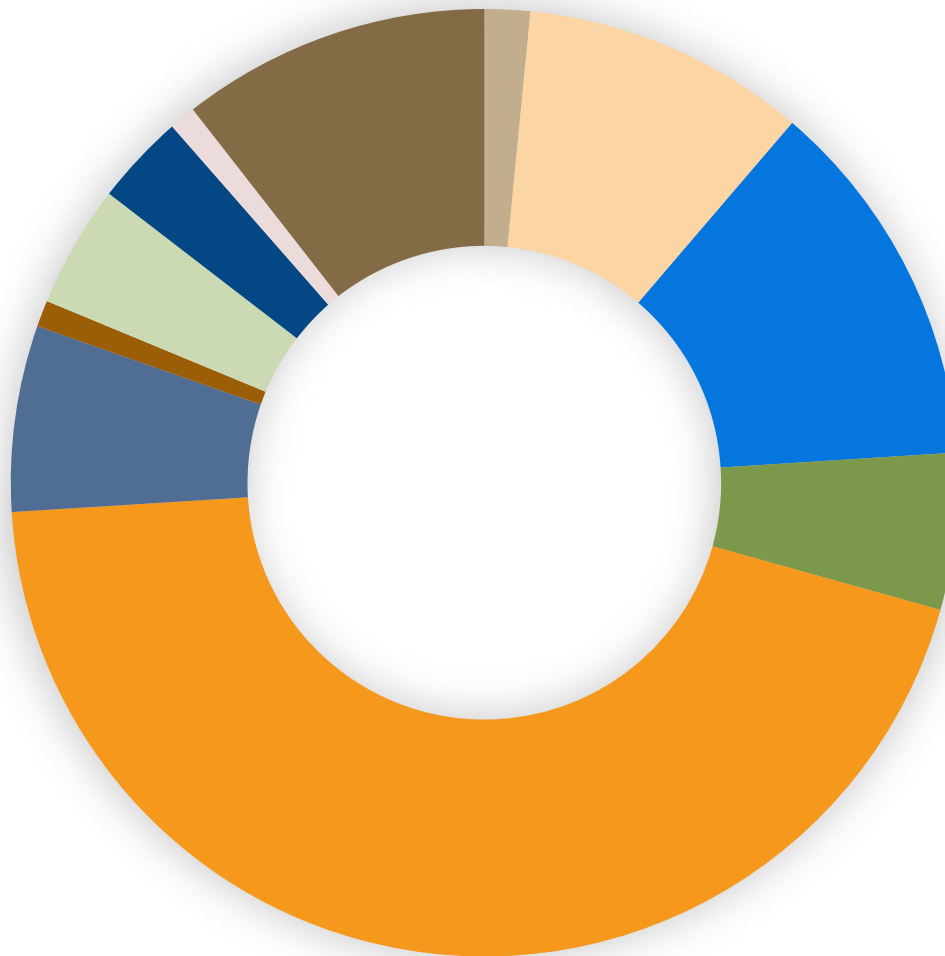
Miscellaneous Fees	Amount
Municipal Plan amendments or Development Regulations	Consulting fees + Advertising
Compliance Letter	\$150
Discretionary Use	\$100
Remove and replace concrete/curb/gutter/sidewalk	\$25 / ft
<b>Saturday Drop off fees</b>	
Car/pick up	\$5
Car/Single Axle Trailer	\$5
Car/Tandem Axle Trailer	\$5
Pick Up with Raised Sides	\$10
Pick Up with Single Axle Trailer	\$10
Pick Up with Tandem Axle Trailer	\$15
Pick Up with Raised Side/Tandem Axle	\$20
Shingles - Pick Up/Car Trailer	\$50
Shingles - Pick Up and Single Axle Trailer	\$100
Shingles - Pick Up and Tandem Axle Trailer	\$150
<b>Taxi License</b>	
Annual operating fee	\$250
Taxi renewal fee	\$120
Decal fee	\$25
<b>Garbage disposal fine</b>	
Not later than 7 days	\$50
Not later than 14 days	\$75

Recreation Fees	Amount
<b>Ice rentals (HST included):</b>	
Monday – Friday: 8:30am – 5:00pm	\$100 / hour
Monday – Friday: 5:00pm – 11:00pm	\$135 / hour
Monday – Friday: 11:00pm - 8:00am	\$110 / hour
Saturday – Sunday: 8:00am - 5:00pm	\$135 / hour
Saturday – Sunday: 5:00pm - 11:00pm	\$135 / hour
Saturday – Sunday: 11:00pm - 8:00am	\$110 / hour
Adult Tournaments: Daytime & Evening	\$135 / hour
Summer Hockey School: Weekly Rental	\$6,500 / week
Summer Ice-time Rentals: All hours	\$150 / hour
Stadium Locker Rentals	\$86.25
Birthday Party: Special Ice-time	\$85 / 45 minutes
<b>Facility User Fees:</b>	
Men's and Mixed Softball Leagues	\$300 plus HST per team / year
Minor Baseball League / Tournaments	\$600 plus HST / year
Minor Soccer League / Tournaments	\$600 plus HST / year
Senior Soccer Leagues	\$300 plus HST per team / year
Senior Tennis Leagues	\$500 plus HST / year
Senior Tournament Fees – All Weekend	\$150 per field / weekend
Daily Facility Rentals – Non Profit	\$50 / hour (max of \$100 / day)
<b>Note: Any weekend or extra maintenance for any user group will be billed at cost plus HST.</b>	

# Historical Operating Expenditures



# Total Expenditures 2021



- Council - \$310,821
- Administration - \$1,948,380
- Employee benefits - \$2,549,154
- Protective services - \$1,071,421
- Public works and development - \$8,958,246
- Community services - \$1,271,788
- Discounts/rebates on taxes - \$181,050
- Capital out of general revenue - \$837,888
- Capital out of gas tax revenue - \$621,556
- Other - \$180,000
- Debt charges - \$2,116,057
- Total \$20,046,361

# Council



The Mayor and Councilors are the elected officials responsible for the 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 CAO, 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. Total budgeted expenses for Council for 2021 are \$310,821.

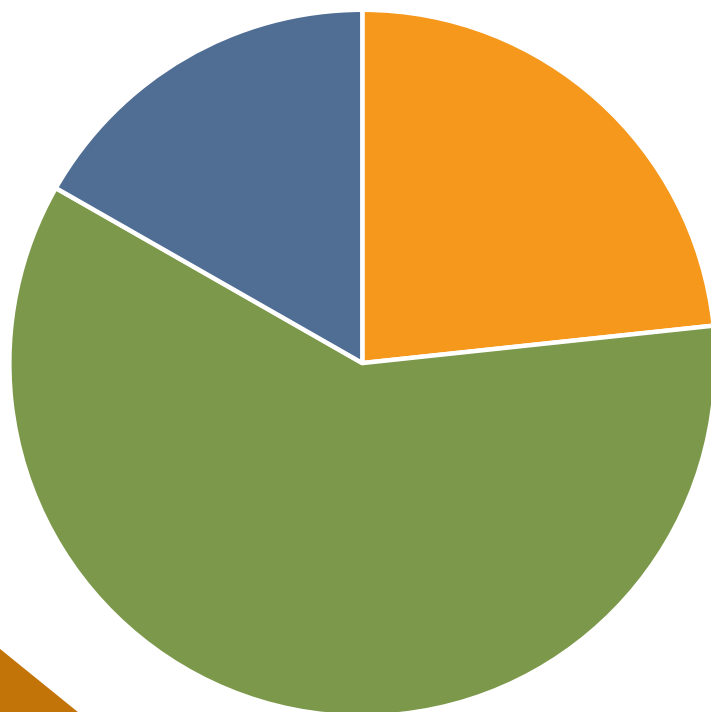
In 2021, Council is focused on ensuring fiscal responsibility and sustainability are at the forefront of all decisions that are made. Through the KPMG report recommendations, Council would like to take steps towards having a Strategic Plan in place, along with several policies and programs that will help the sustainability of the organization, such as investment policy, creation of Key Performance Indicators, and development of employee performance program. These initiatives will help Council and Management in making the right decision and help guide staff to ensuring the residents and businesses of Grand Falls-Windsor are receiving top quality, consistent service.

Our employees and volunteers, the people who perform the daily tasks, continue to provide the citizens of Grand Falls-Windsor with an exceptional service.

Grand Falls-Windsor has developed into a 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, and people of all ages and abilities.

# Chief Administrative Officer

- Administration - \$325,645
  - Fire protection - \$837,332
  - Municipal police - \$234,089
- Total - \$1,397,066



The Chief Administrative Officer (CAO) is accountable to provide leadership and direction for all Town functions and activities within policies established by Council. The CAO also has direct responsibilities for Public Protection Services, which include Policing, Animal Control and Fire Protection. The CAO is also an 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 core services to its residents. The execution of these functions must be done in an efficient and effective manner, while aligning with the direction of Council. We have a budget of approximately \$20 million and in excess of 100 well trained and dedicated employees. In 2020, Council provided an exemplary level of services in all areas and will end the year in a good financial position.

There were many changes planned in 2020, however as in other areas, the pandemic and emergency preparedness caused some plans to be delayed. Some of the KPMG recommendations from the Organizational and Operational Review were implemented in 2020, and we plan to continue working on the remaining recommendations in 2021. Council and management are pleased with the progress and results of those implemented so far and are excited about those yet to come.

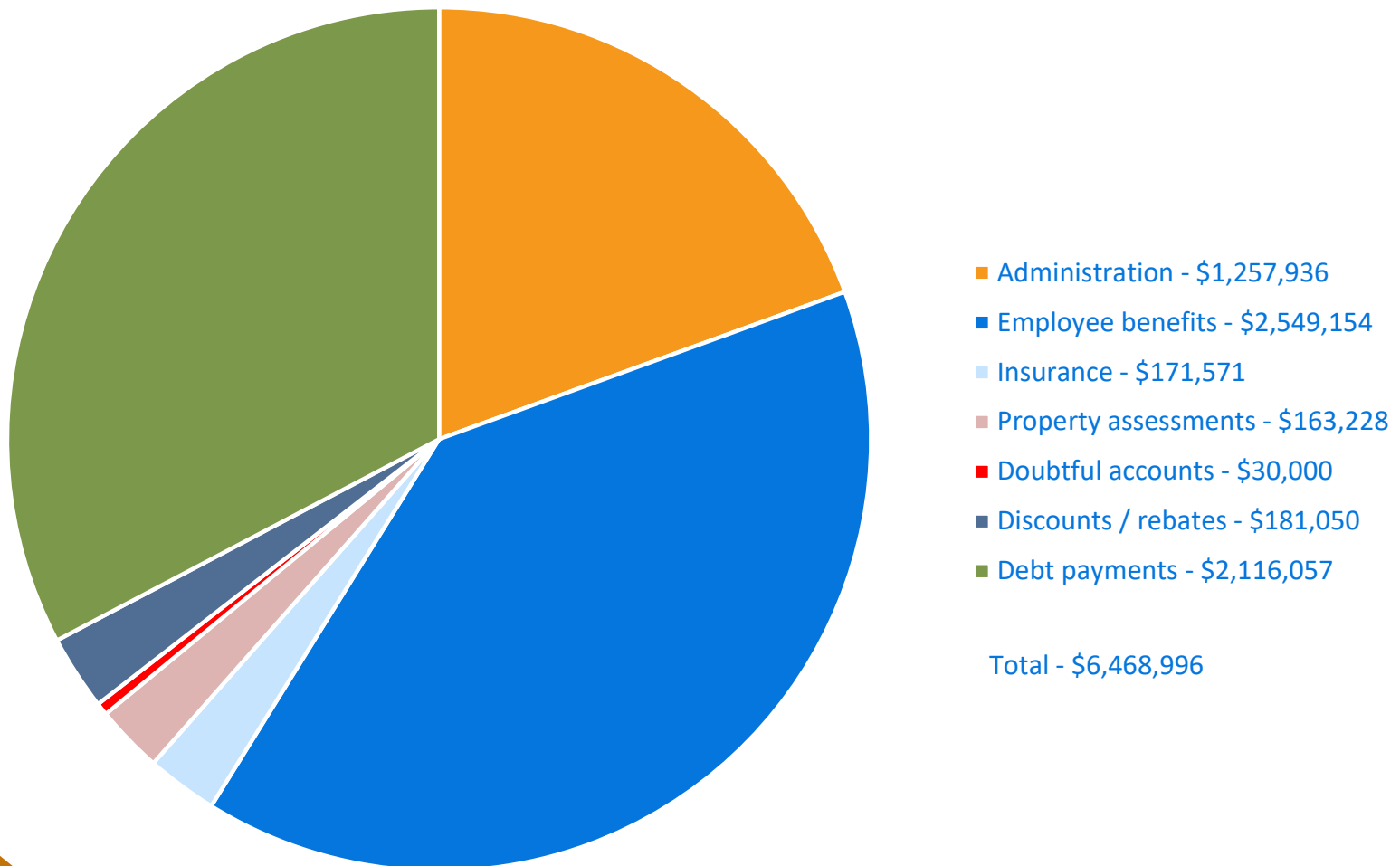
We continue to work with the Provincial Government on the transfer of the old Abitibi land where the Grand Falls House is located. We are also working with the Grand Falls House Foundation on a plan for the sustainability of the property. There is great potential in this property for our community and should add to our tourism sector moving forward. We also plan to start further developing our riverfront access to create a tourism hub that will be the envy of other communities on the island.

As we recover from the events of 2020, we recognize there will be challenges along the way. It is important that we remain focused on our priorities to ensure Grand Falls-Windsor remains sustainable and contributes to the economy of the Central Newfoundland region.



# Corporate Services

Human resource administration, financial administration, information technology, Occupational Health and Safety and general operations' support are provided by the Corporate Services Department. Given these areas of responsibility, the Corporate Services Department works closely with all departments of the Town of Grand Falls-Windsor to ensure long-term financial viability remains in the forefront of all decisions throughout the organization.



# Corporate Services

Goals:	Objectives:
<p><b>Performance Measurement:</b> To further the development of a comprehensive Performance Measurement System (PMS).</p>	<ul style="list-style-type: none"> <li>- Apply performance measurement data to financial data to establish unit costing and key ratios. It is important to collaborate with other departments and share information to help improve financial awareness throughout the organization.</li> <li>- Finalize key performance indicators (KPI) and develop a plan to communicate with the organization to ensure they are relied on in decision making moving forward.</li> </ul>
<p><b>Accounts Receivable/Collection:</b> Focus efforts on working with residents to collect all amounts outstanding.</p>	<ul style="list-style-type: none"> <li>- Achieve collection rate in the range of 98 to 100%.</li> <li>- Continue extensive use of collection methods for outstanding taxes – shut-off notices, statement mail-outs, collection agencies, and sale of property. Aim to collect 25% of accounts in arrears of greater than one year.</li> <li>- Continue to offer residents flexible payment options, including pre-authorized payments.</li> </ul>
<p><b>Purchasing and Asset management:</b> To ensure compliance with Provincial Legislation and achievement of maximum value in town’s purchasing activities.</p>	<ul style="list-style-type: none"> <li>- Monitor impact of new purchase order module on operations of the Town.</li> <li>- Invest in online procurement software to simplify process for tenders and requests for proposals</li> <li>- Review controls of inventory and small assets</li> </ul>
<p><b>Improving Technology</b></p>	<p>To digitalize workflows and processes in order to streamline operations and find efficiencies within the department</p>

# Corporate Services

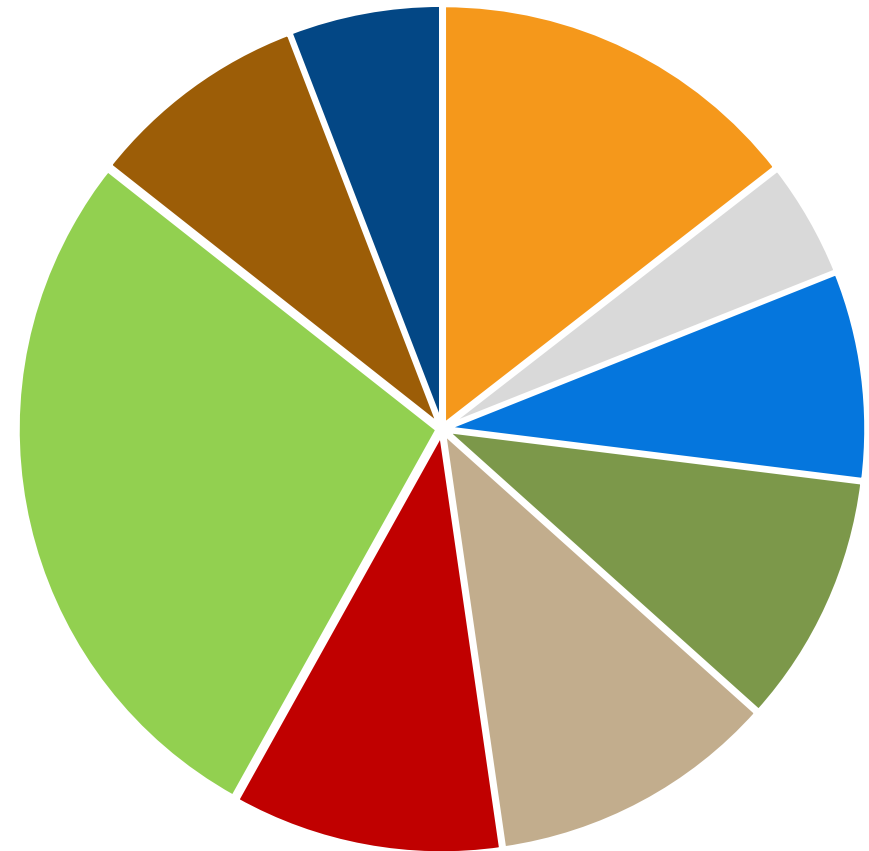
Goals:	Objectives:
<p><b>People and Culture</b></p>	<ul style="list-style-type: none"> <li>- Finalize employee performance measurement program and start training with management to ensure it is consistently applied throughout the organization</li> <li>- Establish a formalized strategic plan which clearly outlines the Town’s mission, vision, and strategic objectives or goals</li> <li>- Develop policies surrounding fiscal responsibility</li> <li>- Establish an improved relationship with staff and Union leadership through more frequent communication and discussion. This also includes providing opportunities for staff to become more engaged through various communication methods</li> </ul>
<p><b>Public Engagement:</b> To establish advisory committees for the purpose of engaging residents and businesses in municipal decision making.</p>	<p>Establish a Terms of Reference for the following committees:</p> <ul style="list-style-type: none"> <li>- Youth Advisory Committee: provide youth in Grand Falls-Windsor with an opportunity to gain experience in municipal governance and engage youth in decisions that may impact their demographic</li> <li>- Environmental Action Committee: provide residents with an opportunity to provide guidance on decisions that impact the environment.</li> <li>- Business Growth Committee: provide residents and businesses the opportunity to discuss matters that impact current businesses in the area, along with anything that may impact future growth of current and new businesses.</li> <li>- People and Culture Committee: provide residents with an opportunity to offer insights on the types of services provided by the Town and ways to improve the Town as a whole.</li> </ul>

# Public Works and Development

The Department of Public Works & Development 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, parks, playgrounds, snow clearing, as well as waste disposal.

The Department of Public Works & Development consists of a professional team of employees made up of Engineers, Technicians, Supervisors, Landscapers, Equipment Operators, Specialized Tradespersons, Labourers and administrative staff. This team is responsible for maintaining the Town's entire infrastructure and planning for the expansion of service and improvements. The Department also ensures a safe environment for all staff and the public through the Town's safety policies. 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 Department of Public Works & Development is the backbone of our community services.



- Administration - \$1,297,909
- General maintenance - \$400,772
- Equipment operations - \$716,920
- Roads transport - \$866,283
- Environmental health - 992,497
- Regional water supply - \$928,925
- Labour - \$2,466,950
- Parks - \$764,568

Total - \$8,958,246

# Public Works and Development

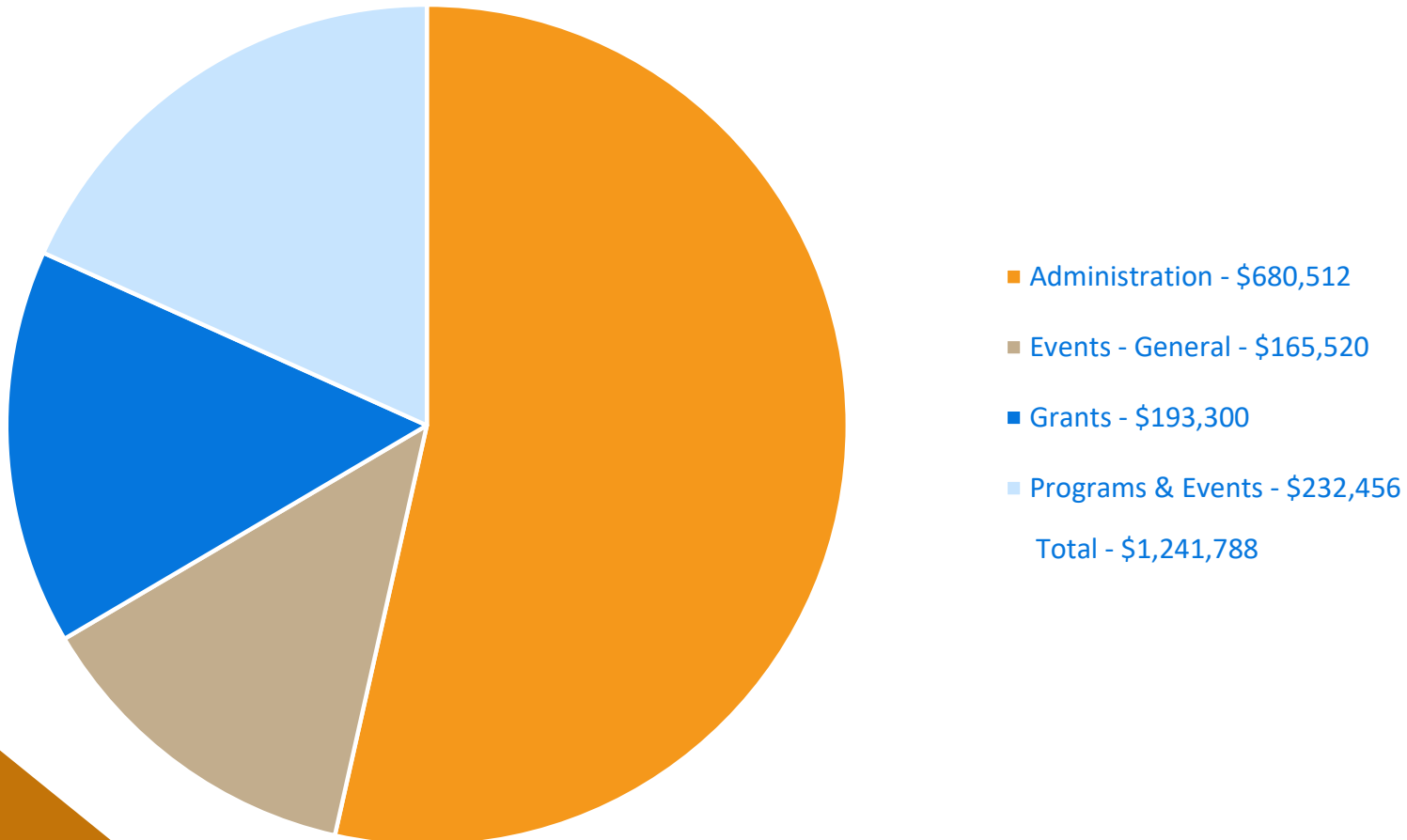
Goals:	Objectives:
<p><b>Asset Management:</b> This is a combined effort between the PW&amp;D and the Corporate Services Departments to ensure our Asset Management tool is providing relevant, useful information to the Town's operations.</p>	<ul style="list-style-type: none"> <li>- Complete necessary training on the new tool as developed by consultant. This will include training for staff in both departments.</li> <li>- Develop an Asset Management policy to guide future actions</li> <li>- Use the Asset Management Program (AMP) to determine the long term needs of the Town.</li> </ul>
<p><b>Development Regulations:</b> Complete a thorough review of the Town of Grand Falls-Windsor Development Regulations.</p>	<ul style="list-style-type: none"> <li>- These regulations are currently in review by the Department of Environment, Climate Change, and Municipalities. Work will continue in 2021 to finalize and complete this review. Additional steps include a public hearing and commissioners report, along with a report to Council for a final decision on implementation.</li> </ul>
<p><b>Organizational Change:</b> KPMG recommendations were started in 2020 and will continue into 2021.</p>	<ul style="list-style-type: none"> <li>- Continue to work with supervisors and staff to continue to unify the new Department of Public Works and Development.</li> </ul>
<p><b>Operational initiatives</b></p>	<ul style="list-style-type: none"> <li>- Review current operations of Regional Water Treatment Plant and investigate if a new configuration is needed.</li> <li>- Review existing directional signage within the Town and ensure it meets the Town's signage strategy.</li> <li>- Develop a better system for improved communication to residents and Council</li> <li>- Review all crosswalks in the town to ensure they meet the TAC Pedestrian Crossing Control Guide.</li> <li>- Review existing routes and methods of current garbage collection methods (including automated garbage collection)</li> <li>- To maintain, improve, and develop Town parks and recreation facilities within the funds budgeted</li> </ul>
<p><b>Equipment Replacement Strategy</b></p>	<ul style="list-style-type: none"> <li>- Prepare a 10-year equipment replacement plan for the Department of Corporate Services so the Town can better prepare for replacement costs</li> </ul>

# Community Services

To effectively operate and oversee our community's parks, recreation facilities, programs and special events, as well as our economic development efforts and tourism initiatives.

It is our goal to provide quality recreational experiences for all citizens, promoting and advancing business and employment opportunities and developing our community as a tourist destination.

We believe that by providing our community with a variety of quality opportunities for both work and play, residents will be happier, healthier and more prosperous, with visitors to our community always welcomed to enjoy all that we have to offer.



# Community Services

Goals:	Objectives:
<p><b>Recreation Operations and Program Development:</b> To continuously monitor facilities and programs for areas of improvement while also ensuring staff productivity within the allotted budget.</p>	<ul style="list-style-type: none"><li>- To market and promote Town parks, programs, activities, facilities and special events in order to maximize the usage and participation by our residents.</li><li>- Evaluate the results of the Recreational Needs Assessment Study to determine the best path forward with regards to developing facilities as well as maintaining and improving existing facilities.</li><li>- To identify and provide recreational program needs for residents of all ages and abilities. Ensure the programs that are provided are relevant to current trends and promote a healthy lifestyle.</li><li>- To enhance recreation, leisure time, community spirit and quality of life for the residents of Grand Falls-Windsor by providing community-wide events and tournaments, as well as assist community groups with their special events.</li><li>- To provide a safe, healthy and efficient department that provides maximum participation for the users in our programs while being cost effective.</li></ul>
<p><b>Grand Falls-Windsor: the tourism hub of Central Newfoundland:</b> Grand Falls-Windsor has a lot to offer for residents and businesses in Central Newfoundland. Our goal is to improve tourism efforts to ensure we are recognized as the first place tourists think of in Central Newfoundland.</p>	<ul style="list-style-type: none"><li>- To continue the development of Grand Falls-Windsor's tourism product, ensuring visitors have a variety of attractions to experience and enjoy during an extended stay in our community.</li><li>- Ensure Grand Falls-Windsor is recognized as the Central Newfoundland hub for education, healthcare, recreation, shopping, dining, business, innovation, employment and immigration. Not only is Grand Falls-Windsor a great place to visit, it is also a great place to live for post-secondary students, young professionals, families, retirees and new Canadians.</li></ul>

# Community Services

Goals:	Objectives:
<b>Investment Retention and Attraction:</b> Ensuring both existing and potential businesses are aware of all of what Grand Falls-Windsor has to offer.	<ul style="list-style-type: none"><li>- Engage existing and potential businesses to prosper by identifying opportunities for growth and sustainability</li><li>- Develop a comprehensive investment attraction strategy to better position Grand Falls-Windsor in attracting new businesses and more qualified employees.</li></ul>
<b>Promote Grand Falls-Windsor as the center for various industries</b>	<ul style="list-style-type: none"><li>- Continue to foster relationships with health care service providers and health innovation partners, securing additional health research &amp; development projects, provisioning of related health care services, training and education</li><li>- Continue to form new relationships with potential investors in the aquaculture, mining, IT, forest and agriculture industries in Central Newfoundland, while maintaining partnerships with the provincial associations of each. This may also include private sector businesses in these industries from other areas of the Province, North America, or even around the world.</li></ul>
<b>Community Wellness and Social Well-being</b>	<ul style="list-style-type: none"><li>- Support projects and programs to work towards the development and enhancement of valued community services that improve the quality of life and social well-being of our residents.</li><li>- Foster relationships and partnerships with community groups, Government departments and agencies, and other businesses to promote community wellness and social well-being as much as possible.</li></ul>