



TOWN OF GRAND FALLS-WINDSOR

BUDGET 2010

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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.

BUDGET PREAMBLE

It is with great pleasure that I present the 2010 Town of Grand Falls-Windsor Municipal Operating Budget. During the past year there have been a number of initiatives begun by Council, two of which include Downtown Re-development Strategy and the Cranberry Farm Development. Housing starts and construction activity have remained strong. Revenues and expenditures were in line with projections resulting in a financially successful year. It is our strong financial position that allows us to pursue these opportunities. We enter the new year with excitement and renewed vigor as we pursue the many opportunities available to us. These include:

- Continued funding for Downtown Re-development
- Further development of the Cranberry Industry
- Re-development of the Central Newfoundland Regional Hospital
- Expansion to the College of the North Atlantic
- Establishment of the Home Heat Rebate Office
- Establishment of the Youth Addiction Centre
- Continued funding for upgrading and maintaining municipal infrastructure
- Hosting of Provincial Winter Games

These projects will help ensure the Town's economic viability for future generations to come. We are appreciative of the level of support given to us by the Provincial government and ACOA in assisting with these developments.

However, the future is not without challenges. Changing demographics will result in Council reviewing all aspects of our services necessary to meet the needs of a changing community.

Some highlights of this year's Municipal Budget are as follows:

- Due to strength in the assessed property values within the community, Council will be reducing the mil rate for residential property tax from 9.5 to 8.5 mils. Tax rates in Grand Falls-Windsor are currently the lowest of all larger municipalities within the Province.
- The financial highlights include a total revenue and expenditure of \$12,949,453, including \$936,793 for capital expenditure out of revenue.
- Substantial increased investment in Economic Development initiatives which include funding for retail expansion and promotion of Grand Falls-Windsor as the place to do business.
- Funding for stadium summer ice program.
- Funding for outdoor rink at Centennial Field.
- Projected debt payment ratio for 2010 is 10.2%. This is again among the lowest in the Province.
- Continued support for community groups including YMCA, Corduroy Brook, Y2C, Exploits Curling Club, ERMA, Exploits Valley SPCA, Heritage Society, Exploits Valley Tourism Association, and the Multi-cultural Society.

The proposed 2010 Municipal Operating Budget is a fair and equitable allocation of resources necessary to maintain the standards we now enjoy. As we look to the future, our Town must adapt to the changes we are faced with. As there were challenges in the past, there will be challenges in the future. Good municipal governance will be a key part of this transition. The acceptance of this budget will ensure the continued good management, stewardship, and quality level of service the taxpayers demand, expect, and deserve.

I move adoption of the 2010 Municipal Operating Budget.

**Councillor Darren Finn, Chairperson
Finance & Administration Committee**

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

	2006	2007	2008	6	Revised 2009	Budget 2010	Change 2006-2010	% Change 2006-2010	Avg % Change
PROPERTY TAX									
Residential	\$ 3,711,928	\$ 4,333,887	\$ 4,460,895		\$ 4,590,000	\$ 5,000,000	\$ 1,288,072	34.70%	8.68%
Commercial	878,241	934,072	947,522		951,000	1,039,000	160,759	18.30%	4.58%

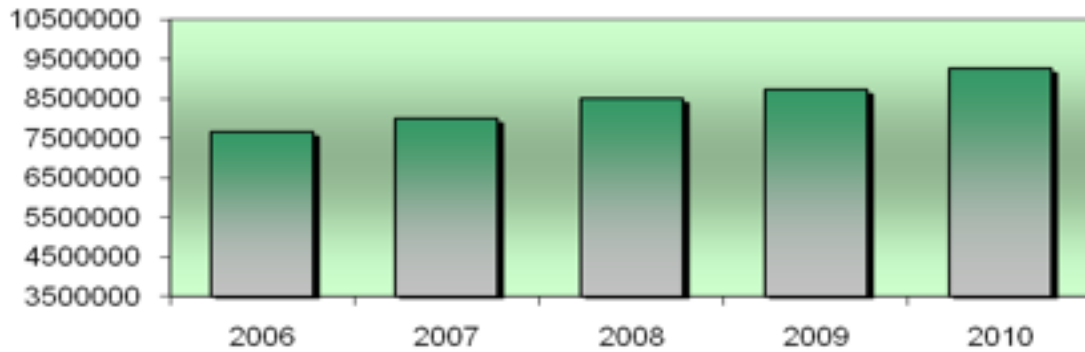
TOWN OF GRAND FALLS - WINDSOR
OPERATIONAL EXPENSES
5 YEAR HISTORICAL REVIEW

				Revised	Budget	Inc/Dec	%	Average
	2006	2007	2008	2009	2010	2006-2010	2006-2010	Change
						0	10	10
EXPENDITURES								
OPERATIONAL								
Council	184,289	192,402	190,151	203,456	207,515	23,226	12.60%	3.15%
Administration	711,131	748,473	857,616	894,924	930,545	219,414	30.85%	7.71%
Employee								
benefits	1,035,971	1,128,988	1,173,210	1,220,857	1,311,378	275,407	26.58%	6.65%
Property								
assessments	145,184	146,961	147,368	161,168	168,374	23,190	15.97%	3.99%
Insurance	166,419	125,689	83,018	84,000	92,400	(74,019)	44.48%	-11.12%
Protective								
service	558,942	605,703	621,368	668,570	726,182	167,240	29.92%	7.48%
Municipal								
Election			22,607	23,000	-	-		
Engineering								
works	3,309,952	3,530,387	3,731,252	3,704,847	3,888,037	578,085	17.47%	4.37%
Recreation	841,668	807,585	876,438	925,731	1,055,335	213,667	25.39%	6.35%
Economic								
development	183,025	175,727	185,818	167,867	245,872	62,847	34.34%	8.58%
Regional								
services	867,497	901,895	971,993	1,035,480	1,008,404	140,907	16.24%	4.06%
Cost Recovery	(331,843)	(377,451)	(352,534)	(372,364)	(366,687)	(34,844)	10.50%	2.63%
Net	535,654	524,444	619,459	663,116	641,717	106,063	19.80%	4.95%
TOTAL						1,595,12		
OPERATIONAL	7,672,235	7,986,359	8,508,305	8,717,536	9,267,355	0	20.79%	5.20%

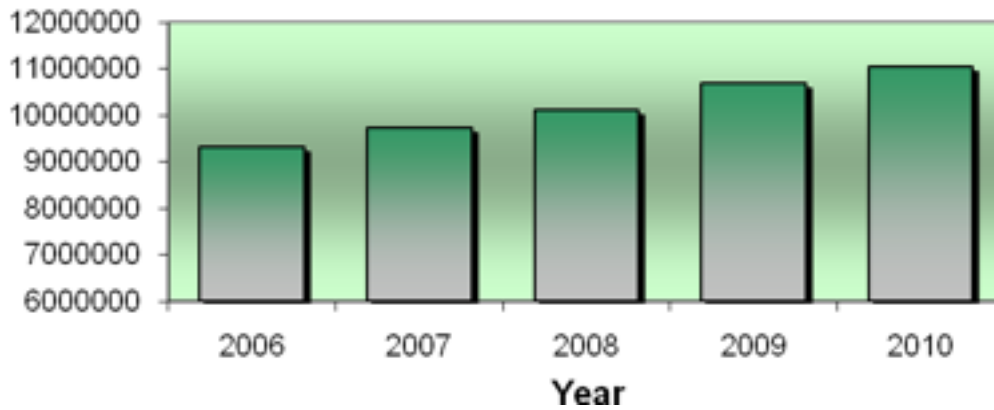
**NON-
OPERATIONAL**

							-21.89		
Bad debts	38,408	3,789	(455)	30,000	30,000	(8,408)	%	-5.47%	
Discounts	180,679	202,586	206,587	216,000	236,500	55,821	30.90%	7.72%	
Excite Building		146,326	(6,722)	76,600	-	-	0.00%	0.00%	
Salmon Festival (net)		200,776	61,570	45,640	-	-	0.00%	0.00%	
Debt Charges (net)	1,475,884	1,423,013	1,273,169	1,171,727	1,189,391	(286,493)	19.41%	-4.85%	
Capital out of general revenue	692,158	948,429	1,465,289	1,201,595	936,793	244,635	35.34%	8.84%	
TOTAL NON-OPERATIONAL	2,387,129	2,924,919	2,999,438	2,741,562	2,392,684	5,555	0.23%	0.06%	
TOTAL EXPENDITURES	10,059,364	10,911,278	11,507,743	11,459,098	11,660,039	1,600,675	15.91%	3.98%	

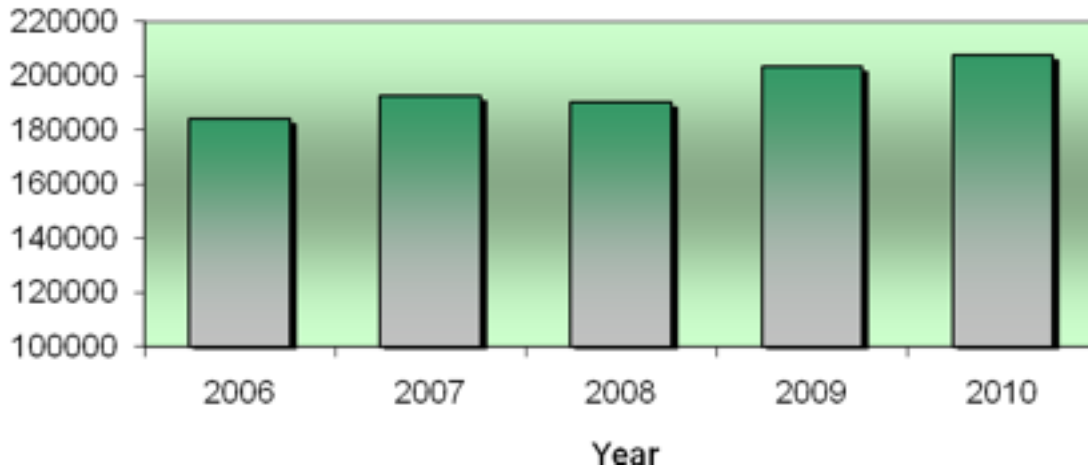
Operational Expenses 2010



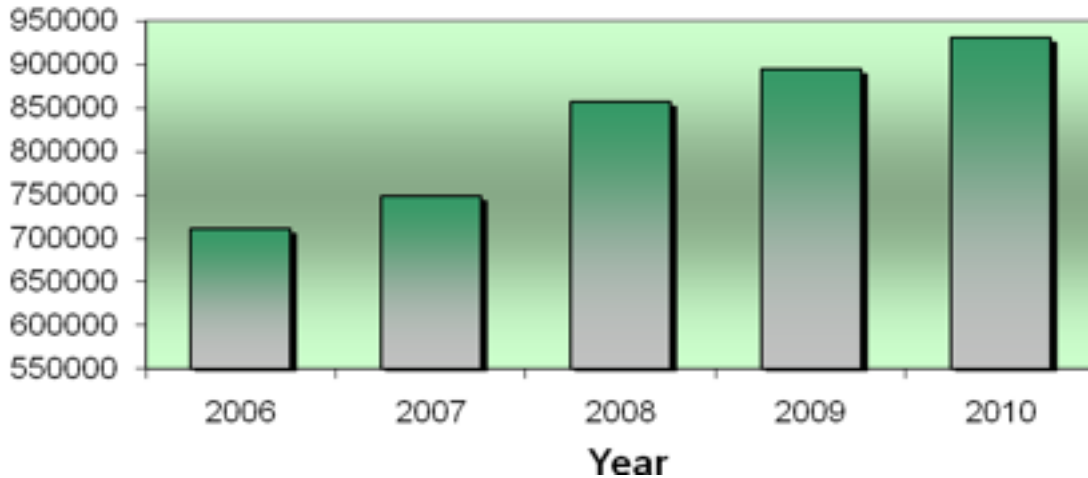
Taxation Revenue 2010



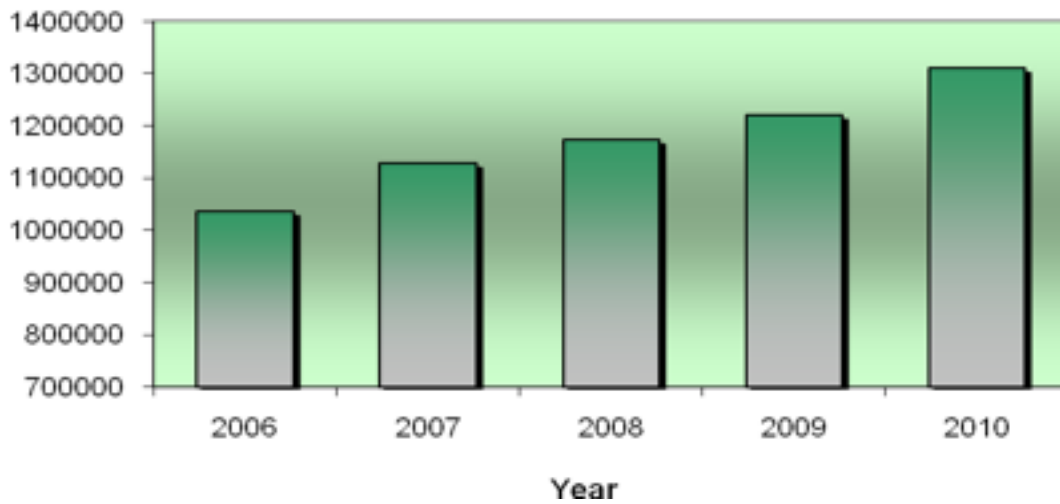
Council 2010



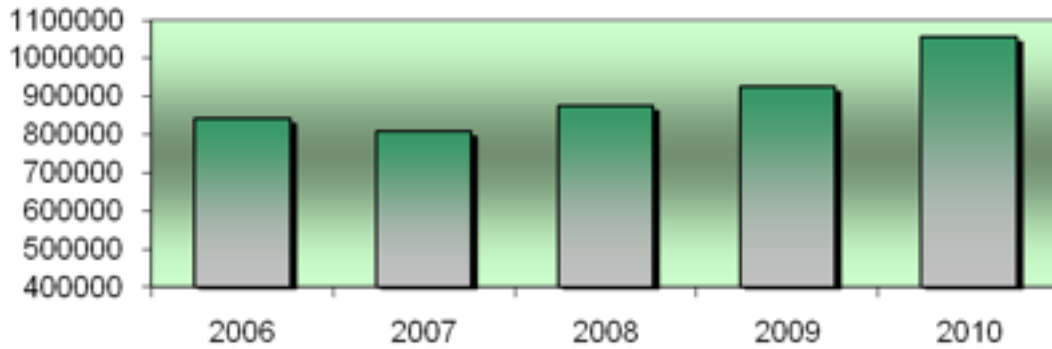
Administration 2010



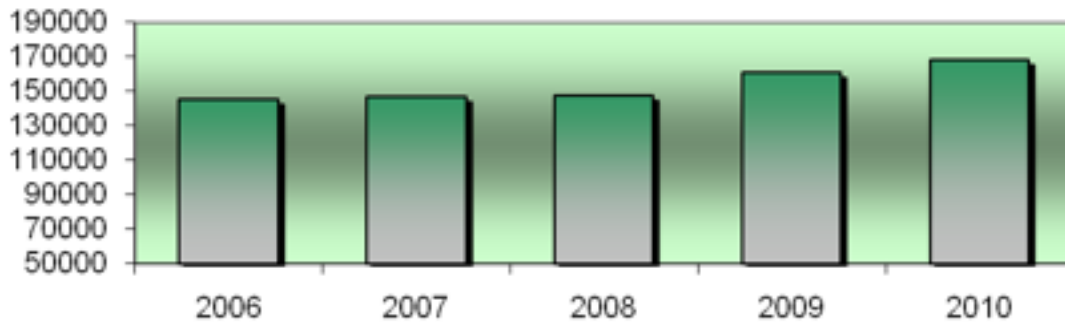
Employee Benefits 2010



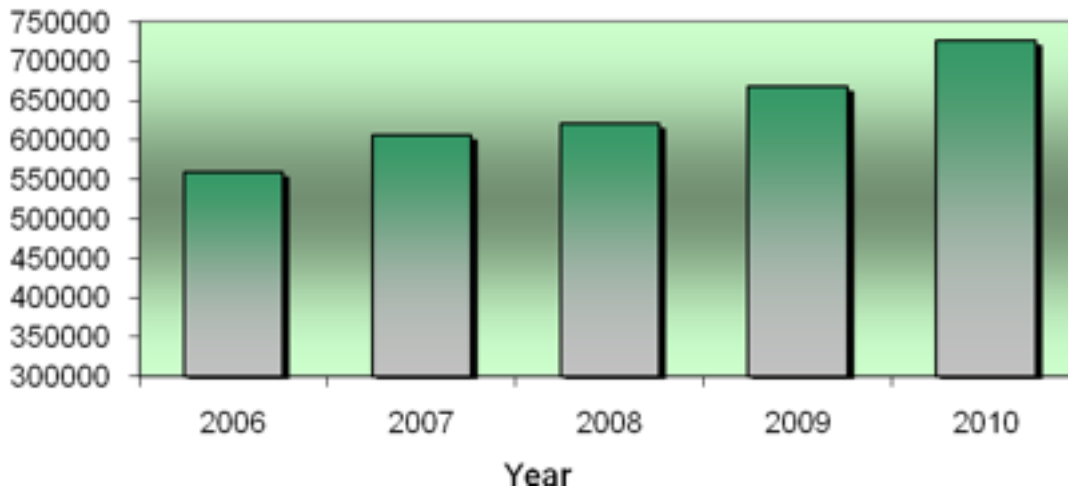
Recreation 2010



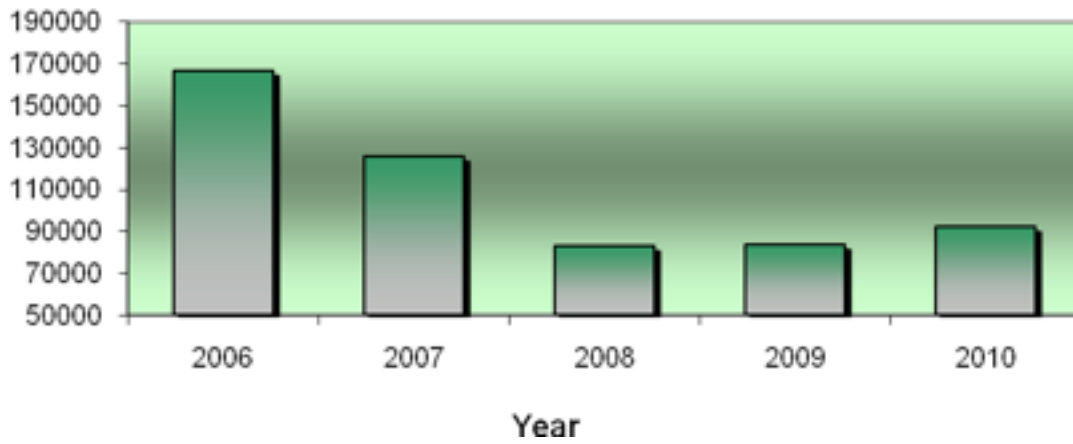
Property Assessments 2010



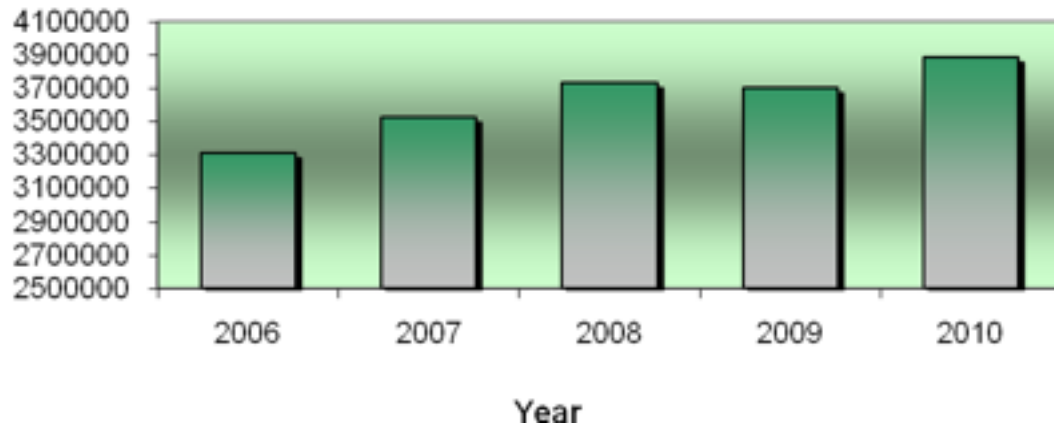
Protective Services 2010



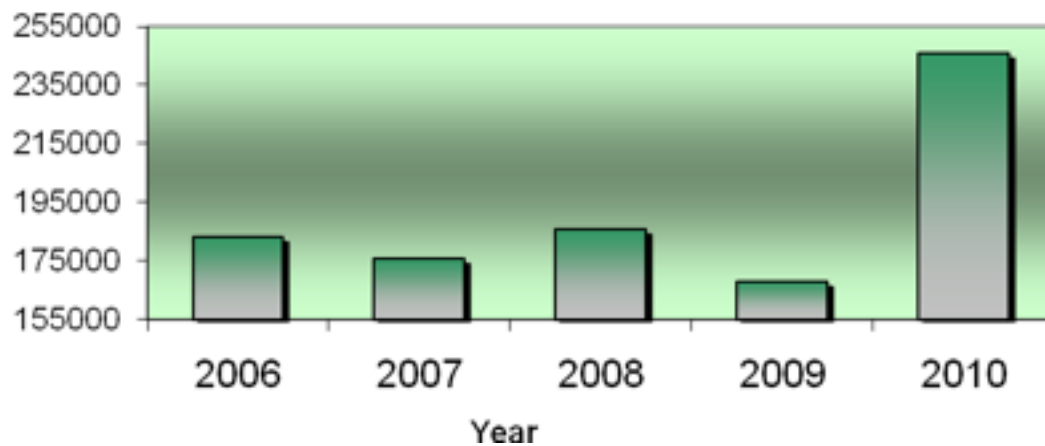
Insurance 2010



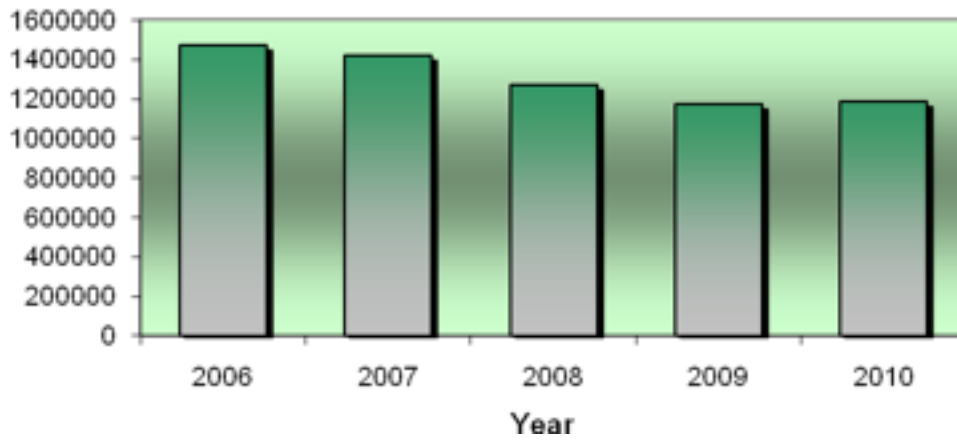
Engineering Works 2010



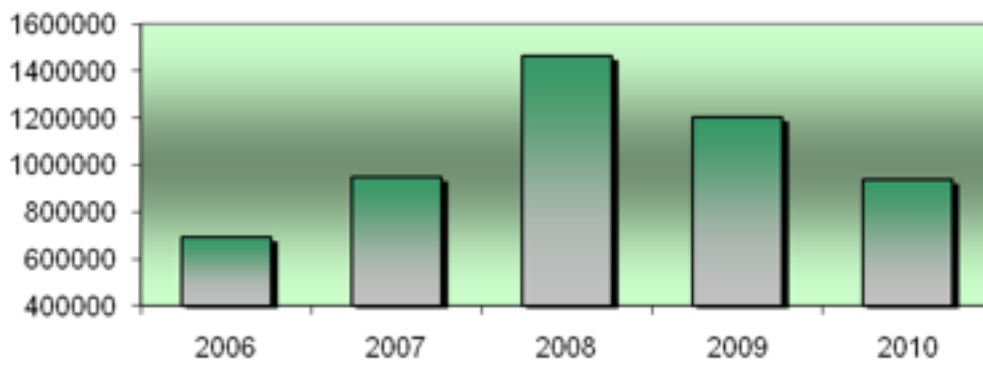
Economic Development 2010



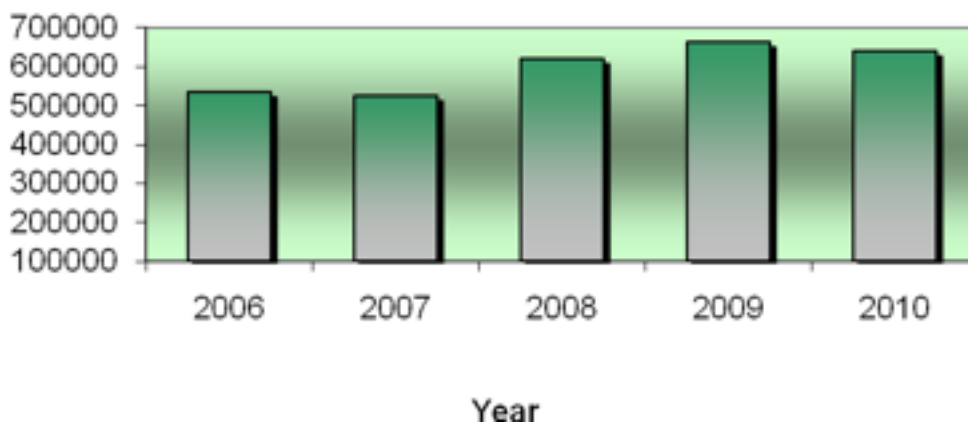
Debt Charges (net)



Capital out of General Revenue



ERSB 2010



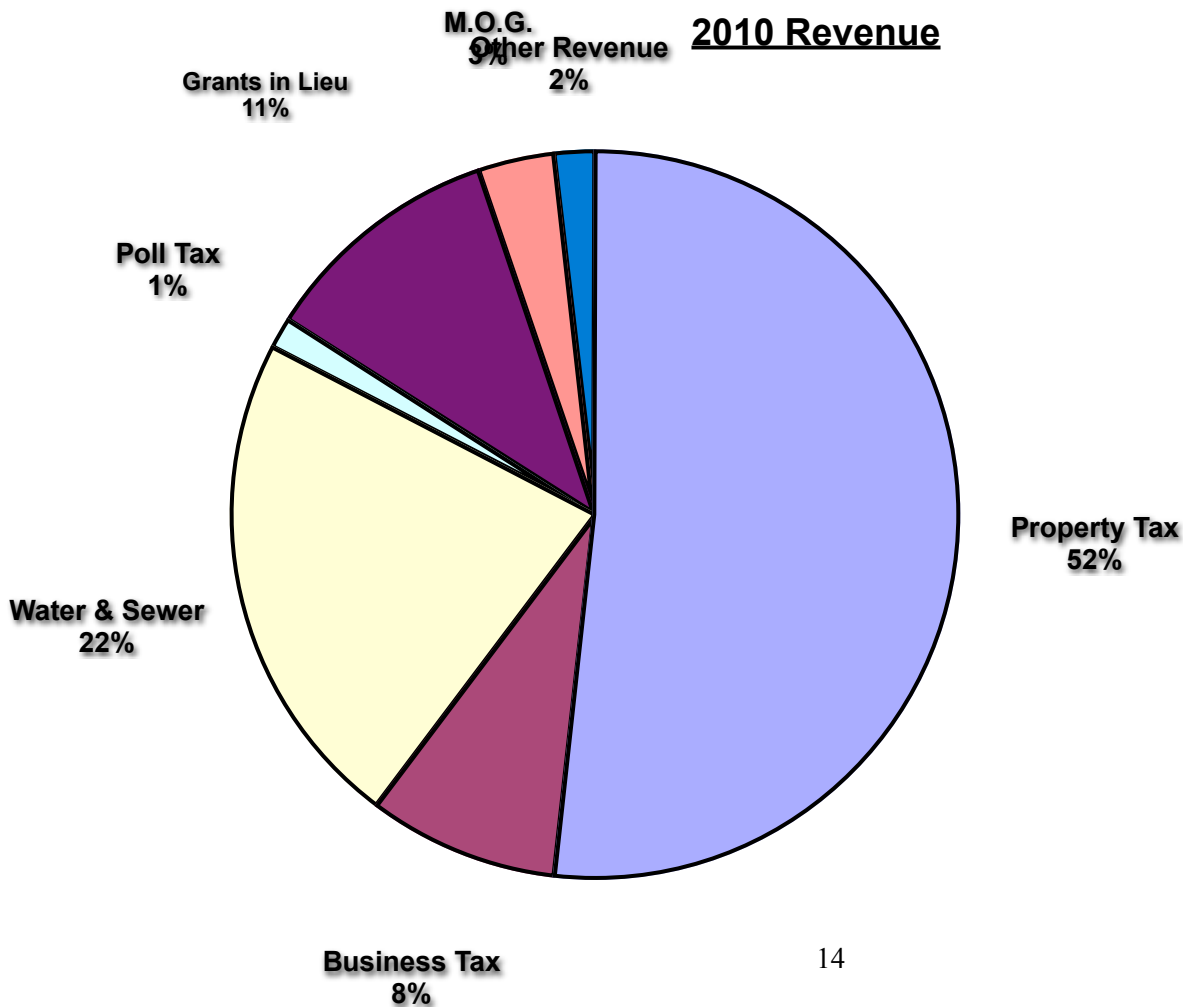
TOWN OF GRAND FALLS-WINDSOR
REVENUE

	2009 Original	2009 Revised	2010 Budget	Increase/ Decrease	% Inc/Dec
Revenue					
Taxation					
	\$	\$	\$	\$	
Property tax	5,480,000	5,541,000	6,039,000	559,000	10.20%
Business tax	942,035	925,355	986,875	44,840	4.76%
Water and sewer	2,415,000	2,412,000	2,609,650	194,650	8.06%
Poll tax	160,000	160,000	160,000	-	0.00%
	8,997,035	9,038,355	9,795,525	798,490	8.88%
Grants in lieu	1,175,768	1,638,713	1,259,216	83,448	7.10%
	10,172,803	10,677,068	11,054,741	881,938	8.67%
Municipal operating grant	394,298	446,125	394,298	-	0.00%
Other revenue					
Sale of goods and services	4,000	122,250	-	(4,000)	-100.00%
Revenue from own sources	205,150	190,000	193,500	(11,650)	-5.68%
Recreation revenue	19,700	23,655	17,500	(2,200)	-11.17%
	228,850	335,905	211,000	(17,850)	-7.80%

Total operating revenue	10,795,951	11,459,098	11,660,039	864,088	8.00%
Provincial debt grants	1,372,489	1,372,489	1,289,414	(83,075)	-6.05%
				\$	
Total revenue	\$12,168,440	\$12,831,587	\$12,949,453	781,013	6.42%

Town of Grand Falls-Windsor

2010 Revenue



Town of Grand Falls-Windsor
Tax Rates 2010

Property Tax	Residential	8.50 Mils
	Commercial	10.25 Mils
Water & Sewer	Residential	300.00 per year
	Commercial	300.00 per year plus 3.0 mils
	Schools	6.35 mils
	Public Building	10.00 per 1,000 gallons
	Hospital/Care Facility	11.00 mils

Business Tax

Group No.	Rate	Classification
1	8.0 mils	General Business
2	4.0 mils	Bowling Alley
3	22.0 mils	Pharmacies, Jewelry Stores
4	28.0 mils	Oil Companies, Real Estate, Insurance, Broadcasting Stations, Professional Offices, Special Services, Special Institutional
5	54.0 mils	Finance Companies
6	80.0 mils	Banks
7	20.0 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
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 Cable Television Companies

Minimum Business Tax	\$250.00
Poll Tax	\$175.00
Tax Certificates /Compliance Letters	\$100.00
Discount	2%

Senior's Discount
 Low Income Discount
 Discount Date
 Due Date

March 31st
 June 30th

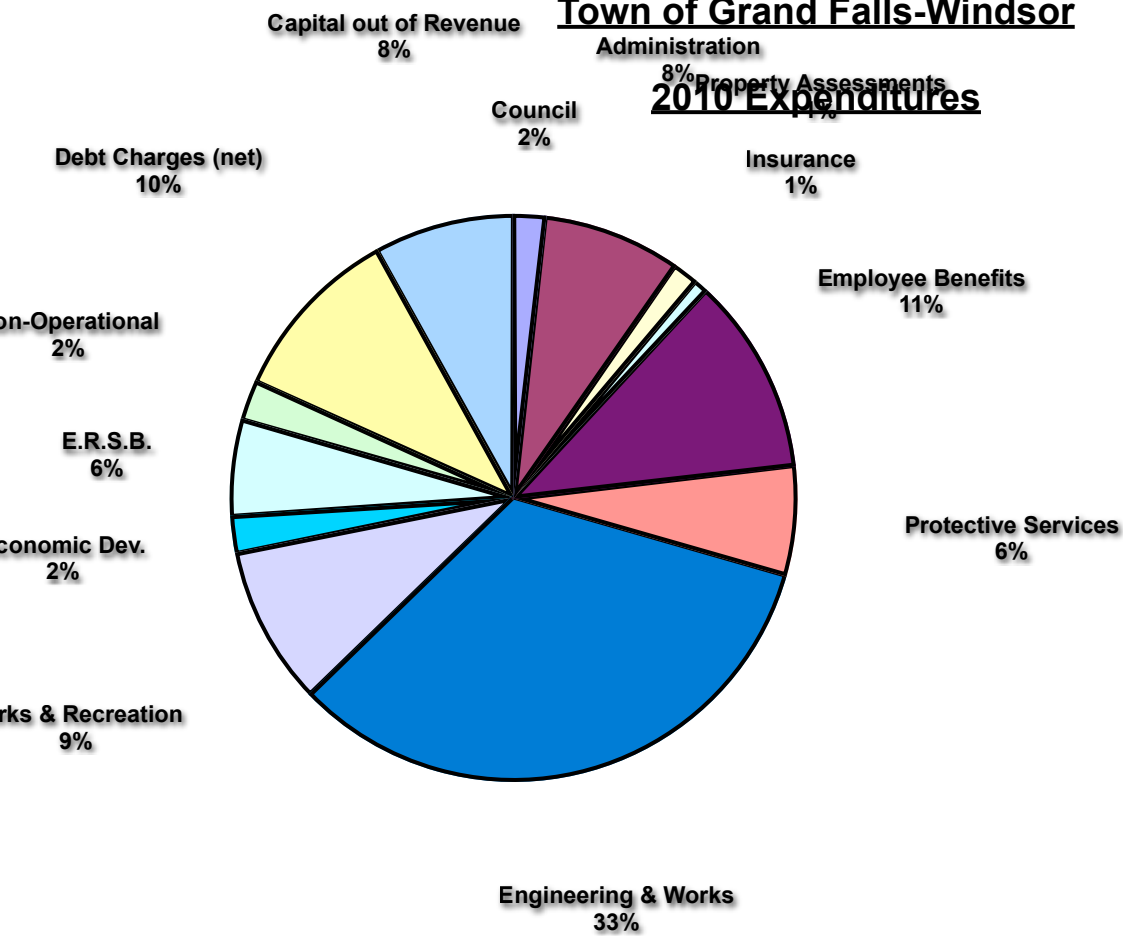
5%
 20% with Guaranteed Income Supplement receipt
 Interest charged 12% per Annum after due date

TOWN OF GRAND FALLS-WINDSOR
EXPENDITURE SUMMARY

	2009 Original	2009 Revised	2010 Budget	Increase/ Decrease	% Inc./Dec.
Expenditures					
Operational					
Council	\$ 203,456	\$ 203,456	\$ 207,515	\$ 4,059	2.00%
Administration *	925,206	917,924	930,545	5,339	0.58%
Property assessments	161,168	161,168	168,374	7,206	4.47%
Insurance	85,960	84,000	92,400	6,440	7.49%
Employee benefits	1,261,011	1,220,857	1,311,378	50,367	3.99%
Protective services	679,245	668,570	726,182	46,937	6.91%
Engineering and works	3,651,153	3,704,847	3,888,037	236,884	6.49%
Parks and recreation (net)	925,057	925,731	1,055,335	130,278	14.08%
Economic development	190,251	167,867	245,872	55,621	29.24%
ERSB (net)	630,331	663,116	641,717	11,386	1.81%
	<u>8,712,838</u>	<u>8,717,536</u>	<u>9,267,355</u>	<u>554,517</u>	<u>6.36%</u>
Non-Operational					
Doubtful accounts	30,000	30,000	30,000	-	0.00%
Discount/rebate on taxes	213,000	216,000	236,500	23,500	11.03%
	243,000 ¹⁶	246,000	266,500	23,500	9.67%

Town of Grand Falls-Windsor

2010 Expenditures



Council

Purpose

The Mayor and Councillors 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 2009 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 endeavour 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 will continue to provide effective and efficient service to our residential and businesses, to evaluate present activities and policies, and to assist in determining future improvements.

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.

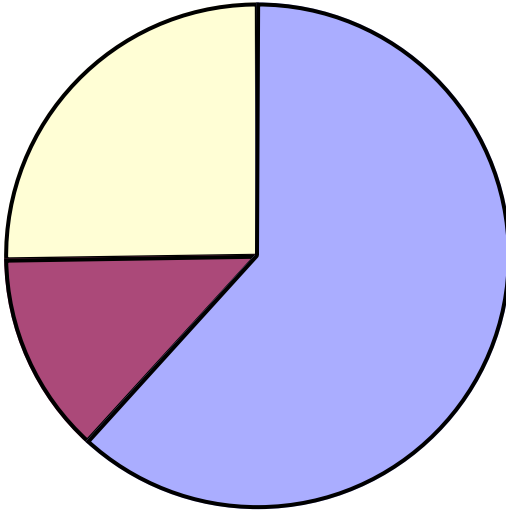
Grand Falls-Windsor has developed into the picturesque, tidy, beautiful municipality with devoted, community minded citizens. To encourage further development and community well being, Council will continue to support community events, beautification projects, our youth and people of all abilities.

COUNCIL
EXPENDITURES

	2009 Original	2009 Revised	2010 Budget	Increase/ Decrease	% Inc./Dec.
Remuneration	\$118,005	\$118,005	\$128,235	\$10,230	8.67%
Travel	34,181	34,181	26,850	(7,331)	-21.45%
Supplies	51,270	51,270	52,430	1,160	2.26%
	\$203,456	\$203,456	\$207,515	\$4,059	2.00%

Council
2010 Expenditures

**Supplies
25%**



**Travel
13%**

**Remuneration
62%**

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 also 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 and landfill facility to the 25,000 residents of Grand Falls-Windsor, Bishop's Falls, Botwood and Peterview.

“If you fail to plan, you plan to fail.” This is an adage which has been quoted at the town office for years and one that guides our administration. The challenges in 2009 due to the loss of employment at Abitibi Bowater will continue in 2010. Council has compiled an "Economic Development Opportunities Plan" and has worked with the Province and ACOA to bring the plan to fruition. Announcements have been made for a \$6 million Cranberry Initiative, \$4 million Downtown Development Plan, \$6 million CNA expansion for skilled trades and an \$11 million multiyear capital plan. This detailed plan will be further explored by Council and the Provincial Government task force committed to create employment opportunities.

In 2008, the Town awarded a contract to Tract Consultants for a comprehensive study regarding the development of the riverfront and its interface with the downtown district. This exciting study, completed in 2009, involved extensive public consultation and set the path for our "exploitation" of the Exploits River. The first round of funding of \$4.0 million, has been allocated for the Downtown Development Phase. Plans will be finalized in the first quarter and tenders called in April. The Phase II funding for the Riverfront Development will be lobbied for over the winter. Eleven Cranberry farms have been initiated that will see 120 acres in production in three years. These farms have been designed to expand to 300 acres.

Workplace Health and Safety policies continue to be greatly improved. Once again, we passed our PRIME Audit, which was a monumental milestone and we have built on our safety performances through development of emergency planning manuals and exercising our emergency plan. In 2009, we made major improvements to the sewage treatment plant and fire hall air quality issues through capital investment. We purchased a generator to ensure there is power in the Emergency Command Center at the Fire Hall. We also began extensive work on a "Hearing Loss Protection Study" which is ongoing. In 2010, we will continue with our safety program and make further advancements on "Hazard Recognition and Control" and identify funds for human resources to carry out these duties..

Our Performance Measurement System is an in-house developed system of measuring outputs or work performance of various department and work areas. We are getting our report more and more refined so that we can evaluate efficiency and performance. In 2010, we will continue to improve and evaluate so that costs can be controlled. The inflation rate for municipal expenses, such as fuel, electricity, metal products, labor and construction materials, is higher than the general inflation rate. Our staff has done an admirable job in cost control.

Public Protection has been a priority with Council in the areas of fire protection and by-law enforcement. We have a full compliment of staff and volunteers in both departments. We have worked towards and have achieved good working relationship with the RCMP and have coordinated several joint initiatives. We will be working towards having our draft agreement of co-operation with the RCMP approved which would mean broader authority for our MEO's and a positive impact on protection for our citizens.

2009 has been a successful year administratively. Despite the economic downturn, our community is growing with 40 new housing units and nearly \$11 million in new construction. The Teck copper/zinc mine is in full production and is continuing to be a significant contributor to our economy. 2010 will be challenging with the uncertainties in finding a developer for our forest resources and the turmoil in the global economy. The Town of Grand Falls-Windsor will be working diligently with the government task force of prominent cabinet ministers to expedite the economic development opportunities outlined in our plan.

Police Department

Objectives, 2010

1. Municipal By-law Enforcement

Objective: To enforce the Town of Grand Falls-Windsor by-laws and regulations as adopted by Council and authorized by the Municipalities Act.

Tasks:

- Regularly patrol town streets and school areas, ensuring town streets are safe for vehicular and pedestrian traffic with a concentration on school areas.

- Work with other departments to lay charges, serve orders, gather evidence and prepare for court all enforcement cases in relation to town regulations and by-laws.
- Make recommendations on by-law and regulation revisions to reflect changes in provincial legislation and authority.
- To work with the Taxi companies to ensure compliance with regulations and an acceptable level of service to the public.
- Co-ordinate joint initiatives with RCMP and Motor Registration

2. Protection of Property

Objective: To protect the Town of Grand Falls-Windsor property such as buildings, parks, playgrounds and equipment.

Tasks:

- Regularly patrol and inspect town property.
- Dispense loiterers and stop activity which places town assets in danger.
- Enforce occupancy rules and curfews in town buildings and facilities.
- Make recommendations to Town Department Heads on security measures and improvements to protect Town property.
- Maintain a reporting system for property damage and vandalism.
- Communicate and work with RCMP regarding enforcement matters.

3. Event Security

Objective: To ensure public safety at Town functions and special events.

Tasks:

- To monitor crowd control and behavior and remove deterrent which endanger the public.
- To supervise traffic control and make recommendations on parking and traffic direction.
- To recommend action plans for crowd control and traffic control.
- Co-ordinate with the RCMP when additional resources are required.

4. Communication

Objection: To improve the public understanding of Municipal Enforcement

Task:

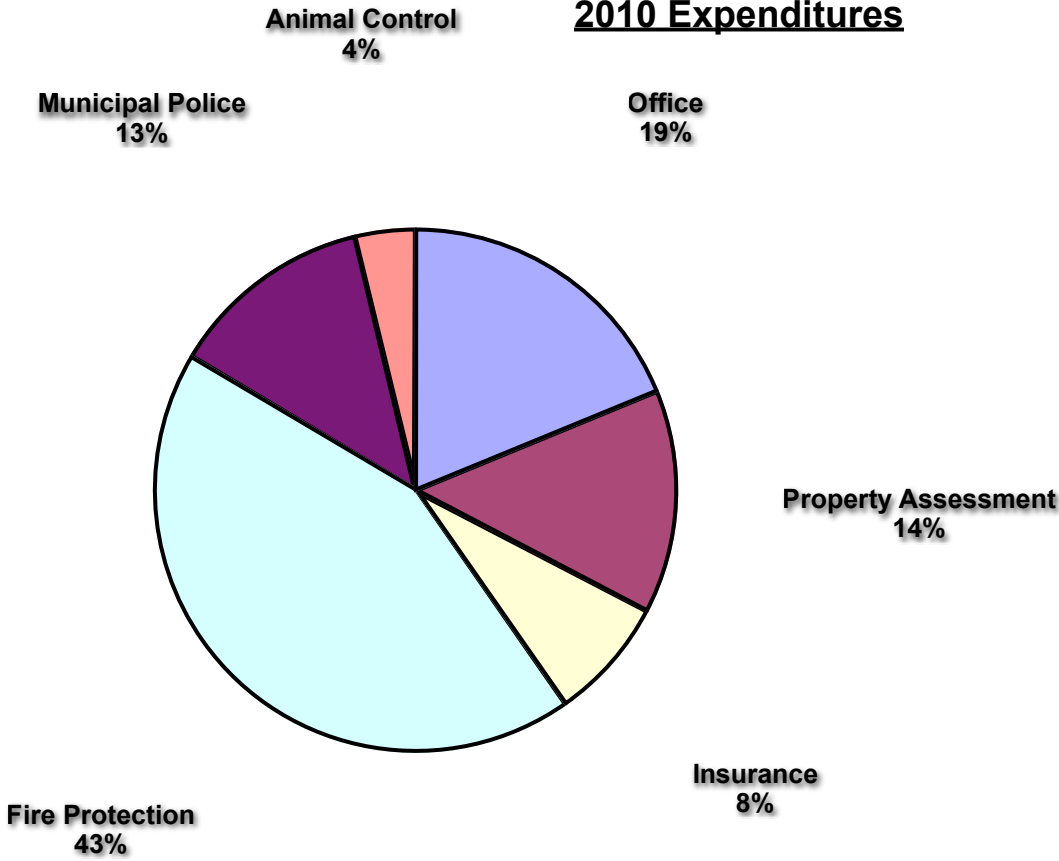
- Make recommendation on public awareness of municipal regulations and by-laws.
- Use media to improve compliance to regulations and by-laws.
- Design a school program targeting children for bicycle helmet by-law.
- Continue litter reduction programs.

TOWN MANAGER'S OFFICE
EXPENDITURES

	2009 Original	2009 Revised	2010 Budget	Increase/ Decrease	% Inc./Dec.
Administraton					
Office	\$243,633	\$238,093	\$228,552	\$(15,081)	-6.19%
Property assessments	161,168	161,168	168,374	7,206	4.47%
Insurance	85,960	84,000	92,400	6,440	7.49%
	<u>\$490,761</u>	<u>\$483,261</u>	<u>\$489,326</u>	<u>\$(1,435)</u>	<u>-0.29%</u>
Protective services					
Fire protection	\$486,353	\$489,133	\$526,473	\$40,120	8.25%
Municipal police	148,993	134,938	154,148	5,155	3.46%
Animal control	43,899	44,499	45,561	1,662	3.79%
	<u>679,245</u>	<u>668,570</u>	<u>726,182</u>	<u>46,937</u>	<u>6.91%</u>
Total	<u>\$1,170,006</u>	<u>\$1,151,831</u>	<u>\$1,215,508</u>	<u>\$45,502</u>	<u>3.89%</u>

Town Manager's Office

2010 Expenditures



Finance Department

The Finance Department is responsible for the financial administration of the municipality. This includes accounting, treasury, controllership, internal audit, and maintenance of a local area network computer system. Operationally, the Finance Department is responsible for billing and collection of revenue, recording of disbursements, 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 2010

1. Performance Measurement

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

Tasks:

- Clearly establish the role of the Finance Department in the compilation and reporting of performance reporting. This is critical in ensuring the accuracy and reliability of data for decision making and evaluation purposes.
- 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%.
- Sending of poll tax invoices and collection of \$160,000 revenue.
- 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.

3. Purchasing

Objective: Further refinement of purchasing and asset control function.

Tasks:

- Investigate and implement integrated purchase order/inventory system. Currently operating with two stand-alone systems.
- Perform reviews of asset inventory to verify accuracy of records and to assess level of control.

4. Management Information System

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

Tasks:

- Upgrade and replace computer systems as per policy.
- Implementation of TownSuite Financial and additional modules (tangible capital assets and purchase order/inventory).
- Upgrade key users to MS-Office 2007.
- Develop policy on internet/e-mail use and disposal of hardware.
- Review inventory of desktop printers and identify potential savings.
- Staff professional development – Excel, Power Point.

5. Corporate Governance

Objective: To enhance public awareness and accountability of Council affairs.

Tasks:

- Production of annual corporate report to be distributed to stakeholders as per corporate reporting mechanisms. This report will include financial, performance, vision, mission, and other pertinent information in an easily usable format.

6. Management by Objectives

Objective: To ensure formal identification of intended results and related evaluation.

Tasks:

- Continued development of policy and procedure to ensure planning, implementation, and review of stated objectives and quantifiable results in a systematic manner.

7. PSAB Accounting Requirements

Objective: Implementation of PSAB recommendation with Financial Statements disclosure and presentation.

Tasks:

- Complete listing of capital assets, policy, and valuation.
- Provide management and Council education on new disclosure uses and benefits.
- Assessment of budget implications.
- PSAB compliance for 2009 Financial Statements.

8. Human Resources

Objective: Development of general policy on human resource management outlining purpose, mission, and general statement governing human resource management.

Tasks:

- Policy development and review.

FINANCE DEPARTMENT
EXPENDITURES

	2009 Original	2009 Revised	2010 Budget	Increase/ Decrease	% Inc./Dec.
Administration	\$681,573	\$679,831	\$701,993	\$20,420	3.00%
Employee benefits	1,261,011	1,220,857	1,311,378	50,367	3.99%
Doubtful accounts	30,000	30,000	30,000	-	0.00%
Discounts / rebates	213,000	216,000	236,500	23,500	11.03%
	<u>\$2,185,584</u>	<u>\$2,146,688</u>	<u>\$2,279,871</u>	<u>\$94,287</u>	<u>4.31%</u>
Debt payments	<u>\$2,672,696</u>	<u>\$2,620,816</u>	<u>\$2,478,805</u>	<u>\$(193,891)</u>	<u>-7.25%</u>
Town share	1,300,207	1,248,327	1,189,391	(110,816)	-8.52%
Provincial share	1,372,489	1,372,489	1,289,414	(83,075)	-6.05%
Debt payment ratio					
Debt payments *	1,300,207	1,248,327	1,189,391		
Revenue (net)	<u>10,795,951</u>	<u>11,459,098</u>	<u>11,660,039</u>		
	<u>12.04%</u>	<u>10.89%</u>	<u>10.20%</u>		

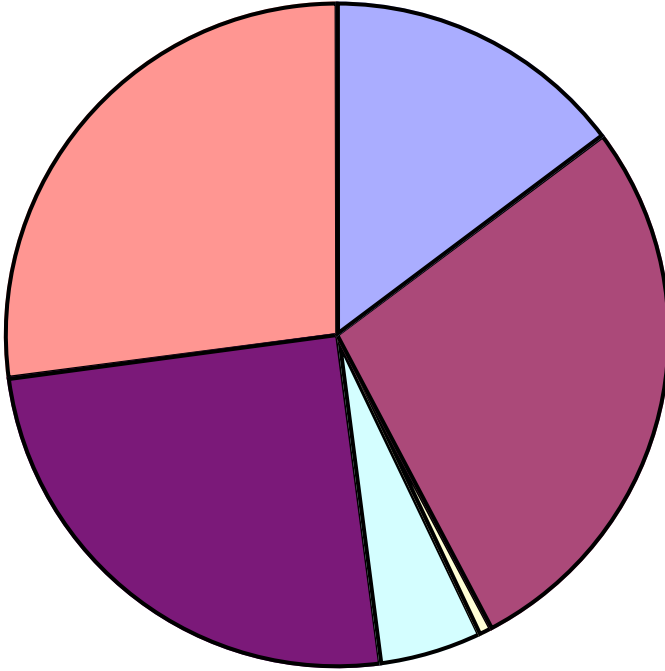
* Excludes debt payment on EXCITE building.

Finance & Administration Department

2010 Expenditures

Administration
15%

Debt Province
27%



Employee Benefits
28%

Debt Town
25%

Engineering and Works Department

Discounts/Rebates
5% Donor Accounts
1%

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 an Engineer, Technicians, Supervisors, Equipment Operators, Specialized Tradesmen 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.

2010 Objectives

1. Security/Inventory Control at our Public Works Depot

Objective: Provide a secure Public Works Depot where inventory is under strict control.

Tasks: Complete construction of pre-engineered storage building for yard inventory.

Complete chain link fencing around perimeter and make repairs to existing fencing.

Install sufficient cameras to provide adequate coverage of our facility.

Install video monitors in Fire Hall for twenty four hour surveillance.

2. Waste Management

Objective: Review and implement practices to support the waste management strategy.

Tasks: Implement waste reduction/separation initiatives in conjunction with Central Newfoundland Waste Management Committee.

Provide education to our residents on the waste management strategy.

Review criteria for our "Saturday Drop Off".

3. Service Delivery

Objective: Quantify road infrastructure deficiencies impacting service delivery. (e.g. snow clearing, garbage collection, traffic flow)

Task: Identify dead end streets that do not have sufficient space for proper cul-de-sacs.

Determine whether property purchase is required.

Identify costs to upgrade areas to acceptable standard.

4. Sign Inventory/Policy

Objective: To complete a inventory of all traffic control signage in Grand Falls – Windsor and develop replacement schedules.

Tasks: Hire a student for summer months to complete inventory of signs based on streets.

Identify sign type, construction, material, sign post material and condition.

Develop detailed report and scheduled replacement for future budgets.

5. Biz Pal

Objective: To have Grand Falls – Windsor Business Permit information available through the Provincial Government's Biz Pal website.

Tasks: Identify temporary (student) staff required to meet target deadline of March 31, 2010.

Develop database of business categories, permits required, fees, etc. to meet Biz Pal criteria.

Communicate with Government Services to present information in the format necessary for acceptance to their website.

6. Construction Methods

Objective: To have corporate wide construction methods for maintenance/ replacement of municipal infrastructure.

Tasks: Review Municipal Master Specification with Public Works and Engineering Staff.

Identify construction methods that need clarification/enforcement.

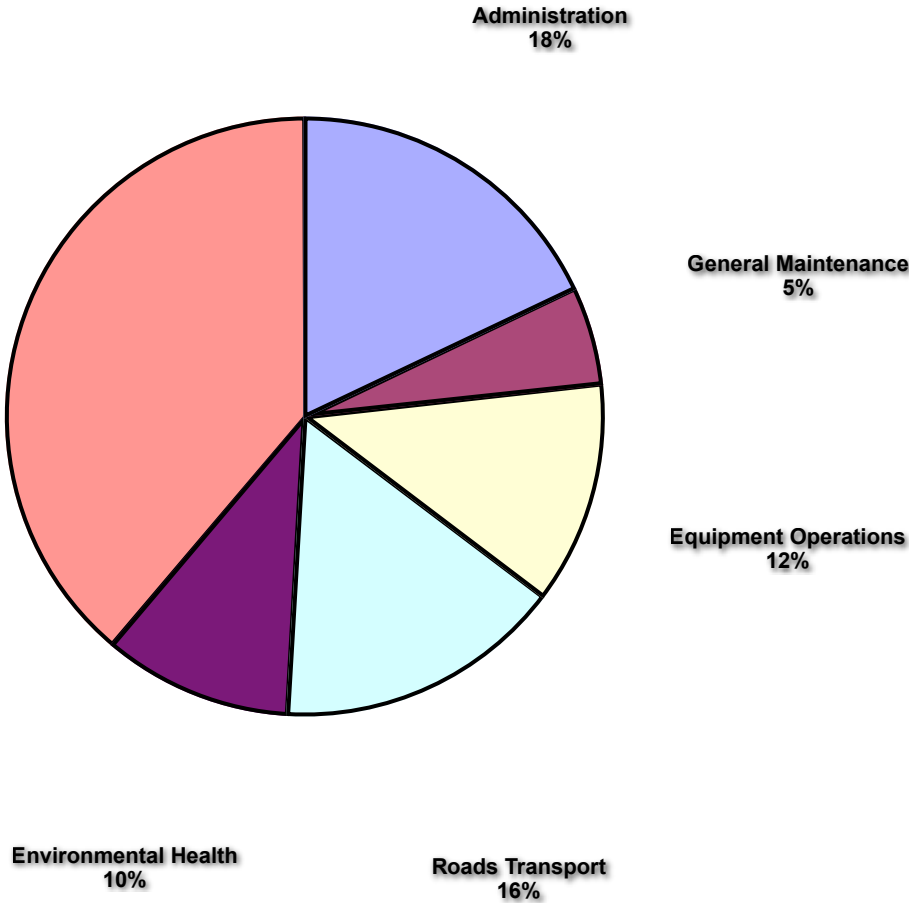
Offer inhouse sessions with staff on proper construction methods to ensure quality workmanship.

ENGINEERING AND WORKS
EXPENDITURES

	2009 Original	2009 Revised	2010 Budget	Increase/ Decrease	% Inc./Dec.
Administration	\$602,756	\$615,441	\$698,065	\$95,309	15.81%
General maintenance	191,040	201,040	206,022	14,982	7.84%
Equipment operations	485,500	460,000	468,400	(17,100)	-3.52%
Roads transport	573,602	598,746	607,581	33,979	5.92%
Environmental health	347,215	378,580	397,474	50,259	14.47%
Labour	1,451,040	1,451,040	1,510,495	59,455	4.10%
	<u>\$3,651,153</u>	<u>\$3,704,847</u>	<u>\$3,888,037</u>	<u>\$236,884</u>	<u>6.49%</u>

Engineering & Works

2010 Expenditures



Parks and Recreation Department

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 and tournaments and Recreation Capital Projects completed by the Department. The Department will act as a liaison between recreation organizations, facility users and Council. Other major duties include Town landscaping of 42 acres of Parks, Fields and Open Spaces and repairs to public properties. The Department will also provide the Town with the organization of many large and small community, regional and provincial special events.

In 2010 the Department will implement several initiatives to improve the quality of Parks, Recreation and Leisure Services offered to our residents. The Department will assist the Winter Games Committee in the hosting of the 2010 NL Winter Games which will be held from March 20-27, 2010. Our Department will assist with the planning, organization, facility operations and usage, and the co-ordination of the Winter Games. We will offer several new programs and community-wide special events to see if these activities can be revised or enhanced. These activities include the Summer Sports, Playground, and Arts and Crafts Program, Winterlude, Canada Day and the Red Maple Festival. We will promote a healthy living and healthy eating program at all of the

Department's activities. We will pursue new and different special events to utilize our Facilities.

With the completion of the renovations at the Windsor Stadium we will offer the availability of summer hockey schools and figure skating schools. We will open the Windsor Stadium for ice activities from August to December 2010.

The Department will continue to support all of our minor sports and recreation organizations. We will continue to offer the successful First Time Skaters Free Registration Program through the Exploits Valley Minor Hockey Association and the Sparkling Blades Figure Skating Club. We will continue to provide Community Grants for many associations including Minor Baseball, Minor Soccer, Minor Tennis, Exploits Otters, Minor Golf, Rockin Bowlers and other active youth groups. The Department will also continue to assist the Cataracts Hockey Club to offer senior hockey in our community. We will continue to assist other groups and associations using the Town's recreational facilities for special events, rentals, and Tournaments. These events include the Chamber of Commerce Trade show, the Relay For Life, E.V.H. Graduation, Remembrance Day Activities, Senior Hockey Games, Minor Hockey Tournaments and Sparkling Blades Competition and Ice Shows.

In 2010 we will strive to be the best Parks and Recreation Department in the best place to live.

2010 Goals and Objectives

We look forward to 2010 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.

Our Department's Goals and Objectives for 2010 are:

1. Marketing and Promotion

Objective: To market and promote the Town of Grand Falls-Windsor Parks, Recreation and Special Events Programs and Facilities in order to maximize the use and enjoyment by our citizens.

Tasks:

- Update and improve the Parks, Recreation and Leisure Community Brochure, the Department's Video and the Salmon Festival Video.
- Review and improve the use of media and public relation delivery to enhance awareness of programs, facilities and community organizations involvement.
- To update and improve the Department's section on the Town's website.
- To provide appropriate directional signage identifying Parks and Recreation Facilities Areas.
- To provide a uniform branding logo with respect to the Town and Parks and Recreation Department.
- To purchase a new color photocopier to replace the current worn out and out of date photocopier.

2. Facility Development and Enhancement

Objective: To maintain and improve the Town's Parks, Recreation & Leisure Services within budgetary guidelines.

Tasks:

- To complete the renovations of the Windsor Stadium.
- To complete other capital projects including: Rotary Park, Centennial Gazebo, Goodyear Avenue Clubhouse, Playground equipment upgrades, Sutherland Drive Clubhouse, Tennis Court re-surfacing, and Soccer Clubhouse.
- To complete the Heritage Room to provide a significant display of the Town's Sports and Recreation Heritage.
- To complete Ski Trail, Ski Hut, and Ski Trail Parking Lot renovations to host the 2010 NL Winter Games Cross Country Ski Championships.
- To improve the Community Compost Site.

3. Policy Development

Objective: To establish a comprehensive Parks and Recreation Policy Manual.

Tasks:

- Evaluate and revise existing policies to reflect changes in operational methods.
- Introduce new policies necessary to protect Council's recreation facilities and assets.
- Introduce new policies governing financial support, funding and subsidies for recreational groups.
- To ensure that Department Policy Manual is reasonable for implementation and Council support.

4. Program Development

Objective: To provide Recreation and Leisure Programs to the general public that are relevant to current trends, promote healthy living and the use of the Town's Parks and Recreation Facilities.

Tasks:

- Review all existing programs, special events, and Community Wide Events for participation, interest, cost and availability.
- To improve and revise the Summer Minor Sports Program, the Playgrounds Program, Summer Program Special Events, and the Summer Arts and Crafts Program.
- To implement a healthy living and healthy eating for all programs, activities and special events.
- To review and evaluate the ability and safety of the Summer Sports and Playground Program with respect to children with allergies and other health threatening medical conditions.
- To review the Best Bloomin Gardens, Best Bloomin Schools and Best Bloomin Business Program.
- To review existing Department Staff allotment with respect to any additional new programs or special events to be offered.
- To provide Staff Training and professional development.

5. Special Events and Planning

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

Tasks:

- To assist the 2010 NL Winter Games Committee with the planning, organization, facility operations and usage, and coordination of the Winter Games from March 20-27, 2010.
- To coordinate, operate and improve seasonal events, festivals and Community wide special events such as Winterlude, Canada Day, Red Maple Festival, Best Bloomin Contest and Awards, and Christmas related events.
- To contribute to the coordination, organization and operation of the Exploits Valley Salmon Festival.
- To assist other groups and associations using the Town's recreational facilities for special events, rentals and Tournaments such as the Chamber of Commerce Trade Show, Relay For Life, EVH Graduation, Remembrance Day Ceremonies, Senior Hockey Games, Minor Hockey Tournaments and Sparkling Blades Competitions and Ice Shows.

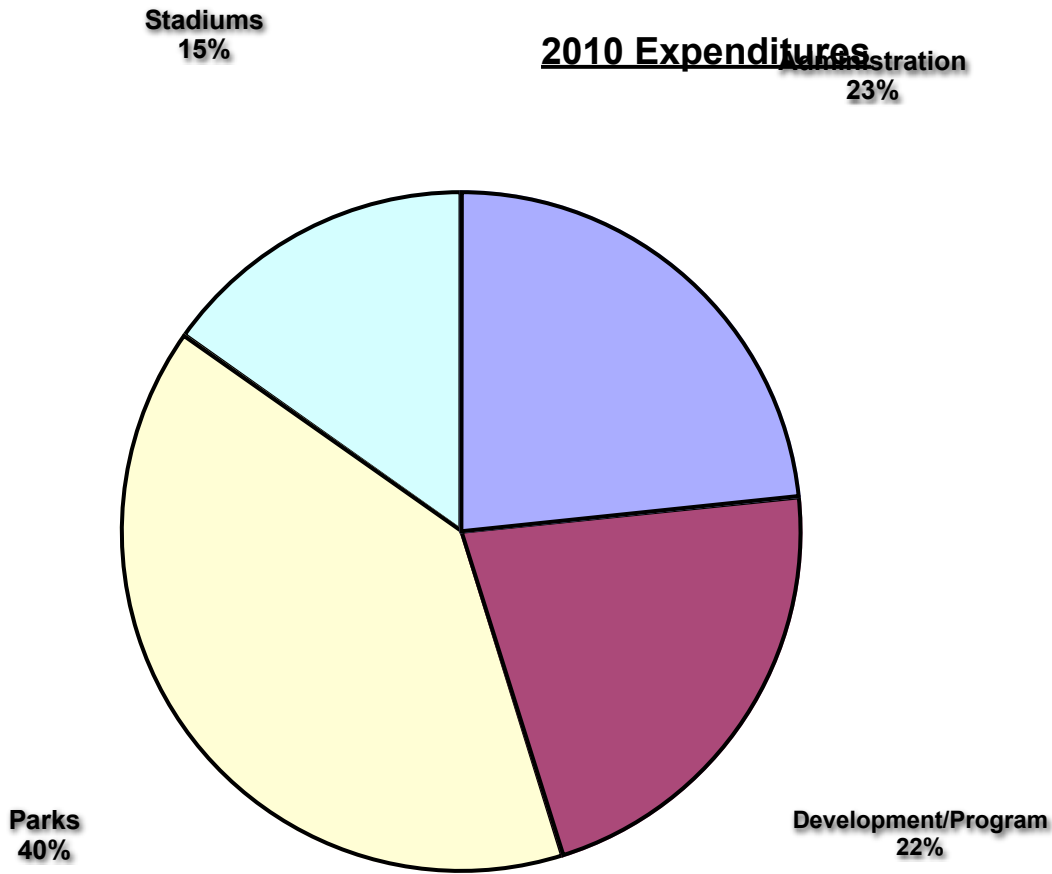
PARKS AND RECREATION

EXPENDITURES

	2009 Original	2009 Revised	2010 Budget	Increase/ Decrease	% Inc./Dec.
Administration	\$233,301	\$232,765	\$246,580	\$13,279	5.69%
Programs and grants					
Programs	81,500	88,565	84,000	2,500	3.07%
Grants					
YMCA	47,500	47,500	47,500	-	0.00%
Corduroy Brook	20,000	20,000	20,000	-	0.00%
Y2C	15,000	15,000	15,000	-	0.00%
ERMA	6,900	6,900	6,900	-	0.00%
Golf course	17,500	43,000	45,000	27,500	157.14%
Other groups	11,650	11,650	11,650	-	0.00%
	118,550	144,050	146,050	27,500	23.20%
Total programs and grants	200,050	232,615	230,050	30,000	15.00%
Parks	375,300	335,520	418,431	43,131	11.49%
Stadiums(net)					
Expenditures	341,406	324,831	402,870	61,464	18.00%
Revenue(net)	(225,000)	(200,000)	(242,596)	(17,596)	7.82%
	116,406	124,831	160,274	43,868	37.69%
Total	\$925,057	\$925,731	\$1,055,335	\$130,278	14.08%

Parks and Recreation

2010 Expenditures



Economic Development

On December 4, 2008 Abitibi announced that they were closing their paper mill in Grand Falls-Windsor. This would directly affect 750 employees. Over the past year, the mill closed and our region dealt with the fallout. Although this impacted many on an

individual basis, the town and region weathered the brunt of the mill closing remarkably well. Most retail businesses experienced impressive growths and our local industries who relied on work from the mill, were competitive in markets new to them. Over the years, our economy has diversified so that there is evidently a critical mass of employers other than the mill. These employers and businesses were significant enough to dampen the blow.

In addition to diversification, the Provincial and Federal government pledged support for Grand Falls-Windsor and the Region. This, along with a serendipitous stimulus effort by both levels of government, to combat a global recession meant that we were poised to receive significant stimulus funding. Council and the Community Development Task that was appointed by the Provincial Government, have worked diligently on projects that would have an immediate and sustainable impact on the town.

A list of these are as follows:

1. \$6.0 million to develop 120 acres of cranberry farm.
2. \$4.0 million to develop the Downtown area.
3. \$14.0 million in municipal capital works.
4. \$5.0 million for expansion to the College of the North Atlantic.
5. \$5.0 million for the Youth Addictions Center
6. relocation of the Home Fuel Rebate Program creating 24 positions.
7. \$1.2 million for MUN's healthy aging study.

Work is proceeding on other projects such as Riverfront Development, the Forest Industry, training for Healthcare trades, electronic health records processing and other knowledge based industries.

Over the past two years, council has been working closely with Central Health in the area of recruitment, and health related IT and business processing initiatives. We have also been in close contact with the OCIO and the Center for Health Information in order to posture Grand Falls-Windsor as a center to deliver health related IT projects for

Central Health and the Province as a whole. This endeavour will be pursued vigorously in the new year.

There is a great deal of work to be done. There is a great deal of potential to be tapped. Council is proud of the resilience of the community and is pleased with the sustainable projects that have been brought to fruition with the aid of the Province and ACOA.

Objectives 2010

1. Tourism, Conferences, Special Events

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

Tasks:

- Promote Grand Falls-Windsor through attendance at trade shows and measure the success of this activity. The department is identifying other trade shows in Canada that would be useful to the Town, such as in Ontario and Alberta, specifically Ft. McMurray.
- Develop and distribute marketing materials such as maps, brochures, advertisements, etc. Work with funding agencies to fund a comprehensive marketing program encompassing town website as well as other marketing materials. The department will investigate opportunities with ACOA on a comprehensive marketing strategy for 2010, with ACOA funding. It is the intention to increase the level of promotion of the Town as a Service Centre with many assets, and this will require identification of new opportunities for advertising in various business and tourism publications. If ACOA funding is realized, the Town's investment will be minimal.
- Support the newly created Central DMO (Destination Marketing Organization), the Exploits Valley Tourism Association and Hospitality Newfoundland and Labrador.
- Co-ordinate convention activities for direct marketing and follow-up of convention business and increase this business area. The department hired a new Convention Co-ordinator to re-capture the momentum that was generated in 2006 when we employed a person in this position with a JCP from Service Canada. The Co-ordinator produced four pieces of marketing materials, contacted all groups in our association database, and is going to St. John's the first week of December to meet with these groups face to face, to promote Grand Falls-Windsor as a viable option for small to medium size activities.

- To develop a signage strategy for the town to enable better movement throughout the town by visitors to major venues such as the business districts, shopping, recreation facilities, etc. The department will work with the EVEDC and support their regional signage strategy and incorporate their templates into our in-town signage. In addition, we must develop signage on the TCH to direct consumer/visitor traffic into our retail/commercial areas with more aggressiveness.
- Develop mapping and signage for fishing pools along Exploits River.
- Review local accommodations in community and evaluate usage and service by users.

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.

Tasks:

- Research and promote current retail sector, concentrating on local strengths, and compiling comparative information on retail sector, for use in attracting more retail to this community. The department is recommending that a retail consultant be hired to work with the staff to identify opportunities for the Town. The Town will also attend at least one retail show in Canada per year to promote the community to prospective retailers. Specific marketing materials will be produced to educate these retailers as to Grand Falls-Windsor strengths. A revised "Doing Business in Grand Falls-Windsor" will be developed on the Town website, containing information that retailers can use to determine the feasibility of location in this community.
- 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.
- Continue Breakfast meetings with the business community to get feedback and give information on economic development initiatives?
- Create an awareness program to establish Grand Falls-Windsor as the retail/service center for central Newfoundland through various media. We dabbled with Atlantic Business magazine this year. We are looking at an expanded advertising program with them, along with NTV.
- Continue to work with local mining and aquaculture industry to enhance opportunities that will develop from these activities. We intend to be more aggressive in attracting mining and aquaculture support companies to Grand Falls-Windsor. We need to promote the opportunities for these companies with the future growth of both of these sectors.

- Identify existing companies involved in and servicing the trucking industry noting deficiencies and attracting new business to address deficiencies.

3. **Population Growth Strategy**

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

Tasks:

- Continue to utilize current marketing theme to attract more retirees back to Grand Falls-Windsor. Participation in trade shows in Fort McMurray and advertising in local media there will be stepped up.
- Improve new web site, ensuring it contains accurate and pertinent information for retirees and those wishing to relocate to Grand Falls-Windsor.
- Research the needs of seniors and identify deficiencies in Grand Falls-Windsor which need to be corrected. Public Transportation was identified as a major impediment in our community. With an aging demographic, public transportation takes on more of a priority for us.
- Use housing starts/tax certificates information as a means of measuring growth. A survey of new home purchasers was conducted this past September. Of the approximately 145 surveys sent out, only about 30 were returned or participated through a follow up phone call.

4. **Communications**

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

Tasks:

- 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”, not a Paper Town. 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, despite any activity within the newsprint industry, that our economy is diverse and investment in this community is sound.
- Continue to refine and improve the Town’s web site content and the regular updating of the components of the site.

- Analyze the communication between council and staff and identify improvements in timing and frequency as well as how communication is accomplished.
- Develop comprehensive marketing materials such as cd-roms, website, etc in partnership with funding agencies i.e. ACOA, Dept. of ITRD.

5. Riverfront/Downtown Development

Objective: To implement the long-term plan to develop land along the Exploits River and integrate it with the Downtown district.

Tasks:

- Refer to the findings of the Consulting team on the Riverfront Study and chart the course from this report into a detailed 20 year plan.

6. Post Secondary Education

Objective: Increase post secondary course and program offerings of the College of the North Atlantic (CNA) as well as a larger presence from Memorial University (MUN) or another university.

Tasks:

- Continue to support the College of the North Atlantic in their expansion plans.
- Continue to work with Memorial University towards medical research training opportunities in Grand Falls-Windsor.

7. Information Technology/Business Processing Operation

Objective: Through the EXCITE Corporation, attract outsourcing companies to do business and create employment in the Exploits region.

Tasks:

- Continue to building the EXCITE brand by working with government and industry partners to seek out opportunities and enhance relationships.
- Working with existing private/public healthcare partners define/implement opportunities related to IT healthcare job creation.
- Identify new NL companies capable of and willing to do outsourcing work in Grand Falls-Windsor.
- Continue to work with target companies identified during the Atlanta/ Washington missions, to create employment opportunities.
- Assist with operational setup of target companies.

- Though ACOA, investigate partnering opportunities with their clients.
- Through Memorial University, investigate partnering opportunities with their clients and partners.
- Investigate IT/BPO opportunities with Canadian companies.
- Implement Grand Falls-Windsor as a delivery centre for government IT services.

8. **Healthcare/Life Sciences**

Objective: Through business development increase employment in the Health Care sector.

Tasks:

- Working with existing partners to attract new healthcare/life science opportunities to Grand Falls-Windsor.
- Continue to work with Memorial University Medical School, to identify projects for Grand Falls-Windsor.
- In partnership with Central Health and local/provincial stakeholders, enhance a physician retention strategy.
- In partnership with stakeholders, identify training/educational programs in health care related fields that can be delivered in Grand Falls-Windsor.
- In partnership with Central Health, define projects to enhance partnering opportunities with business in Grand Falls-Windsor.
- In partnership with community stakeholders, define facilitate the setup of palliative care facility in Grand Falls-Windsor.
- In partnership with community stakeholders, define an “age friendly” community plan.
- Assist college of the North Atlantic to focus on medical trades as a core offering.

9. **Environmental Initiative**

Objective: To make Grand Falls-Windsor a leader in municipal environmental practices.

Tasks:

- Implement internal environmental plan.
- Identify external sources of funding.
- Promote plan to citizens and province

- Explore environmental industries for Grand Falls-windsor.

10. **Civic Centre**

Generate plan for new community centre in partnership with community based stakeholders.

ECONOMIC DEVELOPMENT
EXPENDITURES

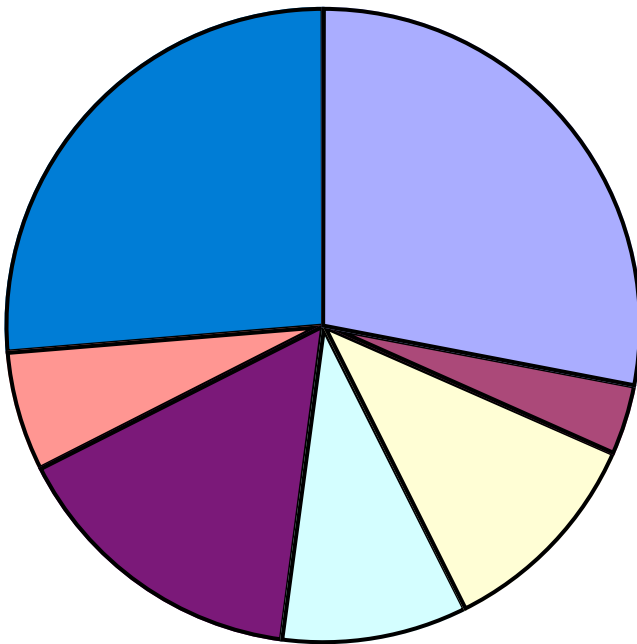
	2009 Original	2009 Revised	2010 Budget	Increase/ Decrease	% Inc./Dec.
General					
Administration	\$59,929	\$59,644	\$68,973	\$9,044	15.09%
Travel	7,750	3,000	8,750	1,000	12.90%
Advertising	15,148	19,000	27,055	11,907	78.60%
Trade shows	10,160	3,000	23,320	13,160	129.53%
Special projects	3,500	4,500	38,000	34,500	985.71%
Grants	15,832	15,832	15,000	(832)	-5.26%
	112,319	104,976	181,098	68,779	61.24%
IT Marketing					
Salaries	53,082	53,082	54,674	1,592	3.00%
Travel	35,500	18,300	18,000	(17,500)	-49.30%
Telecommunications	4,500	3,200	3,200	(1,300)	-28.89%
Marketing materials	2,000	500	1,500	(500)	-25.00%
	95,082	75,082	77,374	(17,708)	-18.62%
Contributions	(17,150)	(12,191)	(12,600)	4,550	-26.53%
	77,932	62,891	64,774	(13,158)	-16.88%
Total	\$190,251	\$167,867	\$245,872	\$55,621	29.24%

Economic Development

2010 Expenditures

IT (net)
26%

Administration
28%



Travel
4%

Advertising
11%

Special Projects
15%

Trade Shows
9%

Exploits Regional Services Board

The Exploits Regional Services Board provides high quality treated water to the Town of Grand Falls-Windsor, Bishop's Falls, Botwood and Peterview. In the fall of 2005, the Towns of Botwood and Peterview were connected to the treatment plant and a new water storage tank was constructed at the plant. This next tank is designed to decrease fluctuations in water production. The plant produces an average of 14.29 million litres per day and has the capacity to produce 25.0 million per day.

In 2006, the towns each adopted a "Water Conservation By-Law". This action was successful in reducing the amount of water the plant had to produce and reduced the peak flows substantially on hot summer days. There will continue to be increased awareness so that our per capita consumption of treated water falls more in the line with the Canadian average. At present, we are using 635 l/capita compared to the Canadian average of 335 l/capita. Water quality continues to be within most regulatory parameters and this is verified by way of extensive in-house and private laboratory testing.

During 2009, there was an extensive maintenance program that focused on instrumentation and pump/motor refurbishing. An application was made for funding to do a detailed study and carry out capital work on the Treatment Plant. Council received \$800,000 on a 70/30 cost shared basis from the "Building Canada" fund. These funds will be used to do a detailed treatment study and carry out capital work to decrease chlorine consumption and improve our THM and HAA levels in treated water. Newfoundland Design Associates and CH2M Hill have been engaged and testing is ongoing. It is expected that the remediation work will be done in the first half of 2010.

The Exploits Regional Services Board also operates a regional landfill for the Town of Grand Falls-Windsor, Bishop's Falls, Botwood and Northern Arm. A systematic method of landfilling is used to ensure garbage is buried on a timely

basis and to decrease the amount of windblown debris. In September 2005, the Board instituted a cardboard ban, which has decreased the volume of garbage handled. In 2009 Scotia Recycling ceased taking cardboard at their recycling depot. This means there is no choice but to allow dumping of cardboard. This means increased cell development. It is anticipated the landfill will operate for all of 2010 but will be closed at the end of the year. The Central Waste Authority will remediate the landfill on New Bay Road in 2011.

EXPLOITS REGIONAL SERVICES BOARD
EXPENDITURES

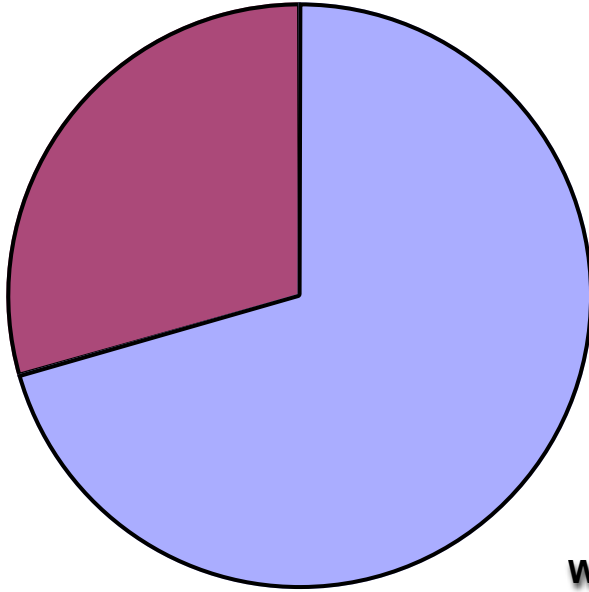
2009	2009	2010	Increase/	%
Original	Revised	Budget	Decrease	Inc./Dec.

Water treatment	\$666,697	\$731,366	\$711,862	\$45,165	6.77%
Waste disposal	314,642	304,114	296,542	(18,100)	-5.75%
	981,339	1,035,480	1,008,404	27,065	2.76%
Cost recovery	(351,008)	(372,364)	(366,687)	(15,679)	4.47%
	\$630,331	\$663,116	\$641,717	\$11,386	1.81%

Exploits Regional Services Board

2010 Expenditures

Waste Disposal
29%



Water Treatment
71%