



VISION GRAND-SAULT / GRAND FALLS SUSTAINABLE COMMUNITY PLAN



Report Prepared for:



Town of Grand Falls
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INTRODUCTION

Vision Grand Falls is a 5 year sustainable community plan (referred to as the Plan throughout) that reflects the Town of Grand Fall's vision of "a bilingual town that has built on its rich history, natural beauty, and community spirit to become a full-service and accessible town with an innovative economy and excellent quality of life."

The Plan was produced with recognition of the Town's strengths and opportunities, the many factors that make the community vibrant, and the Town's desire to build on its existing, strong foundation. Although Vision Grand Falls considers the Town's relationship with neighbouring communities, the Plan is for the Town of Grand Falls.

The Plan document is comprehensive and includes information on the underlying purpose of the plan, the approach taken to develop the plan, and an overview of the community itself. The heart of the Plan is a clear articulation of a vision and mission along with a set of themes, objectives, and actions to move the Town toward its vision.

Vision Grand Falls is a forward looking plan, and, as such, a series of specific recommendations necessary to bring the Municipal Plan and Development By-laws in synch with this Plan are outlined in Appendix A. Appendix B includes a detailed action plan, which links short-, medium-, and long-term goals, objectives, and actions to theme areas identified in consultation with the community.

The Town gratefully acknowledges the support of the community in developing this Plan, as well as financial contributions from the Federation of Canadian Municipalities, Green Municipal Fund, Réseau de Développement Économique et d'employabilité du Nouveau-Brunswick (RDÉE), and from Enterprise Grand Falls.



2.0

PROJECT BACKGROUND

2.1 PURPOSE

The Town of Grand Falls created the Vision Grand Falls Plan to set the direction for future policy and planning decisions. This Plan recognizes and defines the unique characteristics of Grand Falls, and offers insight into how the Town can preserve and enhance these characteristics in the Town and surrounding area. Vision Grand Falls articulates the community vision for sustainability, and serves as an umbrella document under which existing and future work will align.

Vision Grand Falls is innovative in its approach to create a bilingual document that will assist in institutionalizing sustainability within Town operations and the community at large. This was accomplished through meaningful dialogue and community engagement, connecting existing plans with an overarching plan that includes all of the Town's short-, medium-, and long-term objectives.

Sustainability thinking is at the core of the Plan, recognizing that need for a productive economy, well protected ecosystems, and healthy citizens with strong cultural connections.

2.1.1 MUNICIPAL PLANNING CONTEXT

The Town's Municipal Plan was approved in 2005, which replaced the Municipal Plan adopted in 1972 and amended in 1985. The plan was developed by a special committee designated by municipal council, including representatives from council, Town staff, and the Valley District Planning Commission. Following a public consultation process conducted by the planning commission, the plan was adopted. Within the Town, there is a desire to strengthen the current regulatory framework and create controls to preserve and protect the environment, as well as connect the municipal plan with other planning efforts in the Town, including a Town Green Plan (completed November 2009) and this Plan (Vision Grand Falls).

Every five years the Town of Grand Falls Municipal Plan and Zoning Bylaw are reviewed and renewed by the Valley District Planning Commission (a process mirrored by several local governments in the Province of New Brunswick). Vision Grand Falls will be used by the planning

commission during the review and renewal of the Municipal Plan and Zoning Bylaw in to integrate sustainability considerations into these planning documents. Appendix A contains a series of recommendations that emerged through this planning process that aim to enhance sustainability within the Municipal Plan.

2.2 PLAN DEVELOPMENT METHODOLOGY

Vision Grand Falls was created through an open and collaborative process with local residents, businesses, community organizations, schools, staff and Council.

Developed under the leadership of a Town Advisory Committee (see Section 2.3 for a summary of members), the Plan was informed by community consultation and through Town staff input. Approved by Council, this Plan provides guidance for the Town in the development future policy, planning, and programs. The Town will track and report progress against the associated Action Plan on an annual basis. Furthermore, the Plan will be reviewed and updated every 5 years.

The methodology for Plan development allowed for flexibility throughout the planning and consultation process, and maximized the extent to which the Town and citizens could influence planning deliverables. The basic elements of the framework included:

- Visioning (entails identification of priority issues, values, and community assets)
- Development of themes, goals, objectives, and actions for implementation
- Identification of recommended changes to Municipal Plan and Zoning By-law
- A cross-referencing of the suggested path forward with financial and capital planning
- Identification of sustainable outcomes and other community benefits

The work plan followed a six phase, ten month process, which was initiated upon approval of Green Municipal Funding. The phases included:

- Project initiation and information gathering
- Community consultation
- High level recommendations
- Detailed recommendations
- Municipal Plan, and Zoning By-law recommendations
- Final documents and approval process
- Marcel Deschênes, Mayor of Grand Falls
- Rino Long, Deputy Mayor of Grand Falls
- Peter Michaud, Chief Administrative Officer, Town of Grand Falls
- Marco Ouellette, Director of Recreation, Tourism and Culture, Town of Grand Falls
- Éric Ouellette, Resident, Professional Engineer for a local engineering firm, and co-owner of a popular tourist attraction.
- Aldéo "Babe" Gagnon, Businessman and Community Leader
- François Picard, Director of Grand Falls Region Enterprise.
- Nancy Rousselle, RDÉE (Réseau de développement économique et d'employabilité)
- Lise Ouellette, Deputy Clerk, Town of Grand Falls
- Town Staff

2.3 COLLABORATIVE APPROACH

The Town took a collaborative approach to developing Vision Grand Falls, engaging the community at various points throughout the Plan's development.

Various methods for consultation were used, including one-on-one interviews, focus groups, and public consultation sessions. The consultation process was iterative, allowing for work plan adjustments to meet demands and expectations as they emerged. This Plan document is the main outcome of this process, presenting goals and objectives for each theme area.

The success of the project hinged on involvement from a variety of individuals and groups, including the core project team, advisory committee, Town staff, and the community.

Core Project Team

The core project team was comprised of the Town Chief Administrative Officer (CAO), Deputy Clerk, and consultants from Stantec. This small team handled the day to day activities of the Plan development while liaising with the Advisory Committee and other stakeholder groups.

Advisory Committee

An Advisory Committee responsible as an oversight group for the Plan's development directed the project, participating in the design of a process to solicit input from the public, validation of consulting work, and incorporating community input into the Plan. The Committee consisted of Council members, City Staff, and other key stakeholders, as follows:

All departments within the Town were involved in consultation, and Town staff provided direct input into the high level elements of the plan, as well as the action plan. The Plan clearly outlines the actions for each of these departments, to ensure the vision for the town is met through the coordinated efforts of the various departments.

Broader Community

At three key junctures during the Vision Grand Falls initiative, the broader community was invited to provide input and develop the plan. In addition, input was also solicited from other specific individuals and groups, and communication mechanisms were communicated to all engaged parties. The Core Project Team, Advisory Committee, and Town Staff solicited input directly from the following community or special interest groups, including:

- The Valley District Planning Commission
- Student Council at Polyvalente Thomas Albert and John Caldwell High
- Grand Falls Region Chamber of Commerce
- Downtown Grand Falls Business Association
- Grand Falls Region Enterprise

2.3.1 ENGAGEMENT AND CONSULTATION SUMMARY

The following is a summary of the key consultation activities. The Town possesses the detailed notes associated with engagement and consultation activities from December of 2010 and June of 2011. Requests to view detailed notes can be made through the Deputy Clerk at the Town of Grand Falls.

December 1st and 2nd 2010 Consultations

The Vision Grand Falls initiative began with meetings in December of 2010 between project team members and invited stakeholders, including the Town's CAO, Deputy Clerk, Advisory Committee, and all Town departments including Recreation, Tourism, and Culture, Public Works, and Police.

The objectives of the initial round of consultations included:

- Collecting information to create a community vision to anchor the strategic and municipal plan, and create a mission statement for Town operations.
- Begin to identify theme and goal areas for the plan.
- Collect background data on community and operations issues, and seek clarification on key questions from the Stantec project team following review of reporting and information distributed by the Town.

Additionally, participants were introduced to the project, the planning process, and the core principles of sustainability planning. Individual interviews and focus group sessions were combined with visioning exercises and facilitated meetings with the public to accomplish the aforementioned objectives.



January 19th and January 20th 2011 Consultations

Based on input from the first set of consultations, the project team created a draft framework for the Plan including a suite of suggested statements for the vision, mission, goal, and focus areas. The objectives of the second round of consultations included:

- Collecting sufficient feedback from the community and other stakeholders on the draft vision statements and principles to finalize the vision.
- Collecting sufficient feedback on the themes and goals from the community and other stakeholders to finalize the theme areas and goals.
- Confirming potential future project level activities with Town departments, Chamber of Commerce, and the Downtown Business Association as it relates to themes and goals.

Focused meetings with stakeholder groups including all Town departments, English and French speaking high schools, the Chamber of Commerce, the Downtown Business Association Town administration, and the Advisory Committee followed by an open, public consultation session at Town Hall resulted in specific input and modifications to these statements.

April 28th and April 29th 2011 Consultation

With draft elements of the Plan in hand, discussions were focused on the action plan and financial elements of the Plan. The objectives for the third round of consultations included:

- Collecting sufficient feedback from the Town Manager, Deputy Clerk, and other municipal staff as appropriate to further populate the draft action plan prior to the Advisory Committee meeting.
- Collecting sufficient feedback from the Town Manager and Deputy Clerk to be able to summarize relevant Town budget items in the plan, and to begin populating the action plan with preliminary financial information.
- Updating the Advisory Committee on project progress, and introducing the draft action plan to identify representatives for leading plan initiatives. Additionally, collect sufficient feedback to begin making modifications to the document.

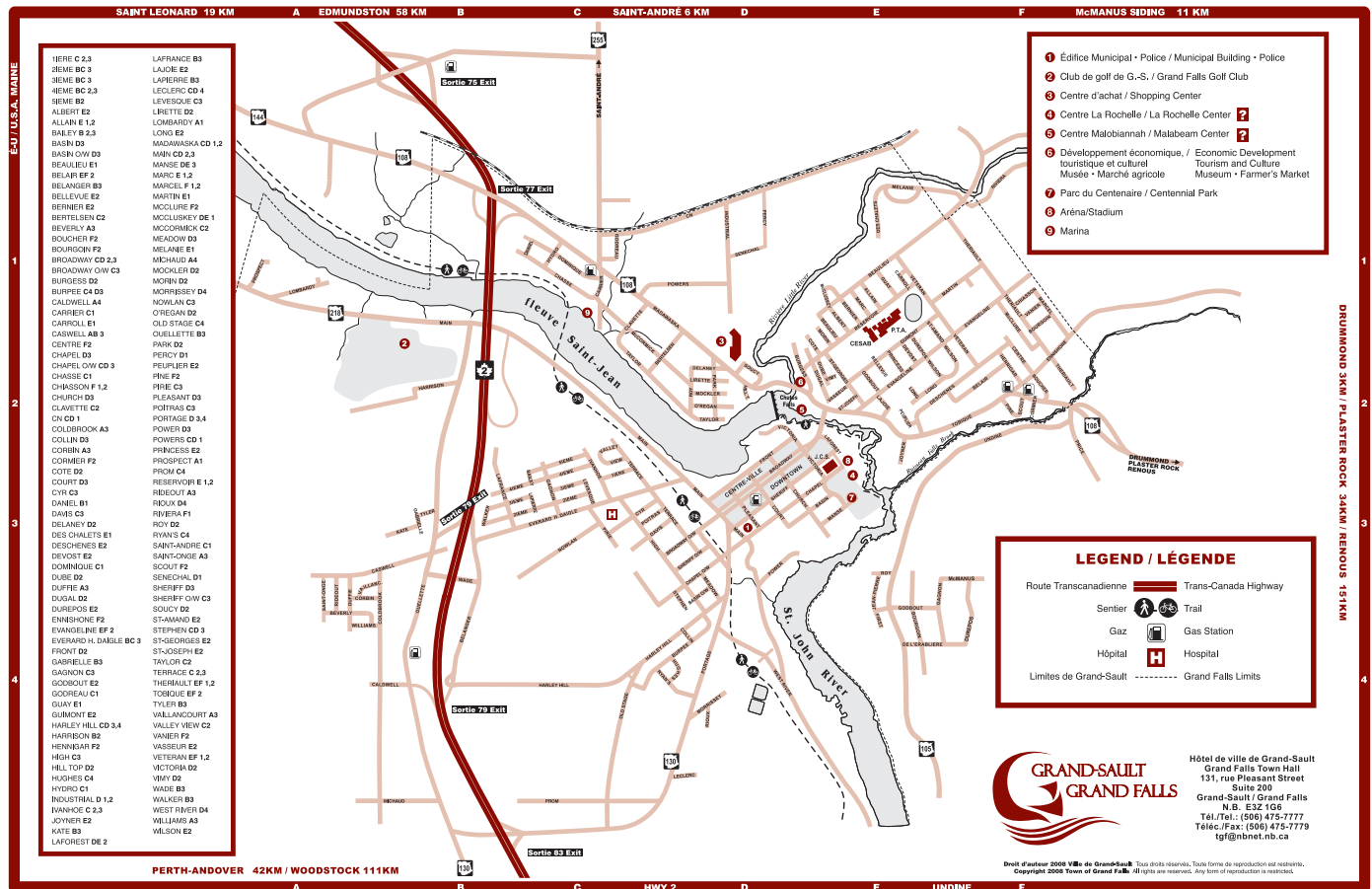
Members of the Advisory Committee, CAO, and Deputy Clerk were primary stakeholders in this round of consultation. Consultation included both phone interviews and face-to-face working sessions.

3.0

COMMUNITY PROFILE

The Town of Grand Falls or Grand Sault, as both names are official, is a picturesque town settled around a river, rolling hills of wheat, potato and clover. The Town has numerous recreation opportunities, and functions as a service area for surrounding communities, which positions the Town for continued prosperity. Grand Falls is located on either side of the Saint John River where the counties of Madawaska and Victoria meet. The Town is situated in Midwestern New Brunswick, bordering Maine, USA and is 85 kilometers (km) from the Quebec border.

Figure 3.1 Grand Falls Map



Source: Town of Grand Falls Website. Available online at :
<http://www.grandfalls.com/english/about/maps.html>

Acadian, French Canadian, Irish, Scottish, Loyalist, English as well as Dutch and Danish pioneers all contributed to building the community since it was created in the 19th century. Known as Colebrooke until 1890, the town was named Grand Falls after its majestic falls. First Nation communities called Grand Falls “Chicanekapaeg” meaning giant killer. The falls are the backdrop for the Legend of Malabeam as told by successive generations of Maliseet First Nation from this region.

Today, the Town has a population of 5,650 (Statistics Canada, 2006 Census)¹, but the Grand Falls region encompasses eight communities (Saint-Andre, Saint-Leonard, Sainte-Anne-de-Madawaska, Plaster Rock, Drummond, Perth-Andover, Première Nation Tobique and Aroostook) with a combined population of approximately 27,000 (Statistics Canada,

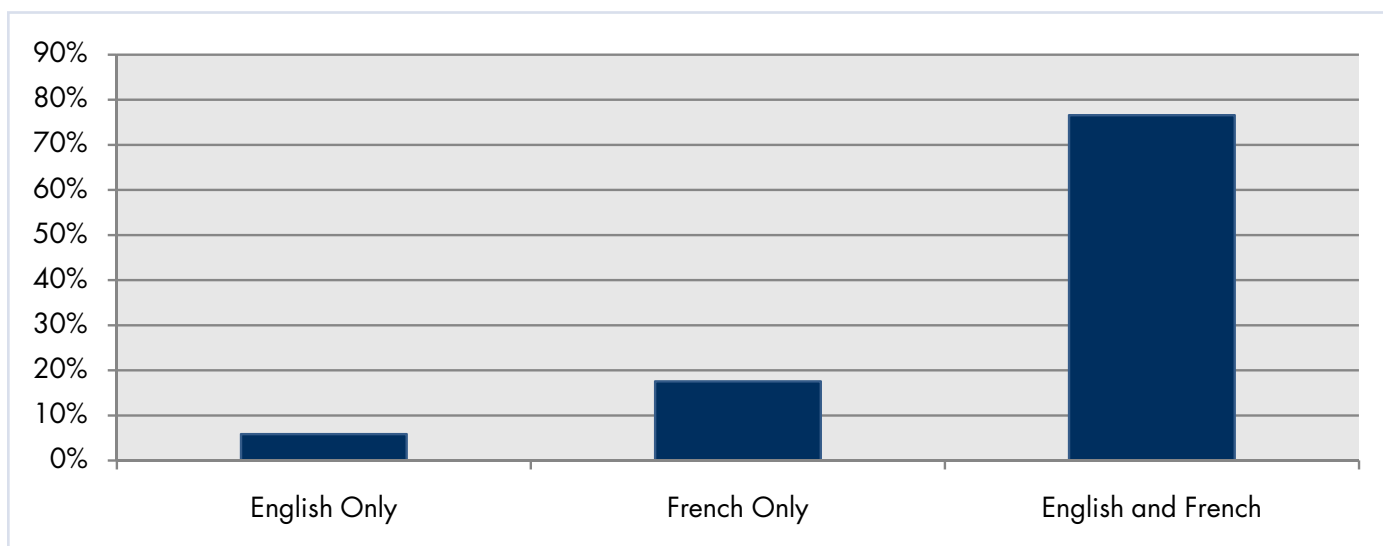
¹ This is a drop in population from 5,858 (2001 census).

2006 Census), covering a radius of 30km. Population in the Grand Falls region has dropped over the past decade with a 4.4% population decrease between the 2001 and 2006 census. The Town of Grand Falls saw a decrease in population of 3.6% during the same timeframe.

Grand Falls is a friendly and welcoming community that is known for its quality of life and progressive spirit. Major attractions of the town are the falls, Grand Falls Marina, the Museum, Grand Falls Golf Course, regional festivals, Farmer's Market, Richelieu auditorium (concert hall), curling club, cross country ski club, parks, campground, hospital, trails, and library. The Town of Grand Falls constructed and owns a new arena named the E & P Sénéchal centre. The multi-purpose 1300+ heated seat arena opened in late August 2009.

The Town is mainly French today with 80% of the population speaking French at home (Statistics Canada, 2006 census); however most residents have working knowledge of both official languages (Figure 3.2).

Figure 3.2
Knowledge of Official Languages, 2006 Census



Source: Statistics Canada. 2007. Grand Falls / Grand-Sault, New Brunswick (Code1312019) (table). 2006 Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007.
<http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E>
 (accessed April 13, 2011).

The town includes English and French schools including a high school. In the Grand Falls region, 35% of the working population of the region has undertaken postsecondary education (completed or not) and 27% of the working age population of the region has obtained a high school diploma compared to 18% in 2001.

Economy

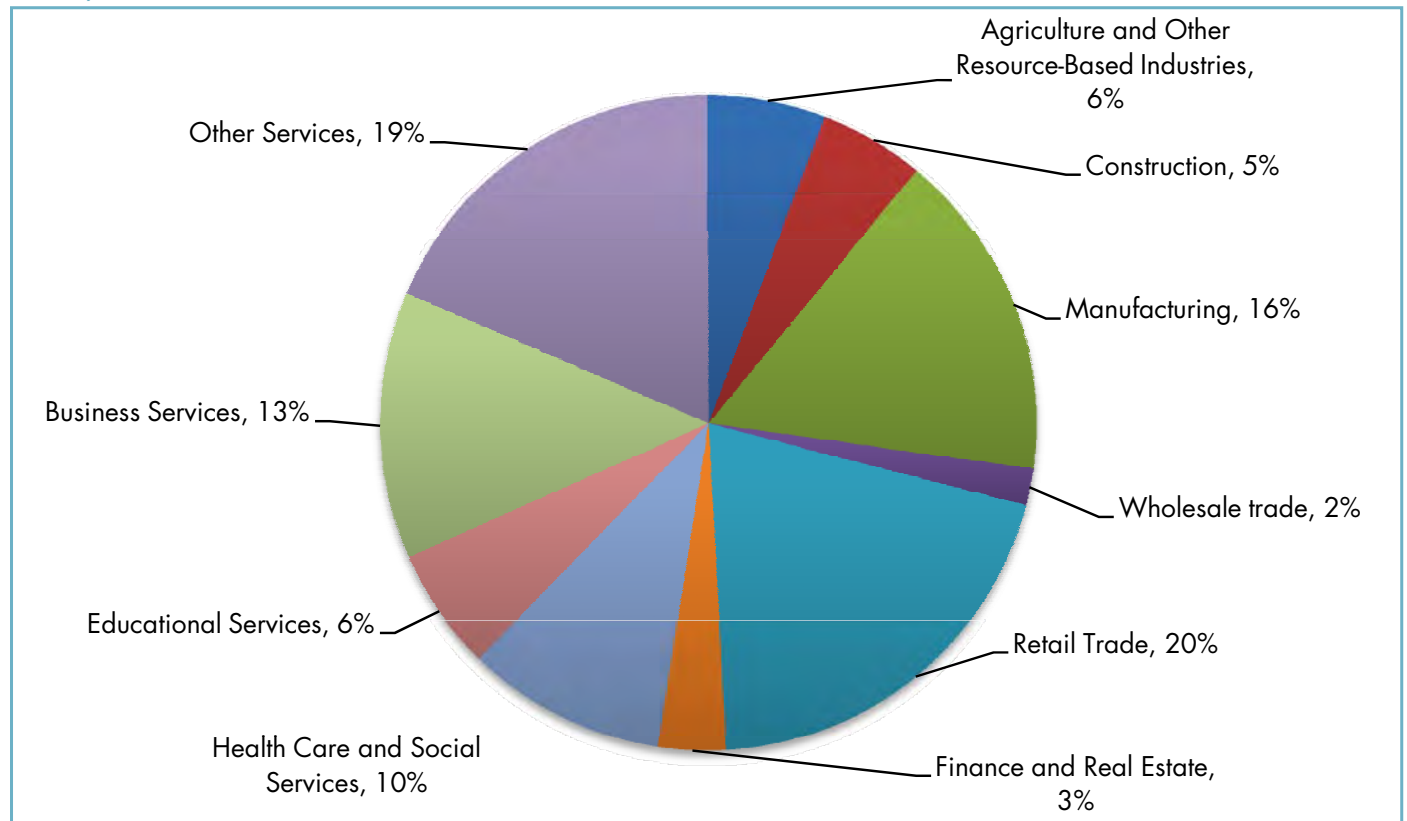
Three main industries reside in Grand Falls: potato farming, potato processing, and tourism. The town is also a local service centre for Victoria County.

As primarily an agro-industrial community, potato farming and processing are among the most important economic activities. McCain Foods is a major employer and the biggest potato buyer in the region. Also, the Centre of Excellence in Agricultural and Biotechnological Services (CESAB) is an important centre for training and consultation in agriculture, agribusiness, and biotechnology.

Forestry is also an important component of the local economy. Two major forestry companies, Nexfor Fraser Papers Inc. (Canada) and J.D. Irving Limited, are active in the region. Modern sawmills are located in Saint-Leonard and Plaster

Rock. Local companies export semi-finished and finished wood products all over the world. Figure 3.3 includes an industry breakdown derived from the 2006 Census.

Figure 3.3
Industry Breakdown, 2006 Census

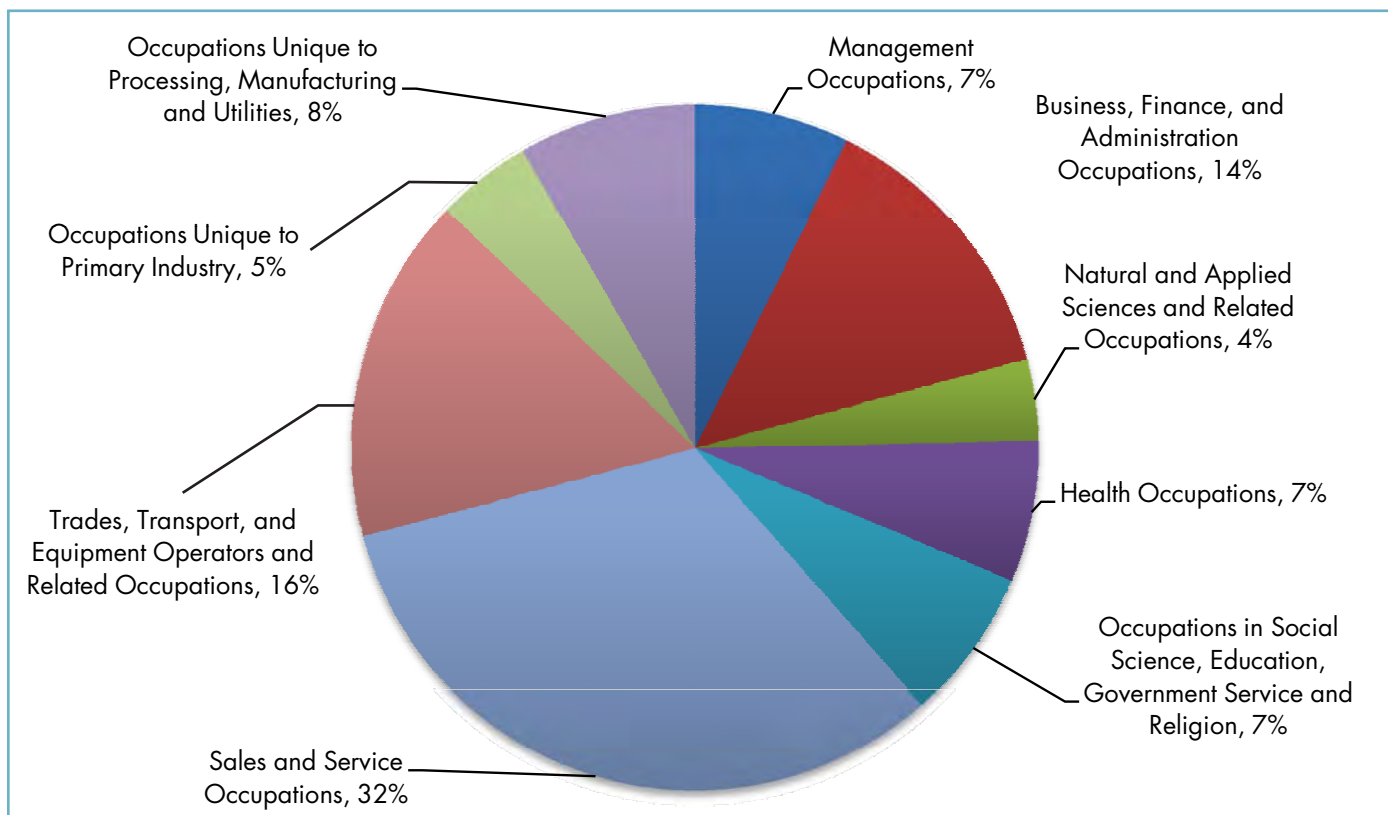


Source: Statistics Canada. 2007. *Grand Falls / Grand-Sault, New Brunswick (Code1312019) (table). 2006 Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007.*
<http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E>
 (accessed April 13, 2011).

The falls were the local economic generator with the establishment of wood mills in the 1800s. They still play an important role in generating electricity with a dam (completed in 1931) situated above the falls that directs water to an underground tunnel and to the Grand Falls Generating Station. Furthermore, the falls have been drawing visitors since 1686. Grand Falls counts on approximately 70,000 visitors between May and October with July and August being the busiest months.

In Figure 3.4, a breakdown of the occupational clusters derived from the 2006 census is provided.

Figure 3.4
Occupation Breakdown, 2006 Census



Source: Statistics Canada. 2007. Grand Falls / Grand-Sault, New Brunswick (Code1312019) (table). 2006 Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007.
<http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E>
 (accessed April 13, 2011).



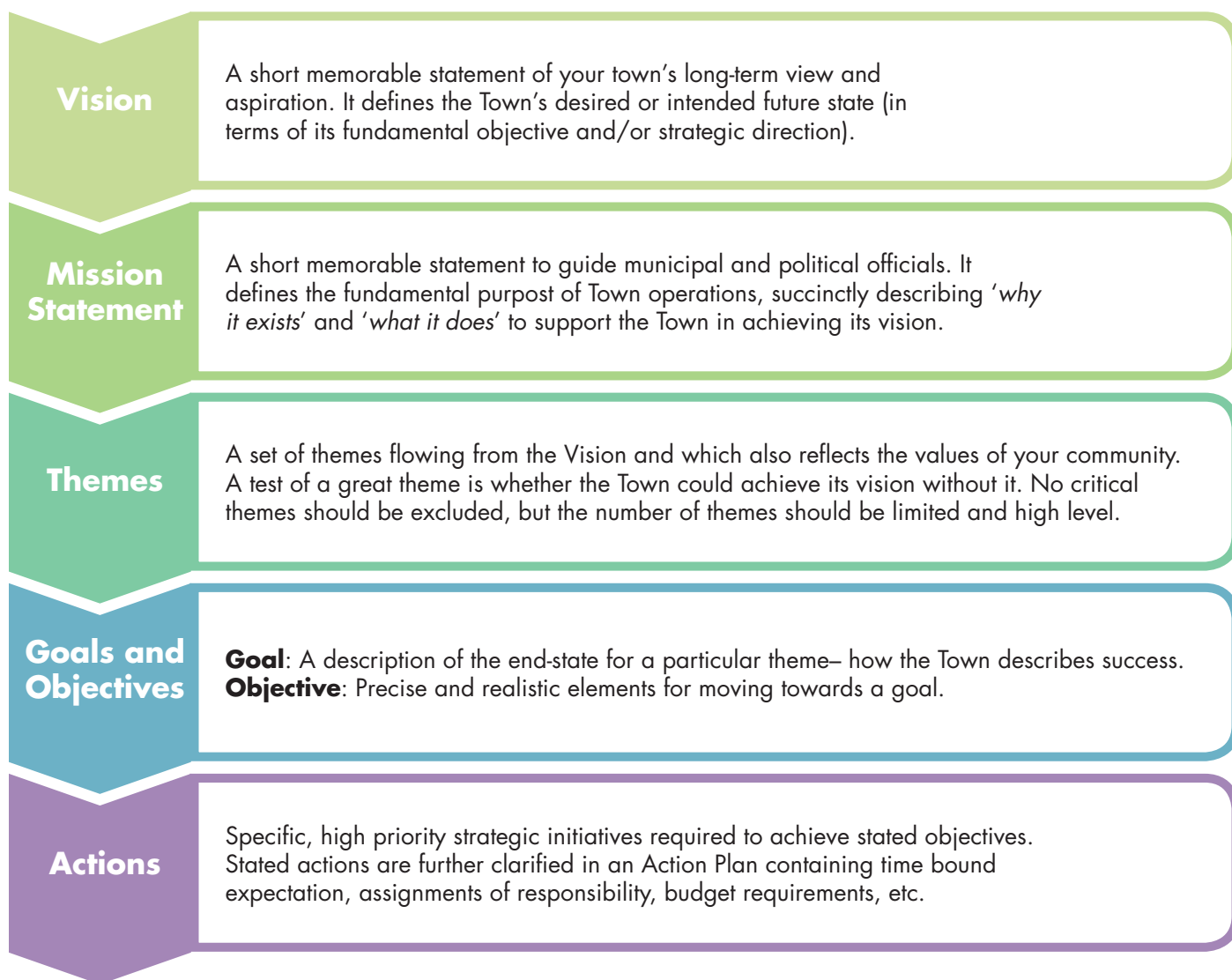
4.0

SUSTAINABLE COMMUNITY PLAN FRAMEWORK

The Plan framework is a logical flow from Vision through to Action (see Figure 4.1) for the timeframe 2011/2012 to 2016/17. The corresponding Plan content for each element of the framework is included in this section except for actions, which are outlined in the Detailed Action Plan in Appendix B of this document.

In Figure 4.1, definitions for each element of the Plan framework are provided.

Figure 4.1 The Plan Framework



4.1 TOWN VISION STATEMENT

Grand Falls has a Vision to be:

A bilingual town that has built on its rich history, natural beauty, and community spirit to become a full-service and accessible town with an innovative economy and excellent quality of life.

Elements of this vision are the current reality. However, the power and potential impact of the combination of vision elements are not being realized. The Town has the assets and attributes to achieve this vision. Grand Falls is committed to acting on this vision in an integrated and strategic manner.

4.2 MISSION STATEMENTS FOR TOWN OPERATIONS

The Mayor, Council, and municipal staff understand that they have significant responsibility and a key role to play in providing the leadership and support needed for Grand Falls to achieve its Vision.

The Mission statement for Town Operations is:

In collaboration with our community, Council and municipal staff provide leadership along with efficient and effective programs, services, and infrastructure in support of the Town's Vision.

4.3 THEMES, GOALS, AND OBJECTIVES

This Plan is organized around a set of Themes. The Themes were identified as the key focus areas for the Town. In order to achieve the Town's Vision, focus is critical. The Themes were identified through stakeholder consultation, and the categorization of Themes was based on an assessment of the:

- Degree of importance to stakeholders;
- Potential for significant impact relative to the Town's Vision; and
- The Town's ability to influence and be involved in directly.

Each Theme has a Goal statement which describes the ideal future for the Town in that area. Table 1 provides a summary of Themes and Goal statements.

Table 4.1 Theme Summary Table

Theme	Goal
Regional Cooperation	The Town tackles common challenges using a collaborative, regional approach. We share services and infrastructure where it makes sense and build our regional economy together.
Sustainable Economic Development	The Town is a key contributor to a prosperous region that offers a diversity of jobs and is attractive to investment, entrepreneurship, and innovation. The Town of Grand Falls has a diverse economy supported by a broad cross-section of sectors (agriculture, forestry, tourism, bioscience, service industry, etc.).
Tourism Destination	The Town has a thriving four season tourism industry focused on nature-based tourism that is supported by a high quality service industry (e.g. lodging, camping, restaurants, etc.) and activities.
Environmental Leadership	The Town is a low-impact community known for its environmental leadership grounded in protection of our natural systems, clean and safe water and air, responsible use of our renewable and non-renewable resources, and leading waste management.
Healthy Living and Social Well-being	The Town is a healthy, physically active, safe, educated, inclusive, and affordable community. People are engaged in, and supportive of, their community.
Arts and Cultural Vitality	The Town is an arts and cultural hub where locals and visitors are engaged in experiencing the authentic fabric of the region through festivals, markets, theatre, food, and music.
Sustainable Land Use and Development	The Town has an integrated land use management approach to encourage responsible and sustainable practices for all land types, buildings, and neighbourhoods.
Infrastructure to Meet Changing Needs	The Town addresses the community's short- and long-term infrastructure needs within financial boundaries while also meeting environmental, social, and cultural expectations.

Each Theme is organized using these headings:

- **Theme Name:** Essence of the theme in a few words.
- **Current Situation Description:** Illustrates the current state of the Town relative to the Theme.
- **Goal:** Describes the ideal future for the Town with regards to a Theme.
- **Objectives:** Priority elements of a theme that will move the Town towards achieving the Goal. Objectives are limited to the most critical elements and are kept high level.
- **Actions:** For each objective, one or more Actions are outlined with timelines and accountability. These Actions are included in the Action Plan associated with the plan and are not included in this Section. See the Action Plan for details.

4.4 REGIONAL COOPERATION

4.4.1 CURRENT SITUATION DESCRIPTION



Although not within our municipal boundary, the Town is intimately connected with the neighbouring communities, in particular Saint André and Drummond. These connections span economic, environmental, and social factors. The communities currently share

some services (e.g. policing and water services with Drummond). Grand Falls believes that increased cooperation is paramount to future success of the region.

4.4.2 GOAL

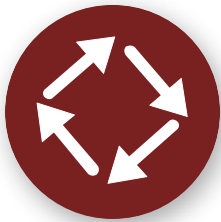
The Town tackles common challenges using a collaborative, regional approach. We share services and infrastructure where it makes sense and build our regional economy together.

4.4.3 OBJECTIVES

- All towns in the region are engaged in regional cooperation to share services thus increasing the efficiency of Town operations
- All towns collaborate regionally in the development and promotion of large events (linked to Tourism and Arts & Cultural Vitality) such as Congrès Mondial Acadien/ Acadian World Congress (CMA 2014), Pond Hockey, etc.

4.5 SUSTAINABLE ECONOMIC DEVELOPMENT

4.5.1 CURRENT SITUATION DESCRIPTION



The Town has established forestry and agriculture sectors, with the potato industry as a chief contributor to the local economy. The service industry is a draw for neighbouring communities, the biosciences sector is growing, and the Town continues to work on

enhancing tourism which is viewed as a key sector for long-term sustainability.

4.5.2 GOAL

The Town is a key contributor to a prosperous region that

offers a diversity of jobs and is attractive to investment, entrepreneurship, and innovation. The Town of Grand Falls has a diverse economy supported by a broad cross-section of sectors (agriculture, forestry, tourism, bioscience, service industry).

4.5.3 OBJECTIVES

- All key stakeholders work strategically and cooperatively to maintain and develop a diverse and innovative economy across key sectors.
- The Town supports industrial areas to enhance the needs of the community.
- Downtown Grand Falls is succeeding in developing and maintaining a vibrant downtown area to support the needs of citizens and as a tourism destination.

4.6 TOURISM DESTINATION

4.6.1 CURRENT SITUATION DESCRIPTION



Grand Falls and surrounding area is a beautiful destination for tourists during all four seasons. It is a quiet Town conveniently located off the TransCanada Highway. The Town is currently a tourism destination because of the appeal of the iconic 23 meter high waterfall and the

gorge that follows. Tourism centers are open from May until October. Visitors come to Grand Falls to view the falls and do not consistently stay to enjoy existing services and activities. By promoting and offering high quality opportunities to tourists, this industry is viewed as an important pillar of the community's success. The opportunities linked to Tourism can be strengthened through marketing and promotion, enhancements to services and activities, etc.

4.6.2 GOAL

The Town has a thriving four season tourism industry focused on nature-based tourism that is supported by a high quality service industry (e.g. lodging, camping, restaurants, etc.) and activities.

4.6.3 OBJECTIVES

- Tourism is planned regionally so that amenities and activities are coordinated.
- Grand Falls offers a suite of appealing and high quality four season tourism amenities and activities.

4.7 ENVIRONMENTAL LEADERSHIP

4.7.1 CURRENT SITUATION DESCRIPTION



The Town recognizes that environmental leadership is about building a community culture that embraces limiting its impact and protecting our natural systems. The Town produced a Green Plan in 2009 and successfully implemented a number of initiatives to improve the

environmental performance of the municipal operations, and minimize environmental effects at a community level. Success requires continued work with citizen, business, industry and regional stakeholders.

4.7.2 GOAL

The Town is a low-impact community known for its leadership in environmental stewardship grounded in protection of our natural systems, clean and safe water and air, responsible use of our renewable and non-renewable resources, and leading waste management.

4.7.3 OBJECTIVES

- The Town's environmental footprint is minimized through approaches to development of residential and commercial construction.
- The Town has implemented the recommendations from erosions and surface water management studies.
- The Town has improved and regularly tracks the environmental performance of the municipal operations.

4.8 HEALTHY LIVING AND SOCIAL WELL-BEING

4.8.1 CURRENT SITUATION DESCRIPTION



A primary priority for the Town is the overall health and social well-being of its citizens. The Town has a variety of recreation amenities and opportunities; homes are reasonably priced relative to the local economy; and public safety is supported by fire, police, RCMP,

ambulance and health care resources and programs. Grand Falls has a hospital, special care home for seniors, a golden age club, and diverse associations for people with limited resources.

While not directly managed by the Town, Grand Falls has a well developed education system including a New Brunswick Community College campus, Centre of Excellence in Agricultural and Biotechnological Sciences (CESAB), and two high schools (one French and one English) attracting students from New Denmark, St-André, Drummond and Grand Falls.

4.8.2 GOAL

The Town is a healthy, physically active, safe, inclusive, and affordable community. People are engaged in, and supportive of, their community.

4.8.3 OBJECTIVES

- The Town's amenities meet the needs of individuals, families and the greater community to ensure that citizens are engaged and active in their community.
- The Town continues to ensure a high level of public safety that maximizes physical and social well-being.
- The Town is active in retaining youth and offers support and an attractive community for returning residents and newcomers.

4.9 ARTS AND CULTURAL VITALITY

4.9.1 CURRENT SITUATION DESCRIPTION



Arts and Cultural Vitality is based on shared and diverse attitudes, values, goals, history and practices. In Grand Falls, the most important components include: festivals, events, markets, a museum, theatre, food, and music. The Town has well established annual festivals such as

the Regional Potato Festival and Winter Carnival and a series of emerging smaller events (including a Falls Festival, as well as a Beer and Wine Festival). The Grand Falls Farmers' Market was restored and is flourishing. Building on the existing base is a key element to supporting community cohesion, civic engagement, and offering attractive activities to support growing the tourism sector.

4.9.2 GOAL

The Town is an arts and cultural hub where locals and visitors are engaged in experiencing the authentic fabric of the region through festivals, markets, theatre, food, and music.

4.9.3 OBJECTIVES

- The Town is actively involved in the development a diversity of high quality festivals throughout the year that appeal to citizens and visitors.
- The Town supports the Farmers' Market as a vibrant community hub.
- The Town provides opportunities for the involvement of a broad sub-set of citizens who are actively engaged in developing the arts and culture scene – as supporters and participants.

4.10 SUSTAINABLE LAND USE AND DEVELOPMENT

4.10.1 CURRENT SITUATION DESCRIPTION



The Town develops policy to guide the use and development of land, buildings, neighbourhoods and commercial areas. Guidelines for existing land use and development issues are managed in compliance with the existing Municipal Plan and Bylaws. Decisions are made

with the support Town management, Council, and the Valley District Planning Commission. The Town recognizes the need for developing all land in a comprehensive, affordable, and accessible manner, with a focus on promoting a diversity of initiatives that encourage high standards of liveability. Note that changes to the Municipal Plan and Bylaws could strengthen this commitment.

4.10.2 GOAL

The Town has an integrated land use management approach to encourage responsible and sustainable practices for all land types, buildings, and neighbourhoods.

4.10.3 OBJECTIVES

- The Town allocates sufficient resources to align the Municipal Plan and Bylaws with the Strategy, including strict guidelines for sustainable land use and development.
- The Town enforces sustainable land use and development decisions that are consistent with guidelines.
- The Town ensures neighbourhoods have convenient access to commercial, leisure, and education spaces and services.
- The Town focuses new growth and mixed development in the downtown to support a vibrant city centre while protecting outlying natural areas and agriculture from sprawl.

4.11 INFRASTRUCTURE TO MEET CHANGING NEEDS

4.11.1 CURRENT SITUATION DESCRIPTION



The Town recognizes the ongoing challenges to meet the basic and advanced needs of an evolving community within a larger region with infrastructure needs encompassing water, sewer, lights, public spaces, recreational parks, industrial parks, and town buildings. The

Town is in a favourable infrastructure position, with little aging infrastructure requiring repair. The Town manages its infrastructure needs within municipal budget constraints. The Town recognizes that there are uncertainties about global and regional threats and forces that may shift environmental and social demand, and thus create increased performance standards for infrastructure.

4.11.2 GOAL

The Town addresses the community's short- and long-term infrastructure needs within financial boundaries while also meeting environmental, social, and cultural expectations.

4.11.3 OBJECTIVES

- The Municipal Plan and Development By-laws require greening of infrastructure practices for all initiatives.
- The Town consistently outlines priorities and funding needs for all long-term capital improvement planning.
- The Town plans for the long term to meet the needs of changing demographics (e.g. baby boomers).
- The Town advocates for adequate health and education infrastructure.



5.0

ACTION PLAN

The Action Plan contains specific Actions to help the Town achieve the Themes, Goals and related Objectives. As described in Section 5.1, The Action Plan will be tracked and reported on by the Town over the lifetime of the plan.

Each Action Plan addresses:

- Identification of at least one individual to hold responsibility for each action.
- Capital planning and financing impacts.
- The impact on operations and maintenance resources and budget.

5.1 MONITORING

Responsibility for overall implementation of the Actions within the plan rests with the Town of Grand Falls CAO, and the Mayor of Grand Falls. These individuals will be responsible for ensuring implementation of the actions in partnership with the individuals identified within the action plan.

Quarterly reports on implementing actions within the plan will be written by the Deputy Clerk and the Town Manager and provided to Council by special report. Qualitative and quantitative updates will be provided in this special report on specific progress relative to actions.

Annually, by special report to Council, a summary report noting the most recent quarters activities relative to the plan as well as all other quarters during that year will be developed by the Deputy Clerk and Town Manager, and submitted to Council by special report. Council will be responsible for reviewing the report and meeting with Town operations personnel during a meeting to discuss progress relative to the Vision Grand Falls plan, and to make changes where appropriate. Special reports will be shared with the public via the Town's website annually, and Council will commit to hosting one open public meeting each year to provide residents with an opportunity to learn more about progress relative to the plan.

Should substantive modifications be required to the plan, the Town CAO, Deputy Clerk, and Mayor will reconvene the Advisory Committee to validate and gather feedback on proposed changes. Final changes to the plan will be subject to council review and an approved motion during a council session.

After five years, the Town will commission the development of a new strategic plan by committee, and by an approved motion during a council session.



5.2 FINANCIAL SUMMARY

The 2011 General Operating Fund Budget and the Water and Sewer Operating Fund Budget for the Town of Grand Falls were adopted by Council on December 21, 2010 and approved by the Acting Director of Community Finances on January 21, 2011. A summary of the 2011 revenue and expenses is presented below (Table 5.1).

Table 5.1
General Operating Fund and Water and Sewer Operating Fund Budget

General Operating Fund Budget Summary 2011	
Revenue	
Tax Revenue	\$ 7,217,286
Non-Tax Revenue	
Services Provided to Other Governments	\$ 715,872
Sales of Services	\$ 1,138,174
Revenue from Other Sources	\$ 114,480
Other Transfers	\$ 96,605
Unconditional Grant	\$ 618,479
Total Revenue	\$ 9,900,896
Expenses	
General Government Services	\$ 1,316,204
Protective Services	\$ 2,084,116
Transportation Services	\$ 1,647,262
Public Health and Welfare Services	\$ 264,050
Environmental Development Services	\$ 906,589
Recreational and Cultural Services	\$ 1,844,554
Fiscal Services	\$ 1,837,621
Other Services	\$ 500
Total Expenses	\$ 9,900,896
Water and Sewer Operating Fund Budget Summary 2011	
Revenue	
Sale of Services	\$ 1,574,926
Other Revenue from Own Sources	\$ 189,000
Surplus from Previous Year	\$ 46,853
Total Revenue	\$ 1,810,779
Expenses	
Environmental Health Services - Water	\$ 749,930
Environmental Health Services - Sewer	\$ 342,255
Fiscal Services	\$ 718,594
Total Expenses	\$ 1,810,779

The Town is operating within available revenue and is keeping pace with necessary expenses. The planned Actions associated with achieving the Vision, Goals and Objectives of this Plan are not viewed as an undue financial strain or burden on the Town.

The estimated impact on budgeting has been considered at a high level. The Action Plan includes a simple scale of not applicable, low, medium, or high to illustrate the potential impact on future budgeting. Operations and maintenance cost implications are estimated can be viewed in the detailed action plan in Appendix B.

In some cases, the impact will be a budget reduction, for example, savings associated with reduced use of energy in buildings. Staff and council will be responsible for determining the specific budget impacts during future budget cycles.



5.3 CAPITAL PROJECTS AND EXPENDITURES

The Town had existing capital investment plans in advance of the Vision Grand Falls Strategy. This information is shown in the Grand Falls Four Year Capital Investment Plan (2010-2013) submitted on December 7, 2010, and is summarized in Table 5.2, as follows:

Please note that these expenditures are subject to change, based on council and town operations priorities.

*Table 5.2
Capital Investment Plan Summary (2010-2013)*

Capital Investment Plan 2010-2013	
2010	
Beaulieu Street Water Main Looping	\$ 290,000
Lajoie Street Water Main Looping	\$ 91,000
Sheriff/High/Chapel Streets Water Main Looping	\$ 231,500
Well No. 3 and 5 major Rehabilitation	\$ 105,500
	\$ 114,480
2011	
Public Sector Accounting Principles	\$ 25,000
CN Road Water Main Looping	\$ 631,000
2012	
Bike Network - Asphalt	\$ 50,000
Durepos Street Water Main Looping	\$ 28,910
Bourgoin Street Water Main Looping	\$ 31,585
	\$ 906,589
2013	
McCluskey Drive Water Main Looping	\$ 23,560
Vanier Street Water Main Looping	\$ 58,335
Chapel Street Water Main Looping	\$ 189,942
TOTAL	1,756,332

Over the next few years, the Town is planning to invest in infrastructure with a focus on water systems. The planned Actions associated with achieving the Vision, Goals and Objectives of this Plan signal the need for investment in a variety of areas. Staff and Council will need to determine the specific budget impacts during future budget cycles. To achieve short and medium term Actions, the Town's Capital Investment Plan will need to include the capital expenditures associated with these Actions along with the determination of funding source.

6.0 COUNCIL ADOPTION

It is with great pleasure that the sitting Town Council and Town Administration adopt the Vision Grand Falls 5 year sustainable community plan. This Plan was developed in partnership with the community and Town operations, and it reflects the unique attributes and character of our Town.

The Plan sets the foundation for the Town to continue to build on its rich history, natural beauty, and community spirit to become a full-service and accessible town with an innovative economy and excellent quality of life.

INSERT SIGNATURE

Marcel Deschênes
Mayor of Grand Falls / Grand Sault

INSERT SIGNATURE

Peter Michaud
Chief Administrative Officer



VISION GRAND-SAULT / GRAND FALLS SUSTAINABLE COMMUNITY PLAN



Appendix A

Key Policy Recommendations to Enhance Sustainability
in the Municipal Plan



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1.0 INTRODUCTION

The Town's current municipal plan was approved in 2005, which replaced the municipal plan adopted in 1972 and amended in 1985. Within the Town, there is a desire to strengthen the current regulatory framework and create controls to preserve and protect the environment, as well as connect the municipal plan with other planning efforts in the Town, including the Community Sustainability Plan.

In order to develop a Community Sustainability Plan, a review of the Municipal Plan was necessary to integrate sustainability considerations into planning documents, and to be used to provide strategic guidance for the Town. The Municipal Plan review aligned the objectives outlined in the Community Sustainability Plan with the policies relating and/or supporting the objectives and theme areas. The connection between the Municipal Plan and sustainability objectives will help to truly embed sustainability principles at a Town operations level and within the broader community. The review identified areas where there may be a gap or overlap between municipal policy and sustainability objective.

2.0

THEME AREAS

2.1 REGIONAL COOPERATION



Regional Cooperation				
Objective Number	Sustainable Community Plan Objective	Municipal Plan Policies that Support Objectives		Recommendations
		Policy Numbers	Policy Summary	
1	All towns in the region are engaged in regional cooperation to share services thus increasing the efficiency of Town operations.	12.1	The town will continue the collection of household refuse through a private sector company and then transported to the regional landfill site located close to Riviere-Verte.	Municipal services such as household refuse collection, fire protection, police force and emergency response are all provided within the municipality; however, no policy is identified to support coordination with neighbouring communities.
		12.2	The municipality currently has its own fire protection.	
		12.3	The municipality currently has its own police force.	
		12.4	The municipality of Grand Falls does not yet have an emergency response plan for the whole municipality and will ensure the continuity of the committee responsible for the implementation of an emergency response plan.	
2	All towns collaborate regionally in the development and promotion of large events (linked to Tourism and Arts & Cultural Vitality) such as CMA 2014, etc	13.0	Activities by a number of agencies often have overlapping activities or mandates, lacking coordination and communication between these groups. The town will encourage the coordination of these agencies by establishing an Economic Development Committee.	The Plan expresses that currently there is a lack of coordination regionally and within the town to develop and promote large events. The Economic Development Committee identified in Policy 13 may support collaboration regionally to develop and promote large events.
Other Existing MP Regional Cooperation Policies that do not Correspond Directly with Sustainable Community Plan Objectives				
N/A	N/A	8.3	Most of the regional industrial parks in the province have been developed with the financial assistance of higher government levels. The Town of Grand Falls intends to pressure and solicit the provincial and federal governments and their respective agencies to have agreements extended pertaining to the development of industrial parks in the province.	The Plan does not identify development of a Regional Industrial Park as an objective though it does support industrial development.



2.2 SUSTAINABLE ECONOMIC DEVELOPMENT

Sustainable Economic Development				
Objective Number	Sustainable Community Plan Objective	Municipal Plan Policies that Support Objectives		Recommendations
		Policy Numbers	Policy Summary	
1	All key stakeholders work strategically and cooperatively to maintain and develop a diverse and innovative economy across key sectors	6.4	Highway commercial zones contain major stores and businesses focused on attracting motor vehicles. The town intends to support and promote highway commercial development by ensuring the necessary procedures so that the identified roads and streets are serviced by infrastructures with the capacity to support and stimulate commercial investments.	The Plan identifies challenges for economic development including lack of cooperation and integrated vision along with specifications. Section 6 of the Municipal Plan identifies commercial zones, policies and potential projects to encourage commercial development. Support for Economic Development Committee is identified in Policy 13 as a potential regional coordination mechanism.
		6.12	The commercial development of the town has not grown as expected in the last few years. The town intends to provide those people who want to build a new commercial building within its limits with a monetary grant to stimulate growth in the next few years.	
		7.1	The institutional function regroups the major public institutions and the main public community services within the municipality including; education, health, government services and religious. The town intends to make the major public institutions accessible.	
2	The Town supports industrial areas to enhanced the needs of the community.	8.1	There is only one existing regional industrial park within the municipal limits and it does not have industrial land to develop, placing Grand Falls at a disadvantage compared with other municipalities. The Town recommends developing a regional industrial park that will be in the economic interest of municipalities and the neighbouring parishes, equally.	The Plan does not identify development of a Regional Industrial Park as an objective though it does support industrial development.
		8.6	There has not been any significant industrial construction in the Town of Grand Falls in the last few years. The town intends to provide those people who want to build a new industrial building within its limits with a monetary grant in order to stimulate this type of activity in the next few years.	
3	Downtown Grand Falls is succeeding in developing and maintaining a vibrant downtown area to support the needs of citizens and as a tourism destination.	6.2	The Town of Grand Falls is proud to have one of the most beautiful downtowns in the province and continues to recognize and promote the leading role of downtown as a major economic, tourism, social and cultural centre of activity.	The Municipal Plan identifies the BIA Zone as a key tool in meeting this sustainability objective.
		6.11	In the past, the Town has invested a lot of time, money and energy into developing and beautifying the commercial zones and therefore the town intends to promote the established commercial zones and restrict the number of applications for spot zoning. Spot zoning means the loss of a business that could have contributed to occupying a commercial location.	



2.3 TOURISM DESTINATION

Tourism Destination				
Objective Number	Sustainable Community Plan Objective	Municipal Plan Policies that Support Objectives		Recommendations
		Policy Numbers	Policy Summary	
1	Tourism is being planned regionally so that amenities and activities are coordinated.	9.8	There currently is no integrated and planned network of tourist attractions at the local and regional level aimed at attracting and keeping visitors for as long as possible. Therefore the town intends to work with the other agencies of the region to develop a tourist network that integrates the major attractions and infrastructures aimed at developing the region as a tourist destination and aims to keep visitors and tourists for as long as possible. The tourism strategy will be developed in cooperation with the other regional agencies involved in the economic development and planning of the region.	There are several policies and proposals promoting tourism amenities and activities in the town, in particular the Tourism Strategy and The Master Plan for Parks and Leisure to promote coordination between the amenities and activities.
		6.2	The Town of Grand Falls is proud to have one of the most beautiful downtowns in the province and continues to recognize and promote the leading role of downtown as a major economic, tourism, social and cultural centre of activity.	Several policies identifying potential tourism attractions and needs for protection and development.
2	Grand Falls offers a suite of appealing and high quality four season tourism amenities and activities.	9.1	The town has several major natural attractions and numerous infrastructures that provide many opportunities in leisure and tourism development. The town intends to capitalize on its most important natural attractions such as; the Falls and the tourist information centre; the Gorge and La Rochelle; the Saint John river; the Petite-Riviere; the agricultural region of Grand Falls, Saint-Andre, Drummond and New Denmark; the New Brunswick Trails system; and the municipal parks system.	The Municipal Plan identifies tourism attractions; however, does not identify policy to coordinate the attractions and promote the town as a four season destination.
		9.2	The falls and the Malobiannah centre are undeniably the key point of interest in the municipality for tourism. The town will continue to seek out major grants from higher government levels to consolidate the position of the falls and gorge as a major attraction.	
		9.3	The gorge is certainly the most spectacular natural attraction of the town and the region; however is not well known. The town proposes that marketing efforts be undertaken to make the gorge and La Rochelle better known to visitors.	
		9.4	The Saint John river is the most important watercourses in the province; however there are too few landing docks, and they are all private. The town intends to work in cooperation with the Mariners Association on the development project of a marina for pleasure craft. As well, the town intends to consult with NB power (which owns much of the land along the Saint John river) to encourage the maximum use of the shore for leisure purposes that would be safe and that would not hinder the operations of the company.	
		9.5	The development of the shore of the Petite-Riviere between the wells and its juncture with the Saint John river represents a major leisure and tourism potential for the municipality; however, the development of the shore must be in line with the optic of preserving the environment and the drinking water wells. Therefore the town intends to work on the development of the Petite-Riviere while preserving the environmental and ecological use of the area and protecting the municipal drinking water supply wells. This will be done by prohibiting developments involving landfilling, watercourse deviations and the removal of vegetation.	
		9.6	Part of the New Brunswick Trail system has been developed within the limits of the municipality; however an important section remains to be developed joining with the Petit Temis trail system. The town intends to cooperate with municipalities of Saint Leonard and Sainte-Anne-de-Madawaska to link as quickly as possible the different trail systems in place.	



2.4 ENVIRONMENTAL STEWARDSHIP

Environmental Stewardship				
Objective Number	Sustainable Community Plan Objective	Municipal Plan Policies that Support Objectives		Recommendations
		Policy Numbers	Policy Summary	
1	The Town's environmental footprint is minimized through approaches to development of residential and commercial construction.	8.2	The town will try to concentrate all of the industrial sites and businesses in parks or zones that are adequately serviced in terms of transportation and public utilities while considering neighbouring land use, environmental protection and the municipal watershed.	The Municipal Plan does not strongly align environmental protection with the development of residential and commercial construction to meet the criteria of the sustainability objective. Policies under sections 5 and 6 (residential developments and commercial developments, respectively) should consider the factors outlined in policy 4.6 to minimize urban sprawl. Factors included in policy 8.2, such as environmental protection and municipal watershed, should be incorporated in commercial and residential developments.
		11.3	The territory of the Town of Grand Falls is particularly steep and presents some challenges and constraints which have to be dealt with as to its development. At the same time, the varied topography may represent a potential to be enhanced to the extent where developments are planned accordingly and with care.	
		4.6	As a way to prevent urban sprawl in the town, the town will endeavor to contain urban development within the areas already serviced or to be serviced. The following factors are taken into consideration when developing a new project: cost effectiveness, supply and demand, fairness, and criteria.	
2	The Town has implemented the recommendations from erosion and surface water management studies.	11.2	There have been reports of a landslide and excessive erosion at some specific locations in the municipality along the Saint John river, Falls Brook and where the shores are more abrupt. Some erosion and land subsidence problems have been identified following some landfilling done by some people along rivers and watercourses. The town will put forward practical measures to better control the landfilling activities along the watercourses, especially at the locations where the shores are more abrupt.	Outcomes of erosion and surface water management studies need to be identified and recommendations need to be implemented into policy to reflect the sustainability outcome.
		4.4	The Town draws its drinking water from a watershed that is largely located outside of the town limits. The Town of Grand Falls would like to intensify its efforts with the provincial government to provide better protection for the watershed and water wells ultimately preserving the quality of the water.	
		11.3	The territory of the Town of Grand Falls is particularly steep and presents some challenges and constraints which have to be dealt with as to its development. At the same time, the varied topography may represent a potential to be enhanced to the extent where developments are planned accordingly and with care. Therefore the town will only encourage the creation of new streets and new buildings in areas where the slopes are favourable for development.	
		4.1	The town has some limitations in water reserves and distribution with water pressure below 50 psi (the minimum needed to adequately meet residential, commercial and industrial needs) therefore the Town will maintain and improve its aquaduct system by analyzing annually the quality of the system.	
3	The Town has improved and regularly tracks the environmental performance of the municipal operations.	4.6	The town does not currently have any master plan allowing it to plan and direct the development of its municipal waterworks and sewer system therefore the town will develop a water and sewer master plan within the next few years.	The Municipal Plan identifies specific projects but no targets or broad assessment of municipal operations and environmental performance.
		12.1	The town will continue the collection of household refuse through a private sector company and then transported to the regional landfill site located close to Riviere-Verte.	



2.5 HEALTHY LIVING AND SOCIAL WELL BEING

Healthy Living and Social Well Being				
Objective Number	Sustainable Community Plan Objective	Municipal Plan Policies that Support Objectives		Recommendations
		Policy Numbers	Policy Summary	
1	The Town's amenities meet the needs of individuals, families and the greater community to ensure that citizens are engaged and active in their community.	7.1	The institutional function regroups the major public institutions and the main public community services within the municipality including; education, health, government services and religious. The town intends to make the major public institutions accessible.	Policies are identified that support the sustainability objective.
		7.2	There are several teaching establishments in the town from pre-school to collegiate teaching. The town relies on the school institutions to complement other services provided to the community such as, gymnasium, tennis courts, park and playgrounds.	
		7.5	The following buildings fall under institutional classification; town hall, the regional public library, police station, provincial government offices, the old town hall, the fire station, the municipal garage, etc. There are plans to understand the feasibility of constructing a new sports complex within the next 5 years.	
		9.9	With the social changes of the last decade, the time may have come for the municipality to have a master plan for leisure. With the accelerated ageing of the population. The municipality must be sensitive to the new social trends that will affect the range and level of service required by the population.	
2	The Town continues to ensure a high level of public safety that maximizes physical and social well-being.	7.3	The town continues to support the efforts to provide short-term and long term care to the regional population at the Grand Falls General Hospital and Grand Falls Manor.	The Municipal Plan responds to this sustainability objective by identifying several services to ensure a high level of public safety that maximizes physical and social well-being.
		12.2	The municipality currently has its own fire protection.	
		12.3	The municipality currently has its own police force.	
		12.4	The municipality of Grand Falls does not yet have an emergency response plan for the whole municipality and will ensure the continuity of the committee responsible for the implementation of an emergency response plan.	
3	The Town is active in retaining youth and offering supporting opportunities to ensure that they return if they do leave.			The Municipal Plan lacks policy regarding retaining youth and offering opportunities to ensure that they return if they leave.



2.6 ARTS AND CULTURAL VITALITY

Arts and Cultural Vitality				
Objective Number	Sustainable Community Plan Objective	Municipal Plan Policies that Support Objectives		Recommendations
		Policy Numbers	Policy Summary	
1	The Town is actively involved in the development a diversity of high quality festivals throughout the year that appeal to citizens and visitors.			There are no policies in regards to the promotion and support of festivals throughout the year in the town.
2	The Town supports the Farmer's Market as a vibrant community hub.	10.1	Agriculture is unquestionably the most important resource in the region. The entire economy of the region and the town is considerably integrated with agricultural activity. The town will increase its efforts to safeguard, enhance and promote agriculture in all spheres of the community.	Policy 10.1 in the Municipal Plan identifies the need to safeguard, enhance and promote agriculture in all spheres of the community. The sustainability objective of promoting the Farmer's Market has an opportunity to align with the Municipal Plan initiative supporting and promoting local agricultural practices.
3	The Town provides opportunities for the involvement of abroad sub-set of citizens who are actively engaged in developing the arts and culture scene — as organizers and participants.			There is no policy in the Municipal Plan supporting and developing arts and culture in the town.
Other Existing MP Arts and Culture Vitality Policies that do not Correspond Directly with Sustainable Community Plan Objectives				
N/A	N/A	12.6	The municipality of Grand Falls has within its territory a good number of public or privately built historic buildings, constructed in the late nineteenth century and early twentieth century, which possess some historical and architectural character that is significant for the town. Although the Town does not have any municipal by-law on the protection of the municipal heritage, the Town still intends to encourage the maintenance and improvement of historic and heritage sites contained within its territory.	



2.7 SUSTAINABLE LAND USE AND DEVELOPMENT

Sustainable Land Use and Development				
Objective Number	Sustainable Community Plan Objective	Municipal Plan Policies that Support Objectives		Recommendations
		Policy Numbers	Policy Summary	
1	The Town allocates sufficient resources to align the Municipal Plan and Bylaws with the Strategy, including strict guidelines for sustainable land use and development.			Although the Municipal Plan encourages development to occur where existing infrastructure exists, sustainable land use guidelines are not incorporated in all land use and infrastructure policies.
2	The Town enforces sustainable land use and development decisions that are consistent with guidelines.			

2.8 INFRASTRUCTURE TO MEET CHANGING NEEDS



Infrastructure to Meet Changing Needs				
Objective Number	Sustainable Community Plan Objective	Municipal Plan Policies that Support Objectives		Recommendations
		Policy Numbers	Policy Summary	
1	The Municipal Plan and Development By-laws require greening of infrastructure practices for all initiatives			Many infrastructure projects are proposed in the Municipal Plan and some projects could be identified as pilot 'green' opportunities to make the project more sustainable.
2	The Town consistently outlines priorities and funding needs for all long-term capital improvement planning.			Within the Plan there is no policy reference to Capital Improvement Planning.
3	The Town fully funds all operations and maintenance requirements (e.g. via stable property and utility rates).	4.8	In the past oversizing of infrastructures has been the subject of much discussion and the Town has paid the cost difference for upsize infrastructure for a subdivision to be adequately serviced. The town will now require developers to install the infrastructures of proper dimensions to service adequately the whole of their development or subdivision project.	The Municipal Plan identifies that with changing demographics it is important that the infrastructure needs also change to meet the needs of the population. There are a few policies identifying demographic change and key corresponding needs such as housing and leisure services.
4	The Town plans for the long term to meet the needs of the changing demographics (e.g. baby boomers).	5.7	The town has seen a decrease in population from 1996 to 2001, having an effect of reducing the potential increase of the tax base and to weaken the economic clout of the town. The town would like to reverse this trend and increase its population and its residential stock. The town intends to provide those people who want to build new single family, two family or multifamily housing within its limits with a monetary grant.	
5	The Town advocates for adequate health and education infrastructure.	9.9	With the social changes of the last decade, the time may have come for the municipality to have a master plan for leisure. With the accelerated ageing of the population. The municipality must be sensitive to the new social trends that will affect the range and level of service required by the population.	

3.0

RECOMMENDATIONS

3.1 REGIONAL COOPERATION

Issue - The Plan identifies challenges for economic development including lack of cooperation and integrated vision along with specifications. Currently there is a lack of coordination regionally and within the town to develop and promote large events.

Recommendation – Either through the Economic Development Committee identified in Policy 13, or other means as identified in the Vision Grand Falls action plan, support collaboration regionally to develop and promote large events.

Issue - Municipal services such as household refuse collection, fire protection, police force and emergency response are all provided within the municipality; however, no policy is identified to support coordination with neighbouring communities.

Recommendation – Policies 12.1 to 12.4 identified in the Municipal Plan could be further developed to include support for coordination of these services with other neighbouring communities.

3.2 SUSTAINABLE ECONOMIC DEVELOPMENT

Issue - The Plan identifies challenges for economic development including lack of cooperation and integrated vision along with specifications.

Recommendation - Section 6 of the Municipal Plan identifies commercial zones, policies and potential projects to encourage commercial development. There is an opportunity for policy 13.0 to include collaboration.

3.3 TOURISM DESTINATION

Issue - There are several policies and proposals promoting tourism amenities and activities in the Town, however, no policies are identified other than the Tourism Strategy and The Master Plan for Parks and Leisure to promote coordination between the amenities and activities. The Plan identifies tourism attractions; however, does not identify policy to coordinate the attractions and promote the Town as a four season destination.

Recommendation – Develop policies around the outcomes identified in the Tourism Strategy and The Master Plan for Parks and Leisure (note: strategy and master plan does not exist currently). Policies should be focused around developing coordination between amenities and activities and promoting the Town as a four season destination.

3.4 ENVIRONMENTAL RESPONSIBILITY

Issue - The Municipal Plan does not align environmental protection with the development of residential and commercial construction to meet the criteria of the sustainability objective.

Recommendation - Policies under sections 5 and 6 (residential developments and commercial developments, respectively) should consider the factors outlined in policy 4.6 to minimize urban sprawl. Factors included in policy 8.2, such as environmental protection and the municipal watershed, should be incorporated in commercial and residential developments. Outcomes of erosion and surface water management studies need to be identified and recommendations need to be implemented in to policy to reflect the sustainability outcome.

3.5 HEALTHY LIVING AND SOCIAL-WELL BEING

Issue - The Municipal Plan lacks policy regarding retaining youth and offering opportunities to ensure that they return if they leave.

Recommendation - In consultation with youth, identify key community elements that contribute towards attractive quality of life for youth and young adults. Take the results of this planning and place into Plan policy framework.

3.6 ARTS AND CULTURAL VITALITY

Issue – Current policy does not link the connection between the safeguard, enhancement and promotion of agriculture with the promotion of the local Farmer’s Market.

Recommendation - Policy 10.1 in the Municipal Plan identifies the need to safeguard, enhance and promote agriculture in all spheres of the community. The sustainability objective of promoting the Farmer’s Market has an opportunity to align with the Municipal Plan initiative supporting and promoting local agricultural practices.

3.7 SUSTAINABLE LAND USE AND DEVELOPMENT

Issue - Although the Municipal Plan encourages development to occur where existing infrastructure exists, sustainable land use guidelines are not incorporated in all land use and infrastructure policies.

Recommendation – Develop policy incorporating sustainable land use guidelines into infrastructure policies and future projects.

3.8 INFRASTRUCTURE TO MEET CHANGING NEEDS

Issue - The Municipal Plan does not incorporate the greening of infrastructure practices for all initiatives.

Recommendation - Many infrastructure projects are proposed in the Municipal Plan and some projects could be identified as pilot ‘green’ opportunities to make the project more sustainable.





VISION GRAND-SAUT / GRAND FALLS SUSTAINABLE COMMUNITY PLAN



Appendix B Detailed Action Plan



GRAND FALLS IMPLEMENTATION PLAN FOR 5 YEAR STRATEGIC PLAN (2011/12 - 2016/17)



Theme: Regional Cooperation
Goal: The Town tackles common challenges using a collaborative, regional approach. We share services and infrastructure where it makes sense and build our regional economy together.

Objectives	Action	Timeframe	Responsibility	Impact: Capital Planning	Impact: Operations & Maintenance	Impact: Municipal Plan
All towns in the region are engaged in regional cooperation to share services thus increasing the efficiency of Town operations	Council and municipal operations mandated to continue to explore shared services and opportunities with neighbouring communities and Local Service Districts.	Short - by October 31, 2012	Peter Michaud (Town Manager), Council	N/A	N/A	At present no policy is identified to support coordination of municipal services with neighbouring communities. A policy could be added under Section 12 as necessary.
All towns collaborate regionally in the development and promotion of large events (linked to Tourism and Arts & Cultural Vitality) such as CMA 2014, etc.	Identify groups interested in collaborating in the development and promotion of large events and hold a meeting with groups in neighbouring communities to explore participation (NOTE: This links substantively to Tourism actions. See Tourism worksheet for more detail)	Short - by October 31, 2012	Marco Ouelette (Recreation, Tourism, Culture)	N/A	N/A	Support for Economic Development Committee is identified in Section 13 as a potential regional coordination mechanism.
	Host one annual event collaboratively with our partners.	Medium - by March 31, 2014	Marco Ouelette (Recreation, Tourism, Culture)	N/A	Low	

GRAND FALLS IMPLEMENTATION PLAN FOR 5 YEAR STRATEGIC PLAN (2011/12 - 2016/17)



Theme: Sustainable Economic Development

Goal: The Town is a key contributor to a prosperous region that offers a diversity of jobs and is attractive to investment, entrepreneurship, and innovation. The Town of Grand Falls has a diverse economy supported by a broad cross-section of sectors (agriculture, forestry, tourism, bioscience, service industry).

Objectives	Action	Timeframe	Responsibility	Impact: Capital Planning	Impact: Operations & Maintenance	Impact: Municipal Plan
All key stakeholders work strategically and cooperatively to maintain and develop a diverse and innovative economy across key sectors.	Host a session with the Downtown Business Association, Chamber of Commerce, and Regional Economic Development Corporation to explore common goals and the potential for a collaborative working group.	Short - by March 31, 2012	Peter Michaud (Town Manager)	N/A	Low	"The Plan identifies challenges for economic development including lack of cooperation and integrated vision along with specifications. Section 6 of the Municipal Plan identifies commercial zones, policies and potential projects to encourage commercial development. There is an opportunity under Section 13 to continue collaboration through a committee, such as the Economic Development Committee. "
	Council and municipal operations to establish quarterly meetings with the Regional Economic Development Corporation.	Short - by October 31, 2012	Francois Picard (Enterprise Grand Falls)	N/A	Low	
The Town supports industrial areas to enhance the needs of the community.	Meet with neighbouring communities to explore the development of new business parks zoned industrial.	Medium - by March 31, 2014	Peter Michaud (Town Manager), Francois Picard (Enterprise Grand Falls), Council	N/A	N/A	There is policy support for a Regional Industrial Park in the Plan.
Downtown Grand Falls is succeeding in developing and maintaining a vibrant downtown area to support the needs of citizens and as a tourism destination.	Redevelop all sidewalks in the downtown on Broadway boulevard	Multi-year Project: Short - by March 31, 2012 to Medium - by March 31, 2014	Daniel Laforge (Acting Manager, Public Works)	Medium	Medium	The Municipal Plan identifies the BIA Zone as a key tool in meeting this sustainability objective.
	Install public cameras in the Downtown to increase public safety and as a promotional tool on the Town's website.	Medium - by March 31, 2014	Jean Real Michaud (Police Chief), Peter Michaud (Town Manager)	Low	Low	
	Meet regularly as needed with the Downtown Business Association to garner feedback on development and beautification projects within the BIA and the downtown.	Medium - by March 31, 2012 (Ongoing)	Peter Michaud (Town Manager)	N/A	N/A	



GRAND FALLS IMPLEMENTATION PLAN FOR 5 YEAR STRATEGIC PLAN (2011/12 - 2016/17)

Theme: Tourism Destination

Goal: The Town has a thriving four season tourism industry focused on nature-based tourism that is supported by a high quality service industry (e.g. lodging, camping, restaurants, etc.) and activities.

Objectives	Action	Timeframe	Responsibility	Impact: Capital Planning	Impact: Operations & Maintenance	Impact: Municipal Plan
Tourism is being planned regionally so that amenities and activities are coordinated	Develop Grand Falls Tourism collateral (pamphlets, signage, etc.) and tourism packages (ie. Golf and hotel packages)	Short - by March 31, 2012	Recreation, Tourism, and Culture Department (Marco Ouelette)	N/A	Low	There are several policies and proposals promoting key tourism amenities and activities in the town. These should be reviewed for specific opportunities supporting Tourism Development. (See Plan Policies identified in Section 9) In addition the Tourism Strategy and The Master Plan for Parks and Leisure to promote coordination between the amenities and activities.
	Conduct an evaluation of current tourism initiatives and practices in the Region and commission the development of a Tourism Master Plan with partners.	Short - by March 31, 2012	Recreation, Tourism, and Culture Department (Marco Ouelette)	N/A	Medium	
	Implement high priority outcomes from the Tourism Master Plan. Specifics to be determined.	Medium - by March 31, 2014	Recreation, Tourism, and Culture Department (Marco Ouelette)	To be determined	To be determined	
	Continue to lobby the Province and Federal Government for support of the tourism centre and trails revitalization project	Short - by March 31, 2012	Peter Michaud (Town Manager), and Council	N/A	Low	
Grand Falls offers a suite of appealing and high quality four season tourism amenities and activities	Support and work with all types of recreationists, including local snowmobiling and ATV associations, to allow appropriate and responsible access to Town owned trails and roads.	Short - by March 31, 2012 (Ongoing)	Peter Michaud (Town Manager)	N/A	Low	The Plan identifies various tourism attractions; however, does not identify policy to coordinate the attractions and promote the town as a four season destination. A policy could be added to the Plan as necessary.



GRAND FALLS IMPLEMENTATION PLAN FOR 5 YEAR STRATEGIC PLAN (2011/12 - 2016/17)

Theme: Environmental Responsibility

Goal: The Town is a low-impact community known for its leadership in environmental stewardship grounded in protection of our natural systems, clean and safe water and air, responsible use of our renewable and non-renewable resources, and leading waste management.

Objectives	Action	Timeframe	Responsibility	Impact: Capital Planning	Impact: Operations & Maintenance	Impact: Municipal Plan
The Town's environmental footprint is minimized through approaches to development of residential and commercial construction.	TBD Following Completion of Municipal Plan Review.	TBD Following Completion of Municipal Plan Review	TBD Following Completion of Municipal Plan Review	N/A	N/A	"The Municipal Plan does not strongly align environmental protection with the development of residential and commercial construction to meet the criteria of the sustainability objective. Policies under sections 5 and 6 (residential developments and commercial developments, respectively) should consider the factors outlined in 4.6 and 8.2, such as minimizing urban sprawl, environmental protection and municipal watershed, should also be incorporated in commercial and residential developments, and in particular into bylaw requirements."
The Town has implemented the recommendations from erosions and surface water management studies.	Implement the recommendations from the Regional Adaptation Collaborative study on Land Stability in Grand Falls (study ongoing)	Medium - by March 31, 2014	Peter Michaud (Town Manager), Town Environment Committee, Council	High	High	Outcomes of erosion and surface water management studies need to be identified and recommendations need to be implemented in policy to reflect the sustainability outcome.
	Continue to lobby the government to implement the recommendations from the Tobique road eroision study completed by Gemtech in 2008, and generally within Town.	Medium - by March 31, 2014	Peter Michaud (Town Manager), Town Environment Committee, Council	N/A	Low	
The Town has improved and regularly tracks the environmental performance of the municipal operations	Identify funding to complete the Town's first energy and GHG emissions inventory through the Partners for Climate Protection Program through the Federation of Canadian Municipalities.	Short - by March 31, 2012 (and ongoing)	Peter Michaud (Town Manager), Town Environment Committee, Council	N/A	Low	The Plan identifies specific infrastructure improvement projects but no targets or broad assessment of municipal operations and environmental performance.
	Set annual and long term energy and GHG emission reduction targets.	Medium - by March 31, 2014	Peter Michaud (Town Manager), Town Environment Committee, Council	N/A	N/A	
	On an ongoing basis, implement high impact performance improvement programs in line with baseline and targets (e.g. building energy efficiency improvements, waste reduction, etc.).	Medium - by March 31, 2014 (and ongoing)	Peter Michaud (Town Manager), Town Environment Committee, Council	Medium	Low	

GRAND FALLS IMPLEMENTATION PLAN FOR 5 YEAR STRATEGIC PLAN (2011/12 - 2016/17)



Theme: Healthy Living and Social Well Being

Objectives	Action	Timeframe	Responsibility	Impact: Capital Planning	Impact: Operations & Maintenance	Impact: Municipal Plan
The Town’s amenities meet the needs of individuals, families and the greater community to ensure that citizens are engaged and active in their community	Implement high priority outcomes from the feasibility study. Specifics to be determined.	Medium - by March 31, 2014	Recreation, Tourism, and Culture Department (Marco Ouelette)	High	Medium	Policies are identified that support the sustainability objective. See Section 7 and 9 of the Muncipal Plan.
	Develop and implement a strategy for parks, trails, and active transportation (while also identifying a way to connect NB Trail to our tourist trail system)	Medium - by March 31, 2014	Sentier de Chutes, Recreation, Tourism, and Culture (Marco Ouelette)	Medium	Medium	
The Town continues to ensure a high level of public safety that maximizes physical and social well-being.	Respond to the police department's requirement for more effective facilities to accommodate their needs (ie, Police Cells)	Medium - by March 31, 2014	Jean Real Michaud, Police Chief / Peter Michaud, Town Manager	High	High	The Municipal Plan responds to this sustainability objective by identifying several services to ensure a high level of public safety that maximizes physical and social well-being.
The Town is active in retaining youth and offering supporting opportunities to ensure that they return if they do leave	Although identified as an objective, this links to all other efforts within the plan to improve social, economic, and environmental well-being of the community.	N/A	N/A	N/A	N/A	The Municipal Plan lacks policy regarding retaining youth and offering opportunities to ensure that they return if they leave.

GRAND FALLS IMPLEMENTATION PLAN FOR 5 YEAR STRATEGIC PLAN (2011/12 - 2016/17)



Theme: Arts and Cultural Vitality

Goal: The Town is an arts and cultural hub where locals and visitors are engaged in experiencing the authentic fabric of the region through festivals, markets, theatre, food, and music.

Objectives	Action	Timeframe	Responsibility	Impact: Capital Planning	Impact: Operations & Maintenance	Impact: Municipal Plan
The Town is actively involved in the development a diversity of high quality festivals throughout the year that appeal to citizens and visitors	Increase Town sponsorship and operational support of festivals.	Short - by March 31, 2012 (and ongoing)	Recreation, Tourism, and Culture (Marco Ouelette), Town Operations (Peter Michaud), Council	N/A	Medium	
	Develop a food court in the Farmers Market.	Short - by March 31, 2012 (and ongoing)	Recreation, Tourism, and Culture (Marco Ouelette), Town Operations (Peter Michaud), Council	Low	Low	
The Town supports the Farmer's Market as a vibrant community hub	Complete Phase II development of the Farmers market to enlarge the market.	Medium - by March 31, 2014	Recreation, Tourism, and Culture (Marco Ouelette), Town Operations (Peter Michaud), Council	Low	Low	
The Town provides opportunities for the involvement of abroad sub-set of citizens who are actively engaged in developing the arts and culture scene – as supporters and participants	Continue to maintain some level of financial support for art and cultural groups, activities, and events, and seek out opportunities to increase support.	Short - by March 31, 2012 (and ongoing)	Recreation, Tourism, and Culture (Marco Ouelette), Town Operations (Peter Michaud), Council	N/A	Low	

GRAND FALLS IMPLEMENTATION PLAN FOR 5 YEAR STRATEGIC PLAN (2011/12 - 2016/17)



Theme: Sustainable Land Use and Development

Goal: The Town has an integrated land use management approach to encourage responsible and sustainable practices for all land types, buildings, and neighbourhoods.

Objectives	Action	Timeframe	Responsibility	Impact: Capital Planning	Impact: Operations & Maintenance	Impact: Municipal Plan
The Town allocates sufficient resources to align the Municipal Plan and Bylaws with the Strategy, including strict guidelines for sustainable land use and development.	Develop guidelines for sustainable land use and development in partnership with the Valley District Planning Commission and the Community.	Medium - by March 31, 2014	Town Environment Committee, Michel Lang (Valley District Planning Commission), and Council			Although the Municipal Plan encourages development to occur where existing infrastructure exists, sustainable land use guidelines are not incorporated in all land use and infrastructure policies.
The Town enforces sustainable land use and development decisions that are consistent with guidelines.	Implement the guidelines and provide evidence to council of enforcement as per the reporting requirements in the Vision Grand Falls plan.	Medium - by March 31, 2015	Town Environment Committee, Michel Lang (Valley District Planning Commission), and Council			



GRAND FALLS IMPLEMENTATION PLAN FOR 5 YEAR STRATEGIC PLAN (2011/12 - 2016/17)

Theme: Healthy Infrastructure to Meet Changing Needs

Goal: The Town addresses the community's short- and long-term infrastructure needs within financial boundaries while also meeting environmental, social, and cultural expectations.

Objectives	Action	Timeframe	Responsibility	Impact: Capital Planning	Impact: Operations & Maintenance	Impact: Municipal Plan
The Municipal Plan and Development By-laws require greening of infrastructure practices for all initiatives	Implement energy audit recommendations	Short - by March 31, 2012	Lise Ouelette, Deputy Clerk	High	Reduced - O&M costs over the long-term	Many infrastructure projects are proposed in the Municipal Plan and some projects could be identified as pilot 'green' opportunities to make the project more sustainable.
	Implement remaining Green Plan recommendations	Short - by March 31, 2012	Lise Ouelette, Deputy Clerk	Medium	Reduced - O&M costs over the long-term	
	Purchase and install high efficiency Skata systems for water and sewage operations	Medium - by March 31, 2014	Daniel LaForge, Acting Manager, Public Works / Peter Michaud (Town Manager)	High	Reduced - O&M costs over the long-term	
	Incorporate green building practices into specifications released for any Town sponsored new construction	Long - by March 31, 2017	Peter Michaud, (Town Manager)	Varies (with size of project)	Reduced - O&M costs over the long-term	
The Town consistently outlines priorities and funding needs for all long-term capital improvement planning	Implement looping projects to address existing dead ends in water system	Medium - by March 31, 2014	Peter Michaud, Town Manager / Daniel LaForge, Acting Manager, Public Works	High	Reduced - O&M costs over the long-term	Within the Plan there is no specific policy reference to Capital Improvement Planning.
	Identify cost and complete a project to map water and sewer infrastructure	Short - by March 31, 2012	Peter Michaud, Town Manager / Daniel LaForge, Acting Manager, Public Works	High	Reduced - O&M costs over the long-term	
The Town plans for the long term to meet the needs of the changing demographics (e.g. baby boomers)	Continue to support the Falls Manor and other groups interested in growing housing for seniors	Short - by March 31, 2012	Town Council	N/A	N/A	The Plan identifies that with changing demographics it is important that the infrastructure needs also change to meet the needs of the population. There are a few policies identifying demographic change and key corresponding needs such as housing and leisure services.
The Town advocates for adequate health and education infrastructure	Identify additional necessary Health and Safety Training opportunities for public works employees	Short - by March 31, 2012	Daniel LaForge, Acting Manager, Public Works, Peter Michaud, Town Manager, Health and Safety Committee	N/A	Low	