



MUNICIPALITY OF
GREENSTONE

2023 OPERATING AND CAPITAL BUDGET PROPOSAL



NATURE'S HOME TOWN

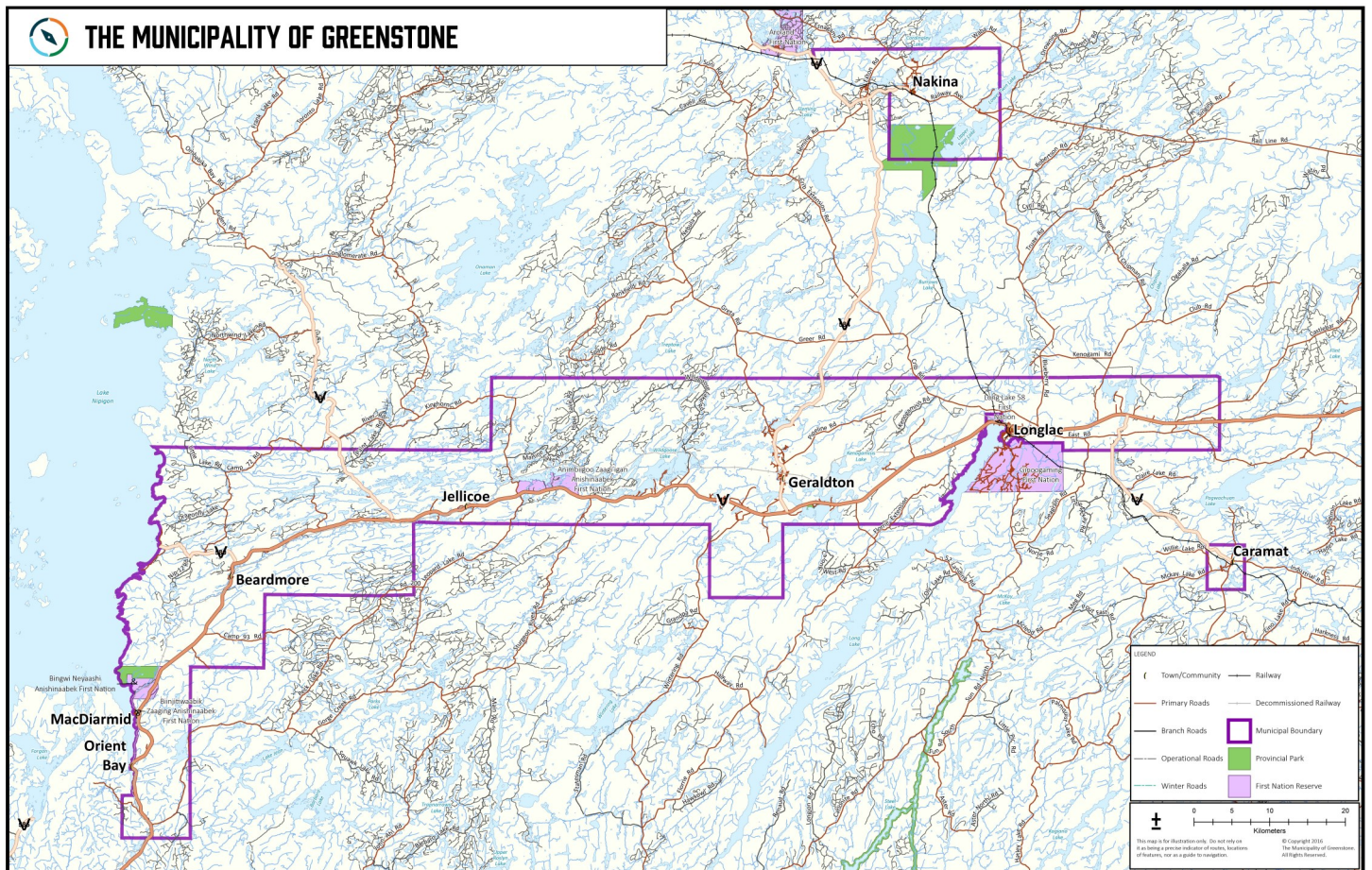


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MESSAGE FROM THE MAYOR



We are at that time of year again when Municipal Council reviews and decides on a budget that will provide Municipal Administration the resources required to provide approved levels of service for our community and move forward with necessary capital projects. The annual budget is one of Council's most important policy documents. This budget proposal has been developed with a focus on Council Priorities, while also ensuring that core and essential services are delivered in a reliable, responsible, and cost-effective manner.

Municipal governments must deal with things that other levels of government do not. One of those is that we must approve a balanced, fully funded operating budget. Municipal governments are not permitted to borrow funds for ongoing operations, whereas provincial and federal governments may run deficits year over year for multiple years for their operations.

The Municipality has been affected by rising inflation (6.3% at time of writing), increased insurance, and other rising costs, just as we know local businesses and residents have. We must also deal with external levies that we have no control over. These include, but are not limited to policing, EMS, Thunder Bay District Health Unit, and Thunder Bay District Social Services Administration Board. Faced with these circumstances, Municipal Council is tasked with difficult decisions: cut services, cut capital spending, withdraw funds from reserves, or raise fees and property taxes. None of these solutions are appealing, so staff have been working diligently to find a balance. Cutting capital projects does not make the problems go away, it is only deferring spending, which often causes the ultimate price tag to be much higher. The same can be said for withdrawing from reserves, it is simply deferring the issue while reducing our ability to fund larger or significant unexpected items in the future. Cutting services may sound simple until the decision must be made on which services to cut. Our residents are diverse, and there are many differing opinions on what is valued.



MESSAGE FROM THE MAYOR

The operating budget covers the day-to-day expenses required to deliver levels of services to residents. These costs return year after year and include items like utilities, insurance, policing, fire services, repairs & maintenance (vehicles/facilities/roads/equipment/playgrounds/parks, etc.), fuel, garbage collection, wages, advertising, office supplies, program supplies, licenses, permits, snow removal, etc. As presented the operating budget represents an increase of 2.91% to the levy.

In addition to the operating budget, we must also prepare and approve a capital budget. The capital budget funds assets that support service delivery. It pays for the construction and repair of roads, bridges, public buildings such as libraries, community centres, fire stations, sidewalks, streetlights, machinery, vehicles, parks, and other major infrastructure projects. The capital budget as presented adds an additional 2.59% to the levy. The operating and capital increases, as presented, brings us to a total increase of 5.5% to the levy.

As we are all aware, Greenstone's municipal infrastructure is ageing (and is significantly older, on average, than other Municipalities). This in turn means that the cost of maintaining and repairing this infrastructure is increasing at a rapid pace. Current market conditions have increased those costs even more.

As with every yearly budget, any capital projects which rely heavily on Provincial and Federal funding will not be completed if the funding is not approved and therefore, these projects will not be financed in the coming year. We have been fortunate over the past year to have had several funding applications approved, which have allowed us to move forward with important capital projects while reducing the cost to residents.

Although the following information has been very carefully vetted, it is important to note that it is not the final budget. Council will review it carefully, along with the results of the Pre-Budget Survey and public input prior to making a final decision.

On behalf of myself, and the entire 2022-2026 Municipal Council, I encourage you to read this document in its entirety and thank you for taking the time to do so.

Jamie McPherson
Mayor



GREENSTONE MUNICIPAL COUNCIL

VISION

Greenstone is a community in which residents feel engaged with their neighbourhoods and neighbours and share pride calling Greenstone their home.

MISSION

To balance citizen needs and expectations with social and economic realities, progressively improving policies and programs which serve residents and their neighbourhoods, while always assuring meaningful communication.

VALUES

Council, Management and Staff commit to being:

- Business-like
- Caring
- Creatively Responsible
- Trusted Colleagues
- Open and Responsive

PRINCIPLES

Understanding that every decision and action takes into account:

- The Boom and Bust inevitability
- The needs and expectation of residents, not their geography (borders)
- Pride in the past, but focused on the future
- That pride is reflected in how things look, both to residents and visitors
- That we are not just a Municipality, we are also a community





GREENSTONE MUNICIPAL COUNCIL



JAMIE MCPHERSON
MAYOR



VICKY BUDGE
COUNCILLOR
RURAL EAST WARD



MATTHEW DONOVAN
DEPUTY MAYOR
COUNCILLOR NAKINA WARD



FRAN KONING
COUNCILLOR
RURAL WEST WARD



ELAINE MANNISTO
COUNCILLOR
LONGLAC WARD



ALAN OUELLET
COUNCILLOR
LONGLAC WARD



ERIC PIETSCH
COUNCILLOR
GERALDTON WARD



CLAUDETTE TROTTIER
COUNCILLOR
BEARDMORE WARD



CHRIS WALTERSON
COUNCILLOR
GERALDTON WARD



2023 COUNCIL PRIORITIES

At the December 12, 2022 Regular Meeting of Council, Council approved Motion 22-400 to establish Council Priorities for 2023. Many of the recommended priorities are a continuation of items from 2022. These are multi-year projects that are critical to the ongoing future of the Municipality. Some of the items are designated as priorities due to legislative requirements.

STRATEGIC PLAN

The previous Strategic Plan for the Municipality has expired. A Strategic Plan outlines the vision, mission, values, and ultimately, the priorities for the Municipality over the next 3-5 years. Once developed, a Strategic Plan is used to guide decisions by Council and Administration.

OFFICIAL PLAN & ZONING BY-LAW

Now that the Official Plan is approved, the next step is developing a comprehensive Zoning By-Law. The Zoning By-Law is an integral part of planning for the community and is required to be completed.

GERALDTON WATER POLLUTION CONTROL PLANT (WPCP)

This is a major project that is already underway and is expected to be completed by summer 2023. The Project is necessary due to Environmental Regulations or Orders, as well as for the community of Geraldton to be able to extend its sewer collection and treatment services and allow for community growth.

WASTE MANAGEMENT STRATEGY

While the location of expanded landfill services is a key part of the Environmental Assessment (currently underway), the scope encompasses how Greenstone should address its waste needs going forward. The EA is currently expected to take two years, but may take longer depending on a number of factors. If not approached properly, other communities have found the process to take upwards of 20 years at very significant costs. Greenstone's current landfill capacity is at risk of running out in the medium term (i.e. 3-10 years). Not completing the EA in a timely manner, within a reasonable cost, runs the risk of limitations on future development and significant increased costs to the Municipality.





2023 COUNCIL PRIORITIES

FIREFIGHTER CERTIFICATION TRAINING PROGRAM

The Province recently approved Regulations requiring certification of volunteer firefighters. Due to Greenstone's population and geography, this will be a challenging undertaking. Not having an appropriate training program in place that recognizes our unique circumstances may result in non-compliance, liability or the inability to deliver service levels going forward.

SERVICE DELIVERY REVIEW

The Service Delivery Review will take place over the next 2 (two) to 3 (three) years. A significant amount of the activities of a service delivery review need to be undertaken for completion of the future Asset Management Plan (AMP) requirements. Given the age of the Municipality's infrastructure, inflation, and increasing complexity, the Municipality is already facing significant challenges funding and delivering current service levels. Undertaking a review of the services will ensure services are still relevant and help identify more effective ways of delivering services should Council determine to continue delivering the services.

ASSET MANAGEMENT PLAN

There are legal requirements for the Municipality's Asset Management Plan (AMP) that are coming forward. A good quality comprehensive AMP is important to future decision making by Council and Administration. The comprehensiveness of an AMP is a key part of being competitive for application-based funding programs.

HOUSING STRATEGY

The Housing Strategy is a carry over from 2022 and is a key part of recruiting and retaining families in Greenstone. A consultant has been engaged and work will continue in 2023. The final report will provide recommendations for the Municipality to move forward with attainable and realistic solutions for housing.



MESSAGE FROM THE C.A.O.

We are pleased to present to you the Draft 2023 Budget.

As has been outlined in past budget reports, Greenstone is in an interesting and challenging time. On the one hand, we are seeing economic growth like we have not seen in decades. On the other hand, this growth is presenting challenges locally including availability of staffing, contractors, etc. Furthermore, we are seeing inflation higher than at any time in many of our memories. Many of our facilities, vehicles and equipment have reached the end of their life, significantly increasing operating and maintenance costs. Because of this ageing equipment and chronic underfunding of capital over the years (similar to many other Municipalities), we are now seeing an annual deficit of \$2156.00 per household between what we are spending on capital and what we should be spending on capital just to maintain our assets and services. Our service levels have temporarily been impacted by our ageing infrastructure and our Repairs and Maintenance costs have increased significantly. What this means is there are difficult decisions that will have to be made over this term of Council; whether to increase taxes and fees significantly, or to reduce services.

A Municipal Budget does not just cover the most obvious services such as roads, water, sewer and garbage collection. Greenstone delivers over 70 services, and levy dollars help pay for many externally delivered services such as Police, Ambulance, Public Health and Social Services. Many of the services delivered by the Municipality are highly regulated, with new requirements regularly being demanded by the Province of Ontario and Government of Canada. While the Municipality continues to lobby against some of these changes that add cost to the taxpayer, or lobby to ensure there are sufficient dollars that help pay for the changes, they are largely outside of our control. These added requirements put increased pressure on resources, both human and financial.

As part of its 2023 Priorities, Council has directed the Municipality to undertake Service Delivery Reviews of each of its services over this term of Council. These reviews are intended to assist Council in its decisions on what services to deliver and to help identify efficiencies in the delivery of these services while meeting legal requirements. This will be a significant undertaking where difficult decisions will be made. There are no clear easy decisions; what may not be an important service to one group of residents is important to another.

Council has also set other priorities for the year that are reflected in the Draft Budget. These include continued work on a waste management strategy, work towards an updated Asset Management Plan, completion of the expansion at the Geraldton Water Pollution Control Plant (sewage treatment plant), a new Strategic Plan, and a housing study. Each of these items is a significant undertaking in their own way and will help Greenstone grow and adjust over the coming years.

MESSAGE FROM THE C.A.O.

This year's proposed budget requirement from the levy (5.5%) is currently forecast to be lower than inflation. This is an important achievement but also carries a lot of risk. One of these risks is insurance premiums. Greenstone's annual Liability and Property insurance premiums have increased \$950,000 over 5 years. In 2022, Liability and Property insurance cost the Municipality the equivalent of \$266.90 per resident. Other Municipalities have also seen significant increases in insurance premiums every year, but not at the same rate as Greenstone. The proposed 2023 Budget assumes virtually no increase in the premium this year. This is due to a lot of work being done to try to lower our rate. However, if not successful, any increase will have a notable impact on our budget. Insurance is just one example of the costs affecting the Municipality that in large part are outside of our immediate control.

While we continue to work to identify ways to lower expenses or increase other revenues to avoid putting pressure on the tax levy, unfortunately with inflation and our ageing infrastructure, it is not possible at this time to further lower the proposed levy or fees increases without decreasing services. The draft Budget does propose a levy increase below what inflation has run over the past year, but it also comes with risks.

We invite you to read through the budget and look forward to the discussion ahead.

OPERATING BUDGET OVERVIEW

OPERATING BUDGET OVERVIEW

Greenstone is a highly diversified single-tier municipality, formed in 2001 from the amalgamation of the towns of Geraldton and Longlac, the townships of Nakina and Beardmore, the unincorporated villages of Jellicoe, Caramat, MacDiarmid and Orient Bay, and unincorporated territory.

Neighbouring First Nation Communities include Long Lake 58 First Nation, Animbiigoo Zaagi'igan First Nation (Lake Nipigon Reserve), Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay First Nation), Bingwi Neyaashi Anishinaabek (Sand Point First Nation), Aroland First Nation and Ginoogaming First Nation.

As a result of the unique history of Greenstone, the Municipality operates, through tax revenues and fees, five water treatment facilities, three wastewater treatment facilities, two federally regulated airports in Geraldton and Nakina, four municipal administration buildings, four public works garages, a marina, three active landfills, five campgrounds, four sport complexes, four fire stations, four cemeteries, six Greenspace parks, 22 playgrounds, two daycares, four libraries, and numerous other municipal and recreation buildings. The Municipality is also responsible for 157km of roads and 112.3km of water/wastewater infrastructure.

After years of unusual circumstances due to Covid-19, the 2023 Operating Budget reflects a return to pre-pandemic activity. The operating budget is a fiscal presentation of the delivery of services to the residents of Greenstone. The budget reflects the strategic and operational priorities of Council within the financial capacity of the municipality, and ultimately, the taxpayer.

The Draft Budget proposes a net total levy increase of 5.5%. The Operating Budget accounts for \$476,125 or 2.91% of this increase. This incorporates a projected \$327,719 increase in non-tax revenues and an increase of 803,844 (3.96%) in expenses. The Capital Budget as presented (pages 39-43) proposes an increase to the levy of \$422,713 or 2.59% over 2022.

Revenue increases arise primarily from added fees associated with a return to pre-pandemic activity in most recreation areas, enhanced daycare revenues because of increased staffing and operational model changes and increased airport and campground revenues due to improved demand.

In a year where the inflation rate was over 6.5%, staff have developed a budget that has contained overall operating expense increases to \$804k or 3.96%. Although increases have been mitigated for 2023, given the budget includes \$1M+ for operations of the fleet, there is still long-term concern for vehicles and equipment, reflecting ageing assets that are beyond the normal useful life. Similarly, the issues with facilities are well known and have in fact contributed to high insurance costs.

OPERATING BUDGET OVERVIEW

BUDGET PRESSURES

External factors create a tax levy impact of 1.50% before any internal changes. Greenstone faces significant external budget pressures:

- External levies increase by \$103k representing 0.65% on the levy. Significant levy items include the OPP at +\$30k, the library at +\$28k and EMS at \$24k.
- Fuel costs have increased by \$41k, repairs and maintenance by \$19k and advertising by \$12k all reflecting an increased cost of business.
- Although the municipal insurance package had increased significantly in prior years, staff are currently marketing the plan to other providers with the expectation that the added competition will stabilize the premiums for 2023 and therefore have not budgeted for an increase except for a \$71k premium adjustment based on the budget to final billing variance in 2022. There is some risk in this approach at this time however final insurance premiums will be known by the end of February.

External Factors	Levy Impact
External Levies	0.65%
Fuel, Repairs & Maintenance, Advertising	0.44%
Insurance	0.43%
Total	1.50%

RESERVE OPTIMIZATION

Reserve optimization is applied to determine the most appropriate use of reserves, and the attributes of each reserve that best suits the service delivery and strategic objectives of the Municipality. For example, a description of the proper use of a reserve, its desired minimum and maximum funding levels, and the source of funding and disposition of excess funding. Staff developed a Reserve and Reserve Fund Policy that was adopted in November 2022 which incorporate the above and additional factors.

The policy includes guiding principles and objectives for various reserves and reserve funds along with the establishment of management processes for all funds.

The type of reserves and reserve funds the Municipality shall maintain are as follows:

- **Obligatory** - A reserve fund created when a senior government statute and/or agreement requires that revenue received for special purposes be segregated from the general revenues of the Municipality. Obligatory reserve funds are to be used solely for the purpose prescribed for them by statute or agreement.
- **Discretionary** - A reserve or reserve fund created by Council to set aside revenue and/or cost savings to finance a future expenditure for which Council has the authority to spend money such as operating funding, capital funding, or for the proceeds of the sale of property or utilities.

OPERATING BUDGET OVERVIEW

RATE SUPPORTED WATER AND WASTEWATER BUDGET

The 2023 Rate Supported Water and Wastewater Services budget was presented to Council at the January 16, 2023 meeting. The rate supported budget and the tax levy supported budget are connected through service allocations such as the allocation from Public Works to water or wastewater services, and the subsidy from the tax levy supported budget to the rate supported budget.

The separation of the rate supported budget is a step in the process of developing a long-term financial plan for Greenstone, and to meet the statutory requirement for at least a ten-year capital plan for municipal infrastructure. Water, wastewater, and storm sewers are critical infrastructure to meet the needs of the urban service areas. Water and Wastewater are also highly regulated with considerable liability for adverse events.

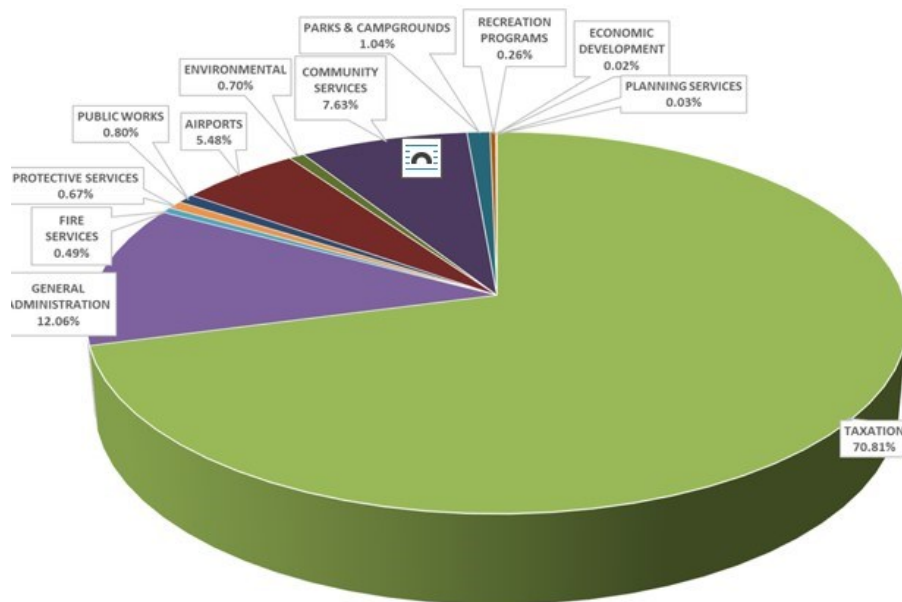


REVENUE (OPERATING)

Projected Revenues have increased year over year by a net of 4.83% (\$327k), thanks in part to a return to pre-pandemic activity in most areas. The most significant increase is from the daycares (\$204k) because of increased staffing and operational model changes. There are also increased revenues at the airport (\$79k) and the landfills (\$50k), from the Greenstone Mine development.

Fire services has estimated an increase in MTO recovery revenue for highway call responses (\$30k). Public Services shows an increase from a continued improvement in park fees due to high demand in campground rentals (\$41k), aggregate resource funding (\$15k) and budgeted services recoveries from the Rate Supported Environmental Budget for services from Public Works to Water and Wastewater (\$60k).

General Administration revenues have significantly decreased reflecting reduced penalty and interest (\$294k) from enhanced tax collection efforts.



Municipality of Greenstone 2023 Operating Budget				
Revenues by Department	Budget 2022	Budget 2023	Budget Change \$	Budget Change %
TAXATION	16,342,404	17,241,238	898,834	5.5%
GENERAL ADMINISTRATION	3,200,044	2,937,172	-262,872	-8.2%
FIRE SERVICES	90,000	120,200	30,200	33.6%
PROTECTIVE SERVICES	211,178	162,900	-48,278	-22.9%
PUBLIC WORKS	134,928	195,440	60,512	44.8%
AIRPORTS	1,250,377	1,335,500	85,123	6.8%
ENVIRONMENTAL	122,619	170,200	47,581	38.8%
COMMUNITY SERVICES	1,495,550	1,857,383	361,833	24.2%
PARKS & CAMPGROUNDS	215,821	254,100	38,279	17.7%
RECREATION PROGRAMS	45,755	62,600	16,845	36.8%
ECONOMIC DEVELOPMENT	4,000	4,000	0	0.0%
PLANNING SERVICES	9,454	7,950	-1,504	-15.9%
TOTAL REVENUE	23,122,131	24,348,683	1,226,552	5.3%

EXPENDITURES (OPERATING)

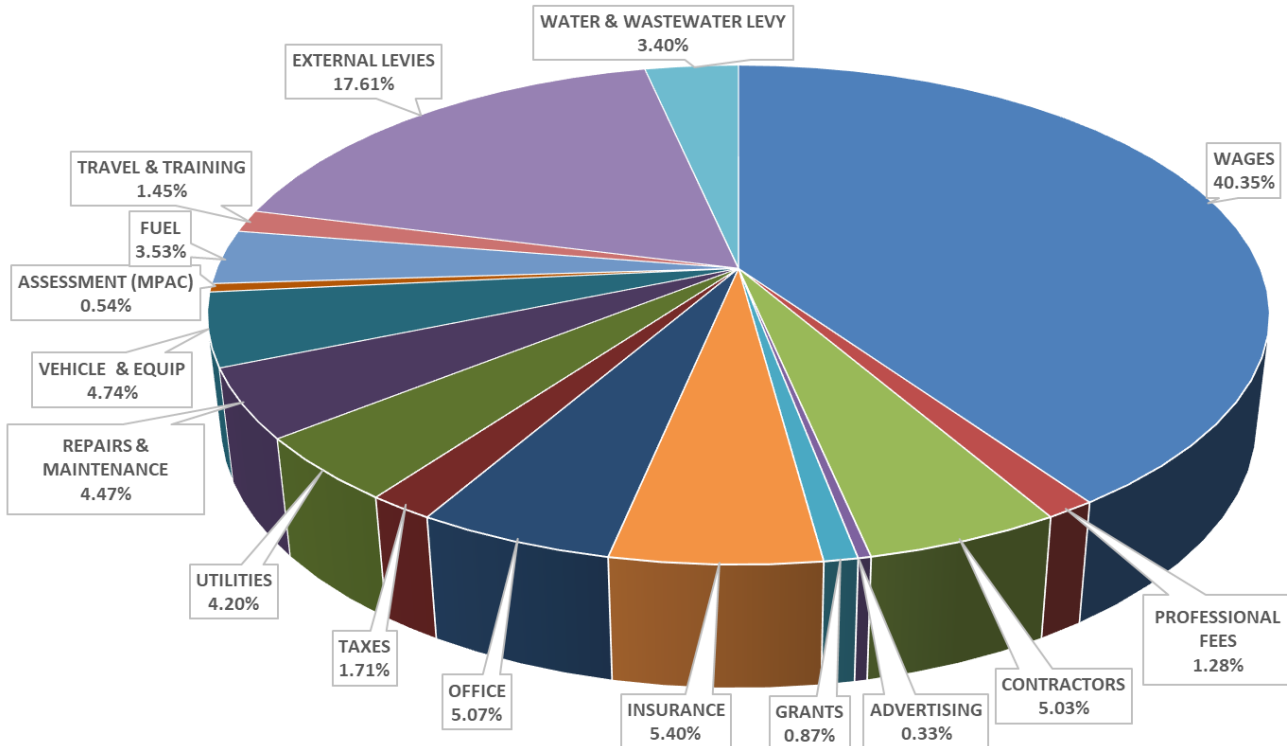
The projected total increase in operating expenses is approximately 3.96% or \$804k, driven by a combination of external and internal factors.

Significant expense changes include the following:

- Salaries and benefits are the largest single component of operating expenses and the most important asset of the municipality. Salaries increased \$556k overall due to adding a second building official, increasing the daycare compliment from a part-time position to full-time and the Cost-of-Living Adjustment (COLA). There is an offsetting reduction of \$180k from a renegotiation with the benefits providers resulting in a net impact of \$386k.
- Insurance increase of \$71K or 6.7%; management is working with the insurance industry to market the municipal package to seek more competitive pricing to reduce the overall premium which is now more than \$1.14M or more than 6% of every tax dollar levied.
- Contractor costs are up \$121k generally because of increased landfill expenses for environmental works and higher rural snow plowing and windrow removal contracts.
- Pool operating costs of \$107k that were removed from the 2022 budget have been reinstated based on Council's direction to operate the program.
- External Levies: significant increases of \$103K primarily for policing, library and EMS.
- Increases in travel and training of \$117k are reflective of a return to pre-pandemic expectations on continuing education and conferences. This includes the \$21k for the swimming pool and \$28k for fire training.
- Fuel costs have increased by \$41k, repairs and maintenance by \$19k and advertising by \$12k all reflecting an increased cost of business.
- There has also been a significant shift in costs between the public works and waste management budgets to reflect that staff complete over 230 hours per week of garbage collection and landfill operations. This redistribution of expenses has been done to ensure compliance with audit and financial reporting standards.

EXPENDITURES (OPERATING)

EXPENSES BY TYPE - 2023 BUDGET

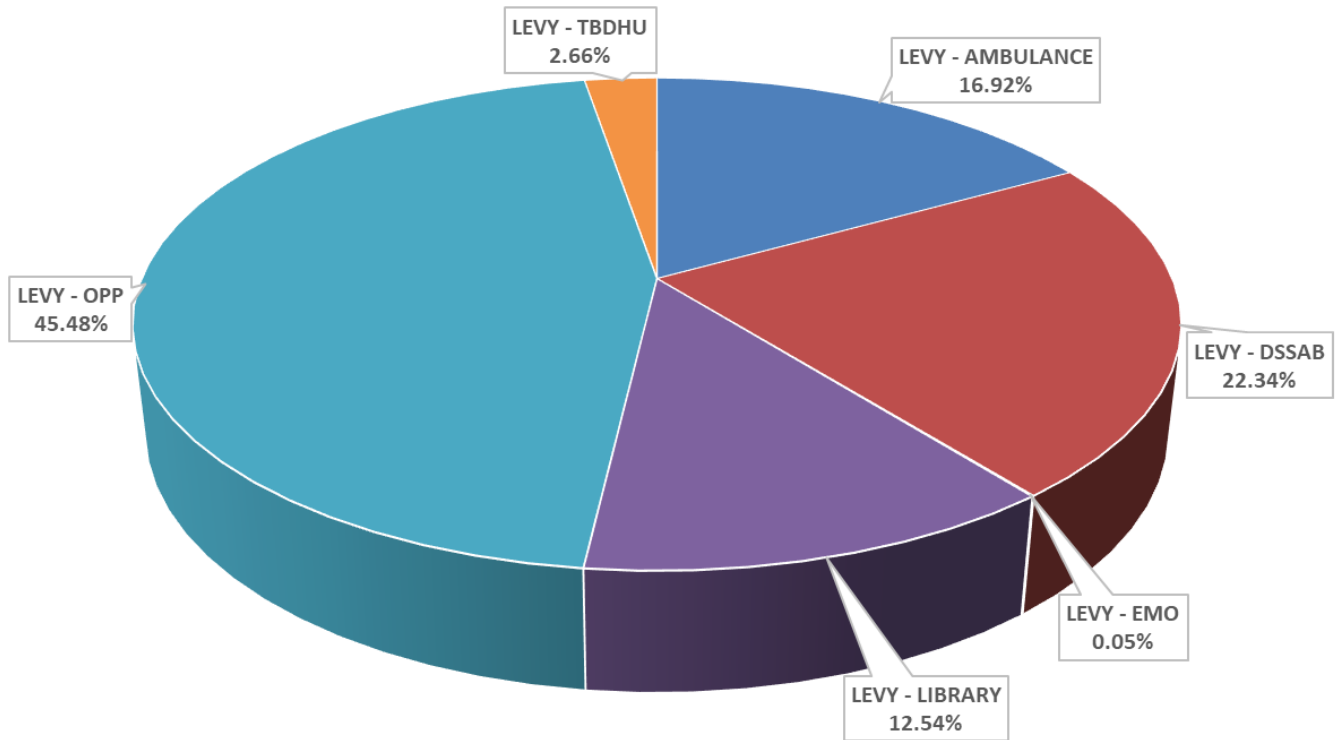


Municipality of Greenstone 2023 Operating Budget

Expenses by Type	Budget 2022	Budget 2023	Budget Change \$	Budget Change %
<u>Operating</u>				
WAGES	8,142,495	8,528,941	386,446	4.7%
PROFESSIONAL FEES	285,713	271,100	-14,613	-5.1%
CONTRACTORS	942,501	1,064,100	121,599	12.9%
ADVERTISING	58,550	70,500	11,950	20.4%
GRANTS	134,250	184,230	49,980	37.2%
INSURANCE	1,070,547	1,141,980	71,433	6.7%
OFFICE	1,067,714	1,071,241	3,527	0.3%
TAXES	392,150	361,875	-30,275	-7.7%
UTILITIES	897,233	888,345	-8,888	-1.0%
REPAIRS & MAINTENANCE	926,118	945,050	18,932	2.0%
VEHICLE & EQUIP	1,072,025	1,001,185	-70,840	-6.6%
ASSESSMENT (MPAC)	115,850	114,415	-1,435	-1.2%
FUEL	705,508	746,500	40,992	5.8%
TRAVEL & TRAINING	190,126	307,380	117,254	61.7%
<u>External Levies</u>				
EXTERNAL LEVIES	3,618,023	3,721,685	103,662	2.9%
WATER & WASTEWATER LEVY	714,869	718,989	4,120	0.6%
Total Expenses	20,333,672	21,137,516	803,844	4.0%

EXTERNAL LEVIES

EXTERNAL LEVIES 2023 OPERATING BUDGET



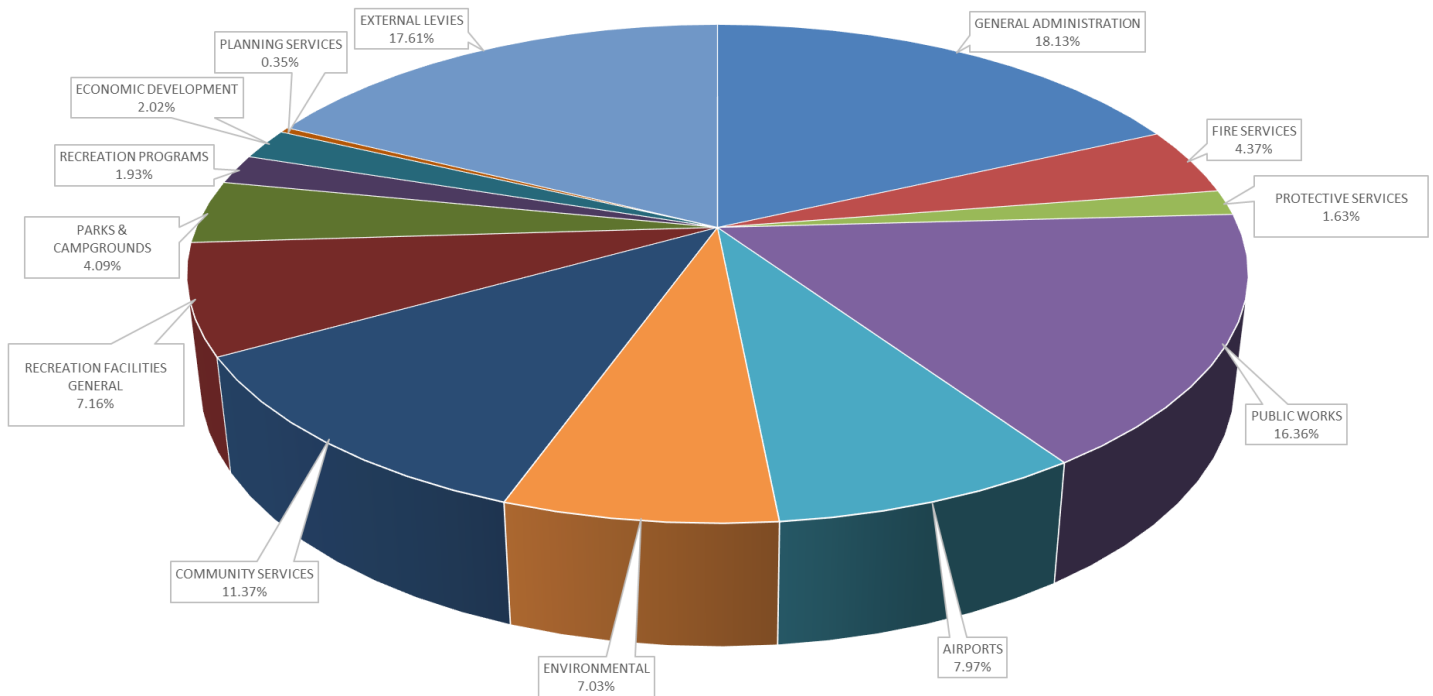
Municipality of Greenstone

2023 Operating Budget

EXTERNAL LEVIES	Budget 2022	Budget 2023	Budget Change	Budget Change %
LEVY - AMBULANCE	605,546	629,750	24,204	4.0%
LEVY - DSSAB	811,235	831,500	20,265	2.5%
LEVY - EMO	2,000	2,000	0	0.0%
LEVY - LIBRARY	438,329	466,750	28,421	6.5%
LEVY - OPP	1,661,854	1,692,600	30,746	1.9%
LEVY - TBDHU	99,059	99,085	26	0.0%
EXPENDITURES	3,618,023	3,721,685	103,662	2.9%
Surplus (Deficit)	3,618,023	3,721,685	103,662	2.9%

DEPARTMENTAL SUMMARY

MUNICIPALITY OF GREENSTONE 2023 OPERATING BUDGET - EXPENSES



Municipality of Greenstone 2023 Operating Budget

Expenses by Department	Budget 2022	Budget 2023	Budget Change \$	Budget Change %
GENERAL ADMINISTRATION	3,874,005	3,832,450	-41,555	-1.1%
FIRE SERVICES	941,211	923,330	-17,881	-1.9%
PROTECTIVE SERVICES	203,387	344,270	140,883	69.3%
PUBLIC WORKS	3,877,793	3,458,010	-419,783	-10.8%
AIRPORTS	1,646,852	1,684,245	37,393	2.3%
ENVIRONMENTAL	869,688	1,484,974	615,286	70.7%
COMMUNITY SERVICES	2,257,983	2,402,672	144,689	6.4%
RECREATION FACILITIES	1,464,238	1,514,310	50,072	3.4%
PARKS & CAMPGROUNDS	785,227	864,180	78,953	10.1%
RECREATION PROGRAMS	293,889	408,200	114,311	38.9%
ECONOMIC DEVELOPMENT	429,589	425,975	-3,614	-0.8%
PLANNING SERVICES	71,786	73,215	1,429	2.0%
EXTERNAL LEVIES	3,618,023	3,721,685	103,662	2.9%
TOTAL EXPENSES	20,333,672	21,137,516	803,844	4.0%

CORPORATE SERVICES

Corporate Services for the Municipality of Greenstone encompasses all aspects of municipal finances and reporting including the operating and capital budget, property taxes, water and sewer rates, user fees, billings and collections.

ACCOMPLISHMENTS (2022)

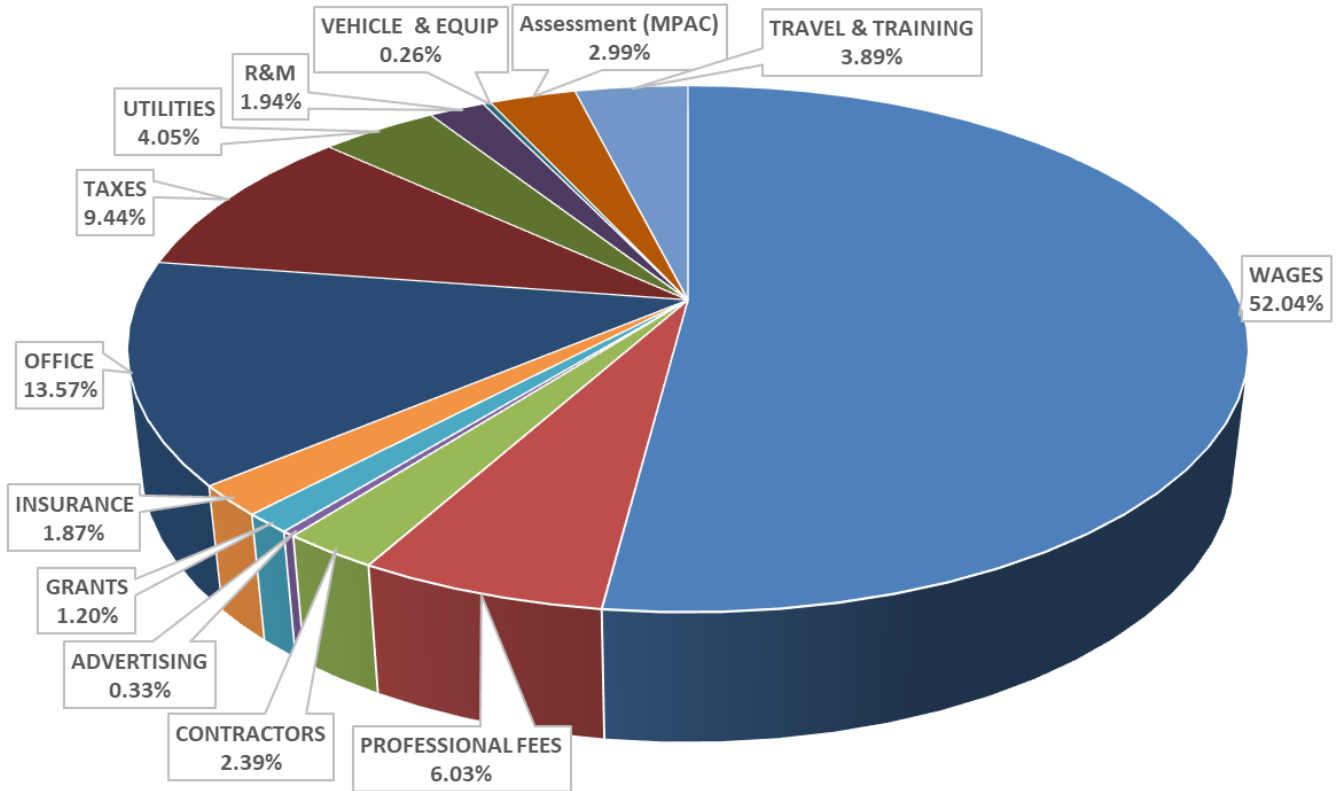
- Council approval of new Asset Management Plan.
- Council approval of new policies - Reserve and Reserve Funds, Debt Management, Disposal of Municipal Assets, Council Remuneration, Travel & Expense, Council Information Technology Usage.
- Updated Purchasing Policy and implementation of online Bids & Tenders portal.
- Finalized tax sale process on more than 20 properties, vested six properties and completed historical account write-offs of eight accounts reducing overall tax receivables by +\$2.5M.
- Streamlined tax/utility receivables process by eliminating credit card payments and reducing billing from eight to four installments saving more than \$50k annually.

OBJECTIVES FOR 2023

- Optimize existing capital reserves and prepare various Reserve and Reserve Fund by-laws.
- Formalize budget planning and process to ensure passage of 2024 budget by January.
- Continue active collection process for outstanding tax, water, and general receivables.
- Enhance asset management planning by:
 - ⇒ completing IT Service Delivery Review
 - ⇒ assisting with a Roads Needs Study
 - ⇒ assisting with Facility Condition Assessment
 - ⇒ development of Fleet Management Strategy and Policy in consultation with Fire and Emergency Services and Public Services
 - ⇒ development of Parks Playground Plan and Replacement Strategy
 - ⇒ incorporating recommendations from the Fire Master Plan
 - ⇒ review current GIS system to understand effectiveness and existing data gaps
- Implement a new cloud-based payroll and HR software package reducing significant manual entry processes across the organization.
- Create and implement various internal procedures and controls for revenues, expenses, cash, bank accounts, payroll, A/P, A/R and Information Technology

CORPORATE SERVICES

GENERAL ADMINISTRATION 2023 OPERATING BUDGET



Municipality of Greenstone				
2023 Operating Budget				
GENERAL ADMINISTRATION	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	1,922,705	1,994,325	71,620	3.7%
PROFESSIONAL FEES	246,500	231,100	-15,400	-6.2%
CONTRACTORS	89,500	91,500	2,000	2.2%
ADVERTISING	11,000	12,500	1,500	13.6%
GRANTS	1,050	46,050	45,000	4285.7%
INSURANCE	77,285	71,715	-5,570	-7.2%
OFFICE	586,015	520,240	-65,775	-11.2%
TAXES	392,150	361,875	-30,275	-7.7%
UTILITIES	205,550	155,350	-50,200	-24.4%
R&M	83,500	74,200	-9,300	-11.1%
VEHICLE & EQUIP	51,300	10,000	-41,300	-80.5%
Assessment (MPAC)	115,850	114,415	-1,435	-1.2%
TRAVEL & TRAINING	91,600	149,180	57,580	62.9%
EXPENDITURES	3,874,005	3,832,450	-41,555	-1.1%
REVENUES	-3,200,044	-2,937,172	262,872	-8.2%
Surplus (Deficit)	673,961	895,278	221,317	32.8%



OFFICE OF THE CLERK

The Office of the Clerk is responsible for providing information and services to the public, Council, municipal departments/employees, legal representatives, outside agencies, businesses, media, consultants, entrepreneurs, provincial and federal governments on matters related to municipal government. The Clerk is also responsible for conducting transparent elections, for efficiently maintaining corporate records and for providing information on municipal legislation.

The Office of the Clerk ensures that best practices are followed in accordance with legislation and policies. As a result, this office invests in products and initiatives that support overall goals with a guiding principle of transparency, integrity, dedication, and service as set out in the Corporate Strategic Plan. Governance reviews and improving process and efficiencies at all levels leads to effective service delivery.

STATISTICS [2022]:

- Municipal Election held (2951 eligible voters, 24.5% voter turnout, 4/9 seats acclaimed)
- 22 Regular Council meetings, 5 Committee of Adjustment Meetings (+ 4 Public Meetings)
- 123 views of live streamed Council Meetings (average 5.9 viewers per meeting including staff, for an average of 9.37 minutes per viewer)
- 69 Public documents commissioned
- 14,693 Council Portal visits (121,887 documents viewed – including staff)
- 18 marriage licences issued

OBJECTIVES FOR 2023:

- Corporate Policy Tracking System - Continue improvements through the corporate policies tracking system developing, maintaining, and reviewing all corporate policies and making them available to the public per the Council Policy Framework.
- Accessibility Improvements and Implementation - Continued work ensuring all Council permanent records are formatted into accessible documents in accordance with AODA requirements.



PUBLIC SERVICES

The Public Services Department primarily oversees the Municipality's infrastructure assets, maintenance and related service delivery obligations. These items include, but are not limited to, airports, roads, bridges, sewers, culverts, greenspaces, facilities, water and wastewater infrastructure including water treatment and sewer treatment facilities, water towers, parks, municipal campgrounds, and landfills.

Public Services is responsible for the following budget categories:

1. Public Works Services (i.e. road assets, fleet)
2. Environmental Services (i.e. OCWA, waterworks, landfills)
3. Airport Services
4. Recreational Services - Facilities & Parks (Facility management funds are also included in the budgets of other departments)
5. Recreational Services - Programming



PUBLIC WORKS

A DIVISION OF PUBLIC SERVICES

The Public Works division is responsible for providing many of the services that affect the daily lives of those who live and work in, as well as visit, the Municipality of Greenstone. The department is responsible for many of the things we use on a daily basis: clean water, functioning sewers, safe roads (157 km), garbage collection, effective drainage, cemetery functions, and all the infrastructure associated with each service.

STATISTICS AND ACCOMPLISHMENTS (2022)

- Revised curbside waste collection routes with a centralized fleet approach.
- 4 demolitions completed.
- Repaired 37 waterline breaks (does not include curb stop repairs).
- Purchased a grader and a backhoe to ensure delivery of service levels.

OBJECTIVES FOR 2023:

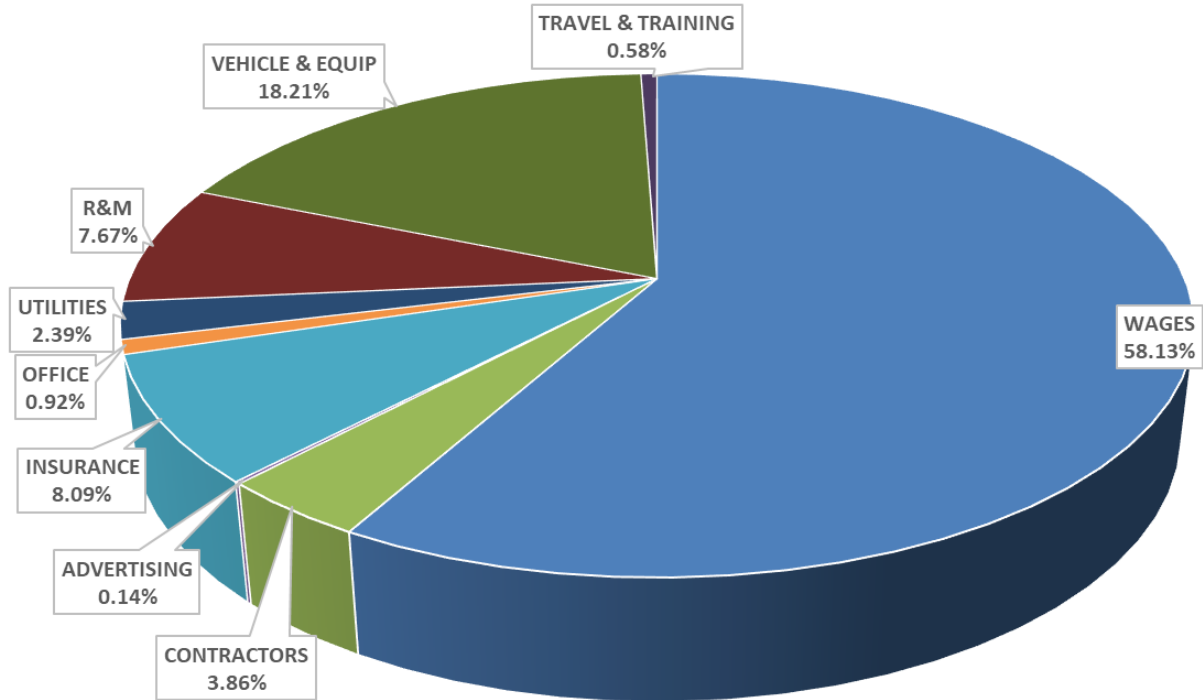
- Perform service fire flow testing on all hydrants in Greenstone (in conjunction with Fire and Emergency Services).
- Assist other departments with the Comprehensive Facility Condition Audit.
- Perform a roads needs assessment.
- Purchase a new vac truck to allow continuity of service levels (repair of water breaks, sewer maintenance) and reduce operating costs.
- Manage all PW Capital Projects as approved by Council.



PUBLIC WORKS

A DIVISION OF PUBLIC SERVICES

PUBLIC WORKS 2023 OPERATING EXPENSES



Municipality of Greenstone
2023 Operating Budget

PUBLIC WORKS	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	2,526,530	2,010,015	-516,515	-20.4%
PROFESSIONAL FEES	0	0	0	0.0%
CONTRACTORS	97,500	133,600	36,100	37.0%
ADVERTISING	5,000	5,000	0	0.0%
INSURANCE	254,262	279,845	25,583	10.1%
OFFICE	29,600	31,950	2,350	7.9%
UTILITIES	81,750	82,600	850	1.0%
R&M	244,050	265,400	21,350	8.7%
VEHICLE & EQUIP	620,300	629,600	9,300	1.5%
TRAVEL & TRAINING	18,800	20,000	1,200	6.4%
EXPENDITURES	3,877,793	3,458,010	-419,783	-10.8%
REVENUES	-134,928	-195,440	-60,512	44.8%
Surplus (Deficit)	3,742,865	3,262,570	-480,295	-12.8%

ENVIRONMENTAL SERVICES

A DIVISION OF PUBLIC SERVICES

Environmental Services is a combination of water, waste water, sewage, and landfill management. The daily operations of water and sewer operations are contracted out to the Ontario Clean Water Agency (OCWA). The Municipality maintains five water treatment facilities, three wastewater treatment facilities, sewage lagoons, a communal septic field, and four landfills.

STATISTICS AND ACCOMPLISHMENTS [2022]:

- 22 of 35 Capital Projects completed (5 in progress, 8 carried over).
- Commenced the Environmental Assessment (EA) process for a new Municipal Waste Management Strategy.

OBJECTIVES FOR 2023:

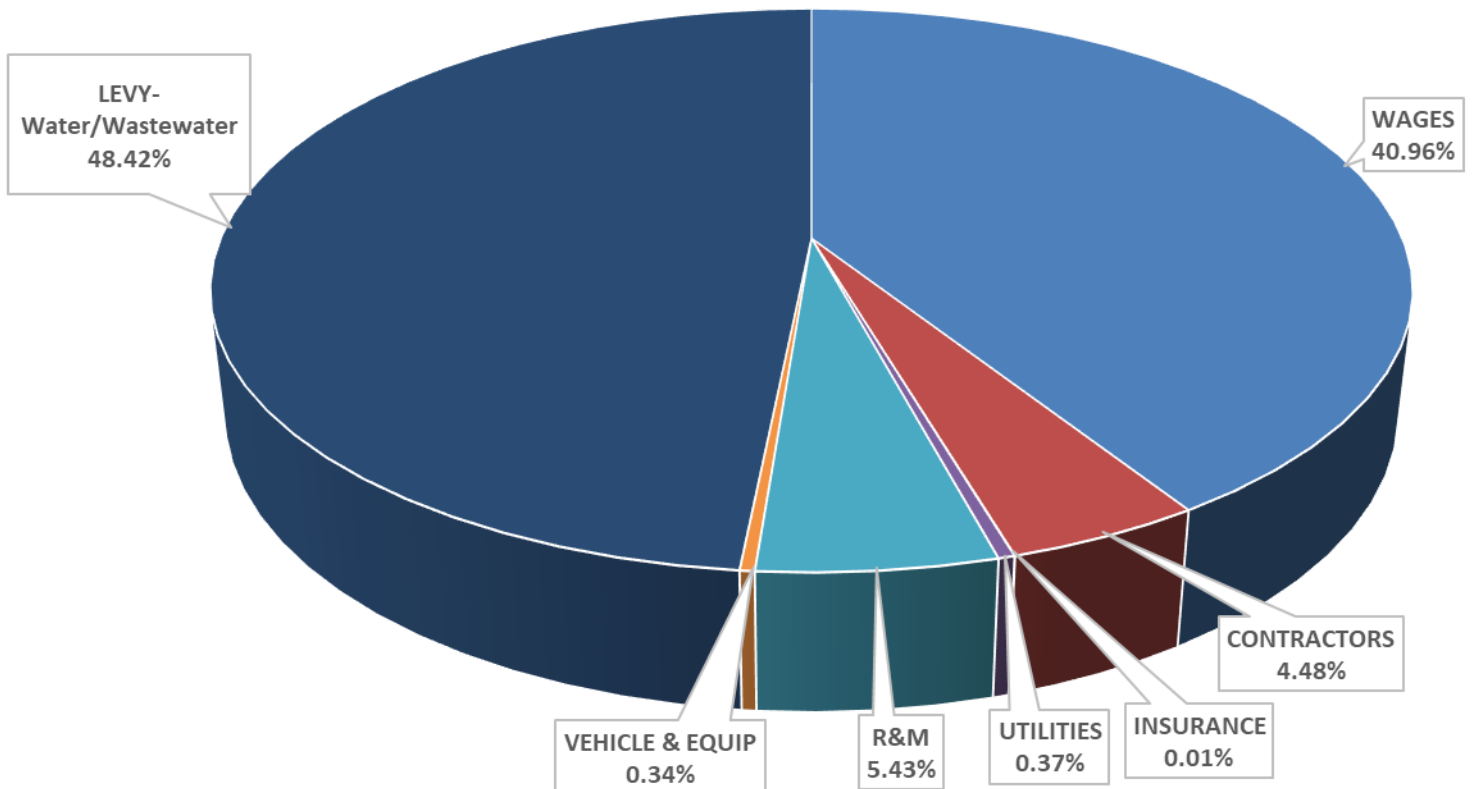
- Continuation of the Environmental Assessment process for a Municipal Waste Management Strategy.
- Longlac Dechlorination Project.
- Nakina Dechlorination Project.
- Longlac Filter Upgrade Project – This project is expected to last multiple years.
- Longlac Landfill Sludge Beds.
- Completion of the Geraldton WPCP Upgrades.



ENVIRONMENTAL SERVICES

A DIVISION OF PUBLIC SERVICES

ENVIRONMENTAL 2023 OPERATING BUDGET



Municipality of Greenstone				
2023 Operating Budget				
ENVIRONMENTAL	Budget 20222	Budget 2023	Budget Change	Budget Change %
WAGES	-	608,190	608,190	0.0%
CONTRACTORS	46,945	66,500	19,555	41.7%
INSURANCE	127	145	18	14.5%
UTILITIES	5,400	5,550	150	2.8%
R&M	102,347	80,600	- 21,747	-21.2%
VEHICLE & EQUIP	-	5,000	5,000	0.0%
LEVY-Water/Wastewater	714,869	718,989	4,120	0.6%
EXPENDITURES	869,688	1,484,974	615,286	70.7%
Surplus (Deficit)	869,688	1,484,974	615,286	70.7%

AIRPORTS

A DIVISION OF PUBLIC SERVICES

The Municipality of Greenstone owns two Transport Canada certified airports. The Renald Y. Beaulieu Greenstone Regional Airport is located in the Geraldton Ward. The facility boasts a 5,000 foot runway along with a terminal building and fueling amenities. Airport activity consists of movements by aircraft charters, medevac flights, and Ministry of Natural Resources fire detection and fire response aircraft.

The R. Elmer Ruddick Airport is located in Nakina and operated by The Loomex Group. The facility consists of a 3,500 foot runway, terminal building and fueling amenities.

The Municipality also owns and maintains the Beardmore Heliport adjacent to the Beardmore Community Centre.

STATISTICS AND ACCOMPLISHMENTS (2022):

- Commencement of regularly scheduled passenger air service.
- Purchase of a runway sweeper for the Nakina Airport.
- 3 of 6 capital projects completed (3 in progress).
- Large scale emergency exercise completed.

OBJECTIVES FOR 2023:

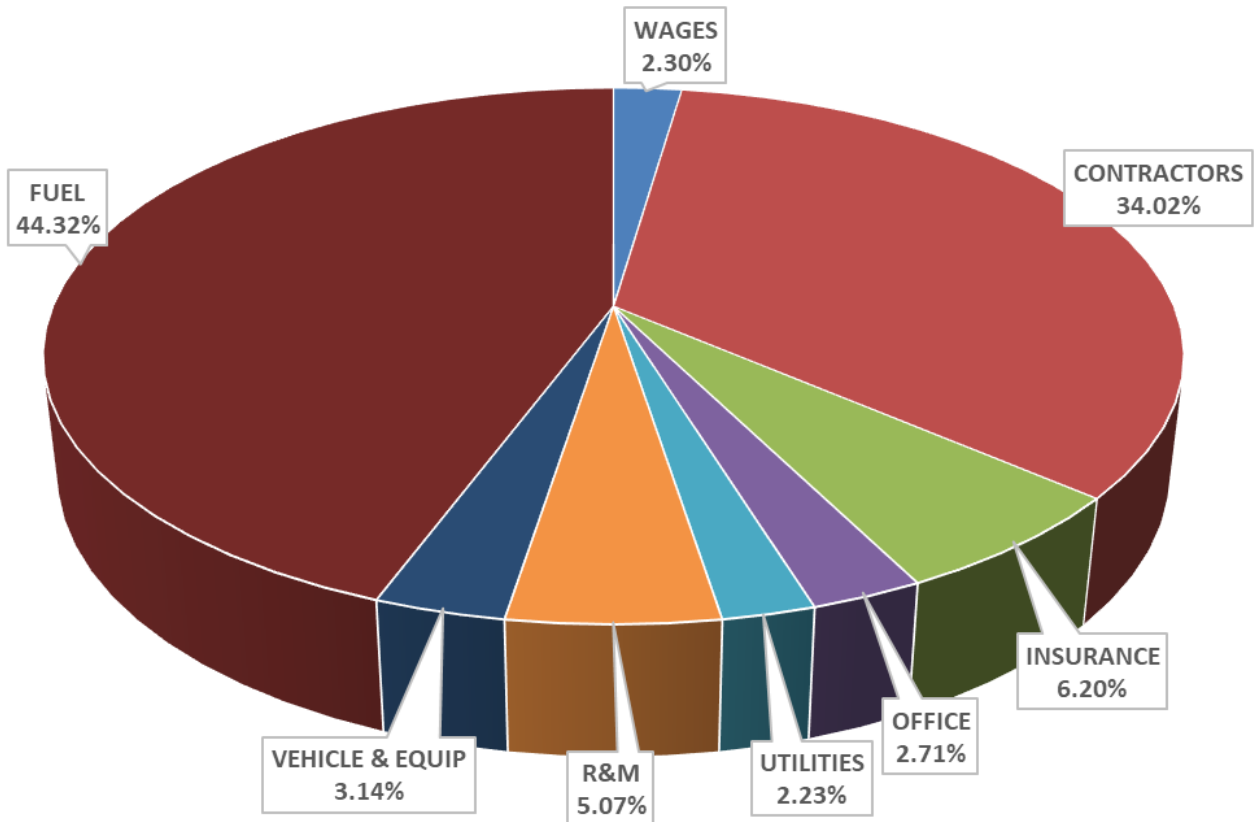
- Line painting at both locations.
- Continuation of fuel testing safety improvements.



AIRPORTS

A DIVISION OF PUBLIC SERVICES

AIRPORT 2023 OPERATING EXPENSES



Municipality of Greenstone				
2023 Operating Budget				
AIRPORTS	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	72,728	38,795	-33,933	-46.7%
CONTRACTORS	568,284	573,050	4,766	0.8%
INSURANCE	95,880	104,400	8,520	8.9%
OFFICE	33,200	45,600	12,400	37.3%
UTILITIES	42,552	37,600	-4,952	-11.6%
R&M	83,900	85,400	1,500	1.8%
VEHICLE & EQUIP	44,800	52,900	8,100	18.1%
FUEL	705,508	746,500	40,992	5.8%
TRAVEL & TRAINING	0	0	0	0.0%
EXPENDITURES	1,646,852	1,684,245	37,393	2.3%
REVENUES	-1,250,377	-1,335,500	-85,123	6.8%
Surplus (Deficit)	396,475	348,745	-47,730	-12.0%

FACILITIES

A DIVISION OF PUBLIC SERVICES

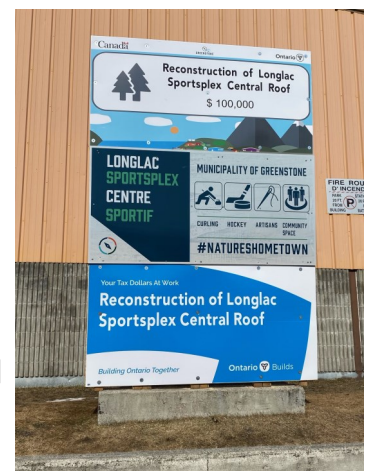
The Manager of Facilities oversees the maintenance and safe operations of approximately 200 Municipal assets. These include, but are not limited to: 22 playgrounds, 5 cemeteries, 4 firehalls, 5 water treatment facilities, 3 wastewater treatment facilities, 3 small drinking water systems, 2 water towers, 10 communication towers, 4 Municipal offices, 4 libraries, 3 ambulance bases, 9 waterfront access points, 2 clinics and 4 public works garages.

STATISTICS AND ACCOMPLISHMENTS (2022):

- Completed repairs to Longlac Sportsplex Centre Roof.
- Completed 6 Capital Projects (5 more in progress)

OBJECTIVES FOR 2023:

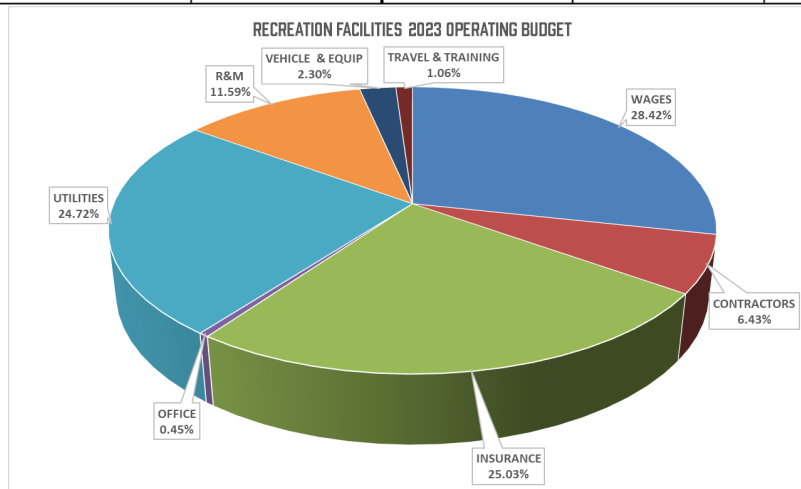
- Audit of Municipal outdoor recreation areas (playgrounds, tennis courts, ball fields, etc.)
- Work with SGDSB to complete an audit of the swimming pool and prepare a report regarding necessary upgrades and repairs with a full cost analysis.
- Complete all required projects as per the Capital Budget.
- Complete a comprehensive Facilities Review.
- Work with the Economic Development Department to identify and optimize funding opportunities for Capital Projects.



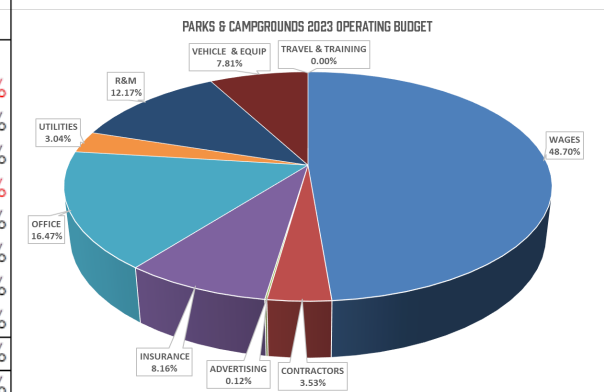
RECREATIONAL- FACILITIES & PARKS

A DIVISION OF PUBLIC SERVICES

PARKS & CAMPGROUNDS	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	384,941	420,895	35,954	9.3%
CONTRACTORS	17,500	30,500	13,000	74.3%
ADVERTISING	1,000	1,000	0	0.0%
INSURANCE	64,736	70,485	5,749	8.9%
OFFICE	114,500	142,300	27,800	24.3%
UTILITIES	28,750	26,300	-2,450	-8.5%
R&M	109,700	105,200	-4,500	-4.1%
VEHICLE & EQUIP	62,300	67,500	5,200	8.3%
TRAVEL & TRAINING	1,800	0	-1,800	-100.0%
EXPENDITURES	785,227	864,180	78,953	10.1%
REVENUES	-215,821	-254,100	-38,279	17.7%
Surplus (Deficit)	569,405	610,080	40,675	7.1%



Municipality of Greenstone 2023 Operating Budget				
RECREATION FACILITIES	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	476,007	430,430	-45,577	-9.6%
CONTRACTORS	77,400	97,400	20,000	25.8%
INSURANCE	348,140	379,050	30,910	8.9%
OFFICE	7,920	6,830	-1,090	-13.8%
UTILITIES	359,571	374,300	14,729	4.1%
R&M	153,700	175,500	21,800	14.2%
VEHICLE & EQUIP	31,500	34,800	3,300	10.5%
TRAVEL & TRAINING	10,000	16,000	6,000	60.0%
EXPENDITURES	1,464,238	1,514,310	50,072	3.4%
REVENUES	0	0	0	0.0%
Surplus (Deficit)	1,464,238	1,514,310	50,072	3.4%



PARKS AND RECREATION

A DIVISION OF PUBLIC SERVICES

The Municipality of Greenstone's Parks Recreation Department is responsible for the following recreation programming: operations of the Greenstone pool, day camp programs, coordinating of municipal baseball, soccer, volleyball, basketball, pickle ball, badminton, and shinny. This department also coordinates programming led by local individuals who are willing to share their knowledge and skills. These include classes such as card making, gymnastics, dance, stained glass, Learn to Skate, etc.

The Parks and Recreation Department also manages all recreation staff, operations of Poplar Lodge Park, High Hill Harbour, Cordingley Lake Campground, and is the municipal contact for the third party managers of MacLeod Provincial Park and Riverview Campground. In addition all facility bookings, bookings of special events at any municipal facility or park, and the Municipal Grants program is coordinated through the Parks & Recreation Department.

STATISTICS AND ACCOMPLISHMENTS (2022):

- 96 children participated in the Municipal Soccer Program.
- 134 children participated in the Municipal Baseball Program.
- Expanded the use of the online registration system.
- 2 Learn to Skate Programs.
- 1,259 camping permits sold (35CL, 898MP, 270PLP, 56RV)



OBJECTIVES FOR 2023:

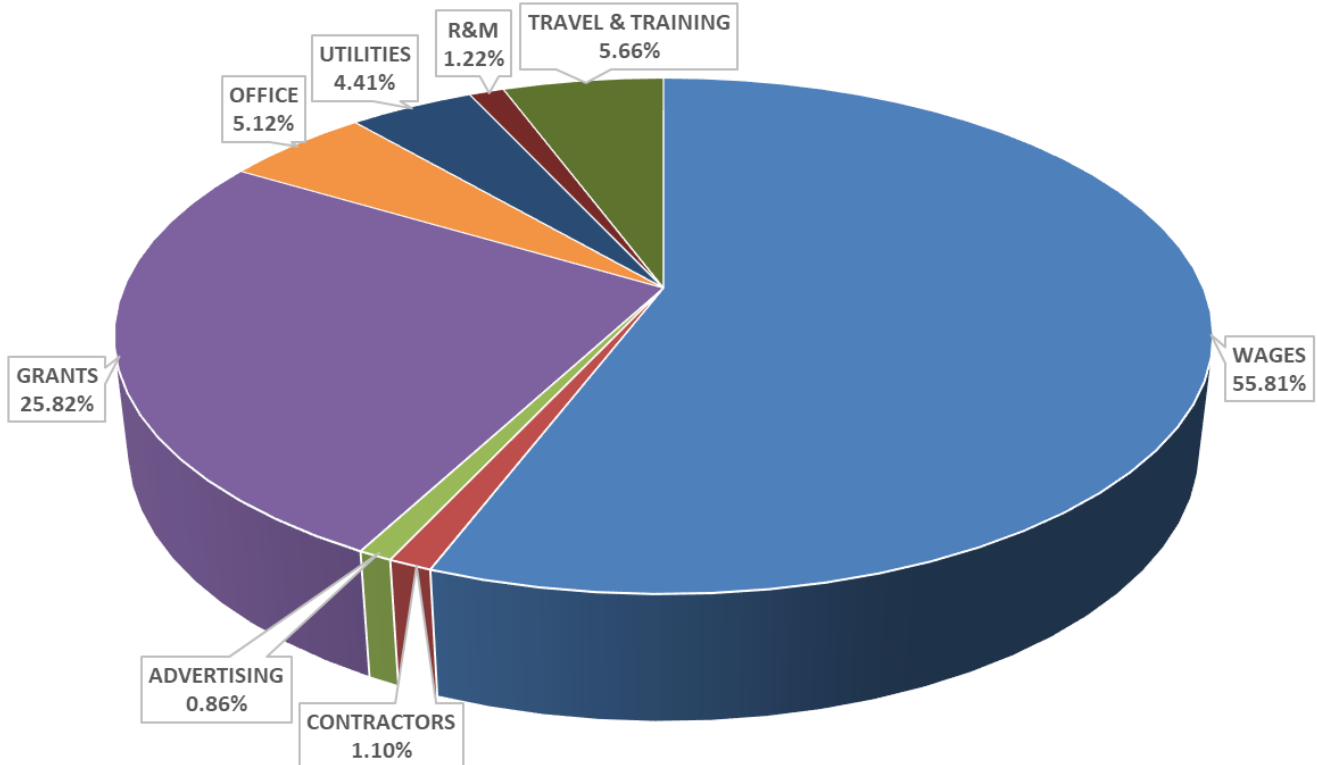
- Increase recreation programming through volunteer-based activities, organized specialty weekend events and paid instructional courses.
- Create an online booking system for municipal facility rentals.
- Reinstatement of the Greenstone pool for 2023.
- Partner with local organizations to increase activities and recreation in our communities.



RECREATION PROGRAMMING

A DIVISION OF PUBLIC SERVICES

RECREATION PROGRAMS 2023 OPERATING BUDGET



Municipality of Greenstone
2023 Operating Budget

RECREATION PROGRAMS	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	179,539	227,800	48,261	26.9%
CONTRACTORS	0	4,500	4,500	0.0%
ADVERTISING	3,500	3,500	0	0.0%
GRANTS	93,400	105,400	12,000	12.8%
INSURANCE	0	0	0	0.0%
OFFICE	9,300	20,900	11,600	124.7%
UTILITIES	4,400	18,000	13,600	309.1%
R&M	1,250	5,000	3,750	300.0%
TRAVEL & TRAINING	2,500	23,100	20,600	824.0%
EXPENDITURES	293,889	408,200	114,311	38.9%
REVENUES	-45,755	-62,600	-16,845	36.8%
Surplus (Deficit)	248,134	345,600	97,466	39.3%

COMMUNITY SERVICES

The Municipality of Greenstone's Community (Social) Services Department is key for residents of Greenstone. The Programs within the Department enrich the quality of life for all residents and ensure that there is aid and protection for needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence.

Community Services provides the following programming: Geraldton Family Resource Centre (Shelter and Outreach Services), Adult Protective Services, Elderly Persons Centre in Geraldton, Seniors Centre Without Walls, Nakina Home Support, Rural Transportation for Seniors, Ageing at Home Medical Transportation for Seniors, EarlyON Child and Family Centres in Beardmore and Geraldton, Daycare Centres in Geraldton and Longlac.

STATISTICS AND ACCOMPLISHMENTS [2022]

- Relocation of the Geraldton Daycare Centre and EarlyON Child and Family Centre Program to B.A. Parker Public School.
- Geraldton EarlyON served 46 families with 73 children total through indoor, outdoor, virtual, and take-home activities.
- 114 registered participants in the Seniors' Centre Without Walls Program (SCWW).
- 357 SCWW Programs offered via web and telephone-based services.
- Reopened in person programming at the Elderly Persons Centre in Geraldton. 108 registered participants, 585 activities offered.
- The Geraldton Family Resource Centre provided emergency shelter services to 26 women and 16 children. 129 women were served through the Outreach Program.
- 234 food security visits occurred providing food to 96 adults and 85 children, from May to December, through funding provided by the District of Thunder Bay Social Services Administration Board.
- Hosted a Seniors Active Living Fair. 42 attendees, 8 volunteers, 19 partners/exhibitors.

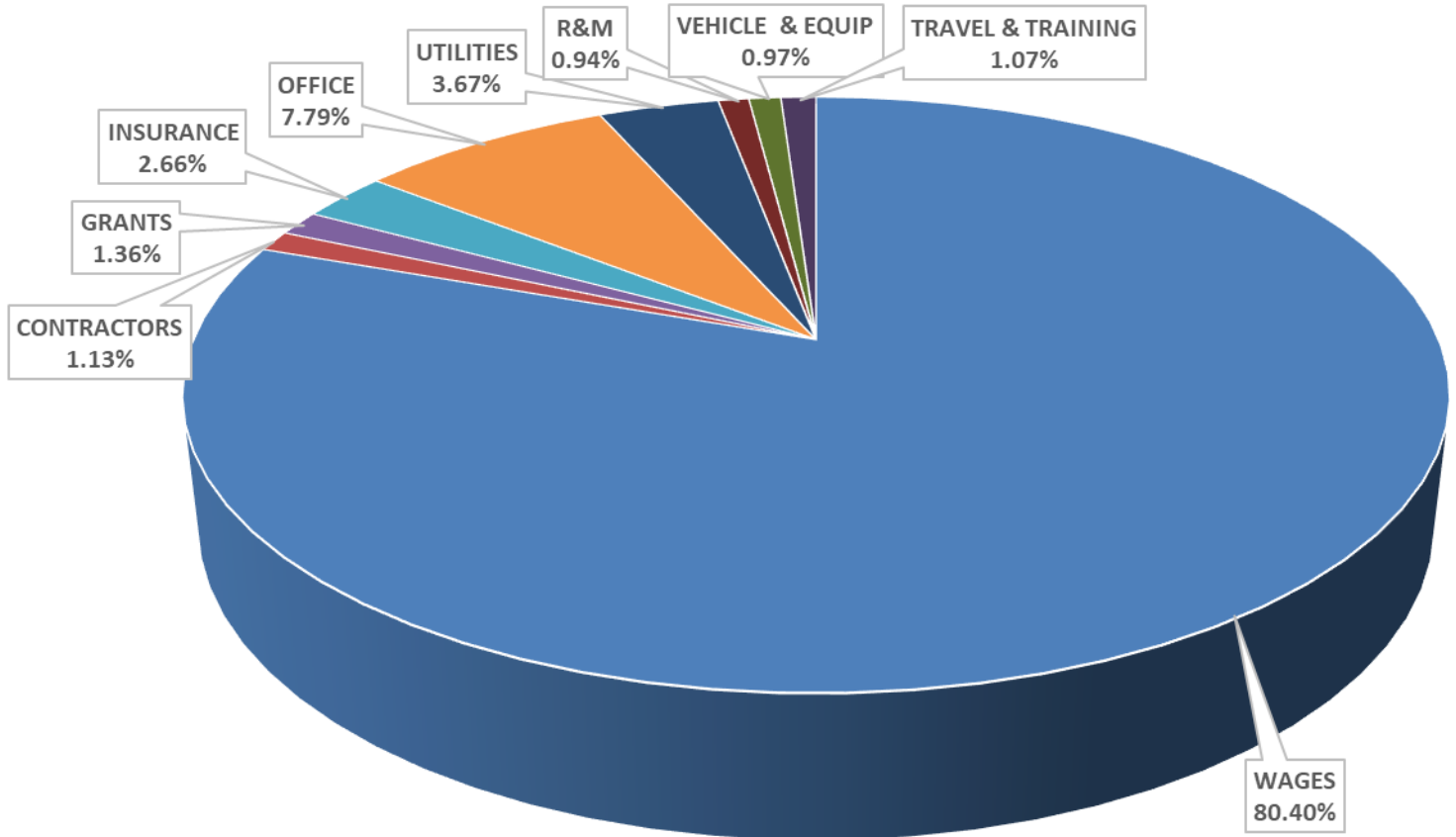
OBJECTIVES FOR 2023

- Continue to increase Greenstone senior's participation in the Seniors Without Walls Program.
- Increase participation in, and awareness of, EarlyON Programs.
- Assess the need for EarlyON in Beardmore and the potential of offering virtual and mobile services.
- Increase outreach services to women who are being abused or at risk of abuse in Greenstone.
- Decrease the Greenstone Day Care waitlist.
- Evaluate and improve the current senior's transportation program.



COMMUNITY SERVICES

COMMUNITY SERVICES 2023 OPERATING BUDGET



Municipality of Greenstone				
2023 Operating Budget				
COMMUNITY SERVICES	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	1,805,412	1,931,791	126,379	7.0%
CONTRACTORS	31,299	27,050	-4,249	-13.6%
ADVERTISING	5,550	0	-5,550	-100.0%
GRANTS	39,800	32,780	-7,020	-17.6%
INSURANCE	55,093	63,900	8,807	16.0%
OFFICE	171,541	187,271	15,730	9.2%
UTILITIES	87,337	88,295	958	1.1%
R&M	15,000	22,500	7,500	50.0%
VEHICLE & EQUIP	24,425	23,385	-1,040	-4.3%
TRAVEL & TRAINING	22,526	25,700	3,174	14.1%
EXPENDITURES	2,257,983	2,402,672	144,689	6.4%
REVENUES	-1,495,550	-1,857,383	-361,833	24.2%
Surplus (Deficit)	762,433	545,289	-217,144	-28.5%

FIRE SERVICES

Greenstone Fire & Emergency Services provides prevention and protection services from four sector fire stations responding to fire alarms, fires and automobile accidents. Fire Stations are located in Beardmore, Geraldton, Longlac, and Nakina. The department utilizes Volunteer District Chiefs and has 53 Volunteer Firefighters, the total complement is 82. The overall operation of the Greenstone Fire & Emergency is managed by the municipal Director of Fire Services/Fire Chief.

STATISTICS AND ACCOMPLISHMENTS (2022)

- 186 total emergency calls for the Municipality – an increase of 16% from 2021.
- 8 new recruits hired.
- Updated the Municipal Open-Air Burning By-law.
- Implemented automated, online Burn Permits (472 permits were generated).
- Provincially mandated Firefighter certification was introduced.
- 23 total certifications obtained on various courses.
- Initiated a Community Risk Assessment and a Master Fire Plan.
- Completed the dry hydrant assessment project.
- Expanded Fire Prevention and Public Education within the Municipality.
- 8 out of 9 Capital Projects completed (1 in progress).



OBJECTIVES FOR 2023:

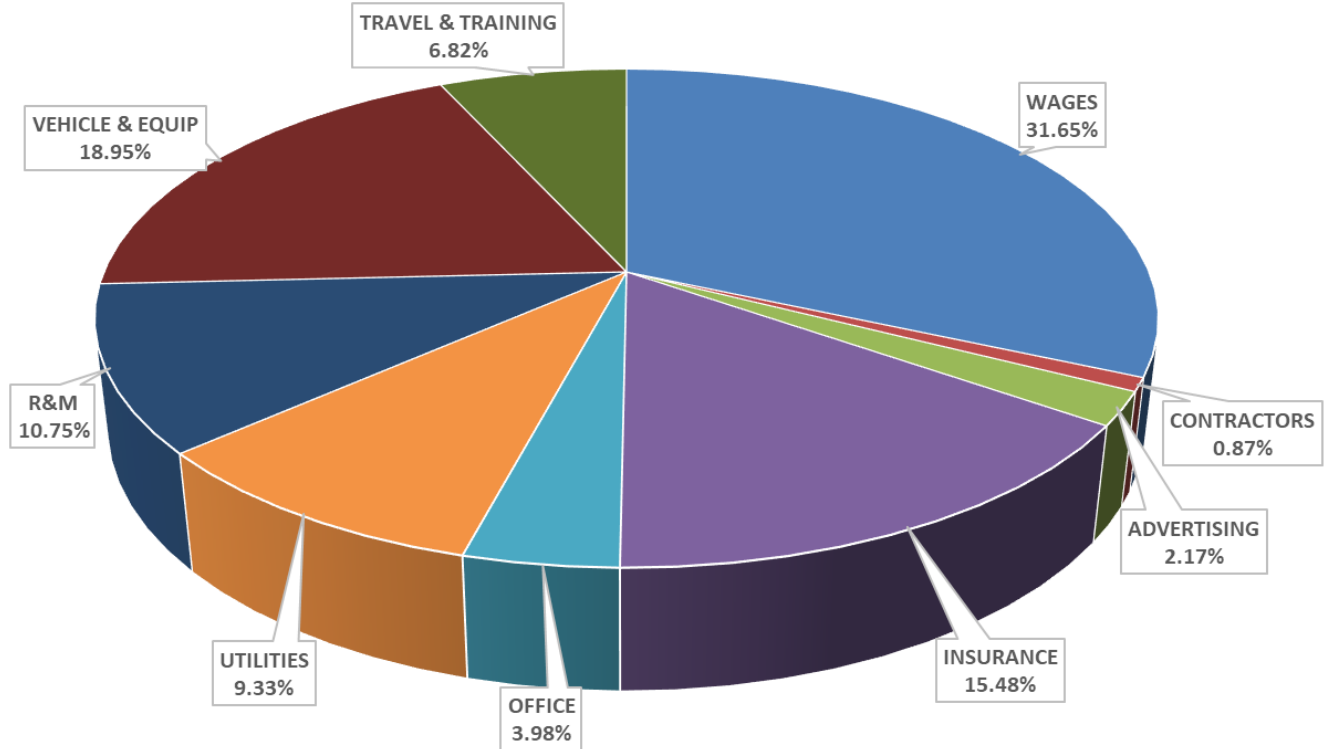
- Development of strategies and implementation of training programs to enhance firefighter health, safety, and survival.
- Development of a 10 year Capital Plan to align with Corporate priorities.
- Working towards Firefighter certification by improving training using the most effective platforms and software available to the department.
- Implementation of the Fire Master Plan.
- Develop Performance Standard Evaluations.
- Continuously seek improvements in our sustainability by utilizing data and metrics to identify areas of opportunity.
- Creation of a Smoke and Carbon Monoxide alarm program.
- Continued recruitment and retention.
- Continued enhancement of Fire Prevention and Public Education through additional delivered programs and attendance at special events in the Municipality.





FIRE SERVICES

FIRE SERVICES 2023 OPERATING BUDGET



Municipality of Greenstone
2023 Operating Budget

FIRE SERVICES	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	321,926	292,270	-29,656	-9.2%
CONTRACTORS	5,000	8,000	3,000	60.0%
ADVERTISING	4,000	20,000	16,000	400.0%
INSURANCE	142,914	142,910	-4	0.0%
OFFICE	36,100	36,750	650	1.8%
UTILITIES	67,622	86,150	18,528	27.4%
R&M	93,750	99,250	5,500	5.9%
VEHICLE & EQUIP	234,900	175,000	-59,900	-25.5%
TRAVEL & TRAINING	35,000	63,000	28,000	80.0%
EXPENDITURES	941,211	923,330	-17,881	-1.9%
REVENUES	-90,000	-120,200	-30,200	33.6%
Surplus (Deficit)	851,211	803,130	-48,081	-5.6%

PROTECTIVE AND PLANNING SERVICES

The Protective and Planning Services Department has an extensive list of responsibilities within the Municipality including: Licensing, Property Maintenance Standards By-law Enforcement, Animal Control, Building Permits and Planning & Development

STATISTICS AND ACCOMPLISHMENTS [2022]

- Approval of the Official Plan.
- 53 building permits issued (\$156,264,162.50 in total construction value, \$471,945 in permit fees received).
- 18 demolition permits issued.
- 308 lands inquiries.
- 55 by-law complaints received (54 resolved).
- 45 property standards complaints received.

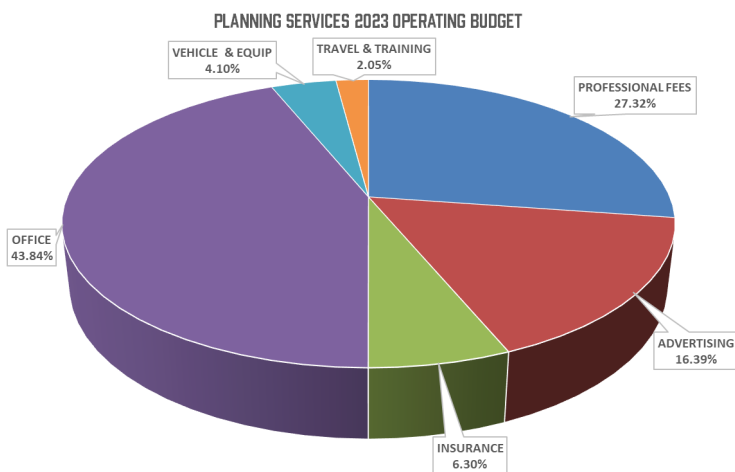
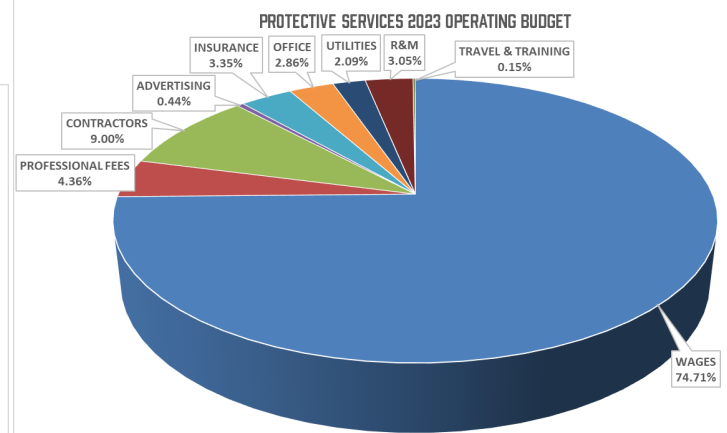
OBJECTIVES FOR 2023:

- Enactment of a new comprehensive Zoning By-law encompassing all of the wards within the Municipality of Greenstone.
- Review and introduce new By-laws, such as Parking, Property Standards, etc.
- Review animal services delivery and by-law.



PROTECTIVE AND PLANNING SERVICES

PROTECTIVE SERVICES	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	141,362	257,195	115,833	81.9%
PROFESSIONAL FEES	14,213	15,000	787	5.5%
CONTRACTORS	8,073	31,000	22,927	284.0%
ADVERTISING	1,500	1,500	0	0.0%
INSURANCE	10,581	11,525	944	8.9%
OFFICE	6,738	9,850	3,112	46.2%
UTILITIES	7,500	7,200	-300	-4.0%
R&M	12,921	10,500	-2,421	-18.7%
TRAVEL & TRAINING	500	500	0	0.0%
EXPENDITURES	203,387	344,270	140,883	69.3%
REVENUES	-211,178	-162,900	48,278	-22.9%
Surplus (Deficit)	-7,790	181,370	189,160	-2428.1%



Municipality of Greenstone 2023 Operating Budget				
PLANNING SERVICES	Budget 2022	Budget 2023	Budget Change	Budget Change %
PROFESSIONAL FEES	20,000	20,000	0	0.0%
ADVERTISING	12,000	12,000	0	0.0%
INSURANCE	4,236	4,615	379	8.9%
OFFICE	32,050	32,100	50	0.2%
VEHICLE & EQUIP	2,500	3,000	500	20.0%
TRAVEL & TRAINING	1,000	1,500	500	50.0%
EXPENDITURES	71,786	73,215	1,429	2.0%
REVENUES	-9,454	-7,950	1,504	-15.9%
Surplus (Deficit)	62,332	65,265	2,933	4.7%

ECONOMIC DEVELOPMENT

The Economic Development and Communication Department works in close cooperation with other local, provincial, and federal economic development and tourism organizations. The department is responsible for a wide range of activities including, but not limited to Community Readiness, response to enquiries for land, support for major developments (i.e. Greenstone Mine), Community Profile (statistics), grant applications for Provincial and Federal funding & required reporting/claims, external communications, Tourism advocacy & promotion (including trail maintenance, highway signage, tourism centre operation) and support for other departments.

STATISTICS AND ACCOMPLISHMENTS (2022):

- Publication & distribution of the Community Information Package.
- 143,438 website views.
- 750 visitors to the Tourist Information Centre.
- 2,300 online referrals received through Superior Country's Fish and Hunt Guide & responded to by the Tourism Coordinator.
- 204 external communications (social media, newspaper, radio, mail outs).
- Social media (FB) posts reached 41,722 viewers.
- Effectuated the signing of Transfer Payment Agreements (TPA) for newly approved funding applications, totaling \$ 4,919,478.82.
- Managed activity reporting & financial reporting (provincial & federal) for 8 TPA's (5 new, 3 carried over).

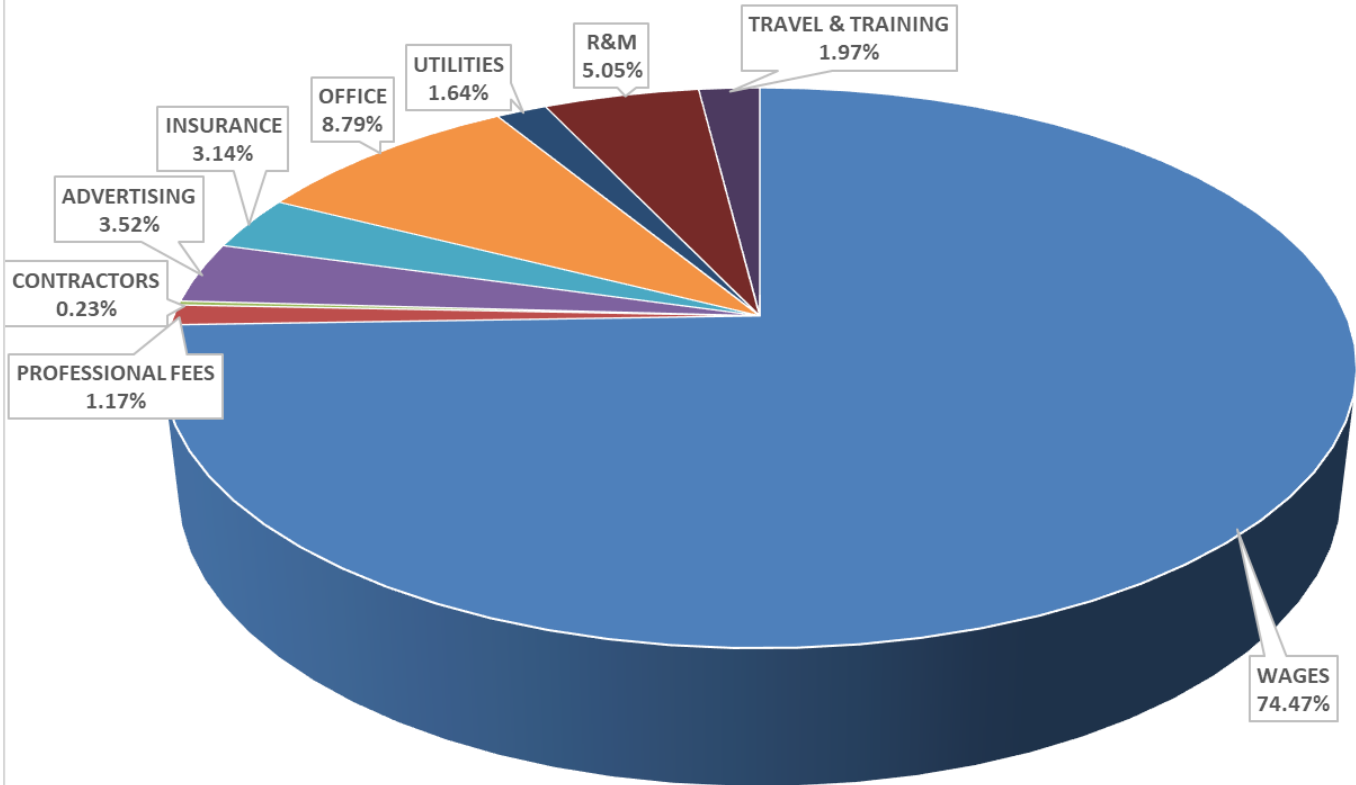
OBJECTIVES FOR 2023:

- Continued optimization of funding opportunities offered by the Federal and Provincial Governments, based on needs identified in the AMP and Capital Budget.
- Continue to assist and support Greenstone Gold in various areas.
- Continue to liaise with interested investors & developers regarding expanding opportunities within the Municipality.
- Beautification Strategy.
- Municipal Housing Strategy.
- Assist with the development of the new Corporate Strategic Plan.
- Increase community engagement and awareness of Municipal projects.
- Complete development of an Available Lands Module of the Municipal website.



ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT 2023 OPERATING BUDGET



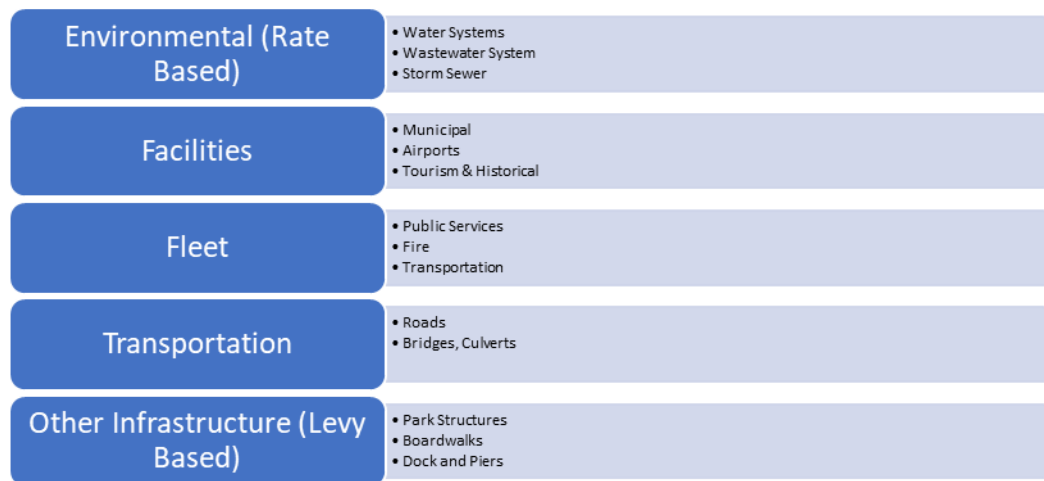
Municipality of Greenstone				
2023 Operating Budget				
ECONOMIC DEVELOPMENT	Budget 2022	Budget 2023	Budget Change	Budget Change %
WAGES	311,346	317,235	5,889	1.9%
PROFESSIONAL FEES	5,000	5,000	0	0.0%
CONTRACTORS	1,000	1,000	0	0.0%
ADVERTISING	15,000	15,000	0	0.0%
INSURANCE	17,294	13,390	-3,904	-22.6%
OFFICE	40,750	37,450	-3,300	-8.1%
UTILITIES	6,800	7,000	200	2.9%
R&M	26,000	21,500	-4,500	-17.3%
VEHICLE & EQUIP	0	0	0	0.0%
TRAVEL & TRAINING	6,400	8,400	2,000	31.3%
EXPENDITURES	429,589	425,975	-3,614	-0.8%
REVENUES	-4,000	-4,000	0	0.0%
Surplus (Deficit)	425,589	421,975	-3,614	-0.8%

CAPITAL BUDGET OVERVIEW

Infrastructure management is the greatest single challenge for Greenstone. The development of the Greenstone Mine operation has increased this issue, as it requires an expansion and/or replacement of some infrastructure. That being said, the ageing and redundancy of some infrastructure and fleet components remains our most significant challenge in this area.

The following graphic provides a generalized overview of the municipal infrastructure:

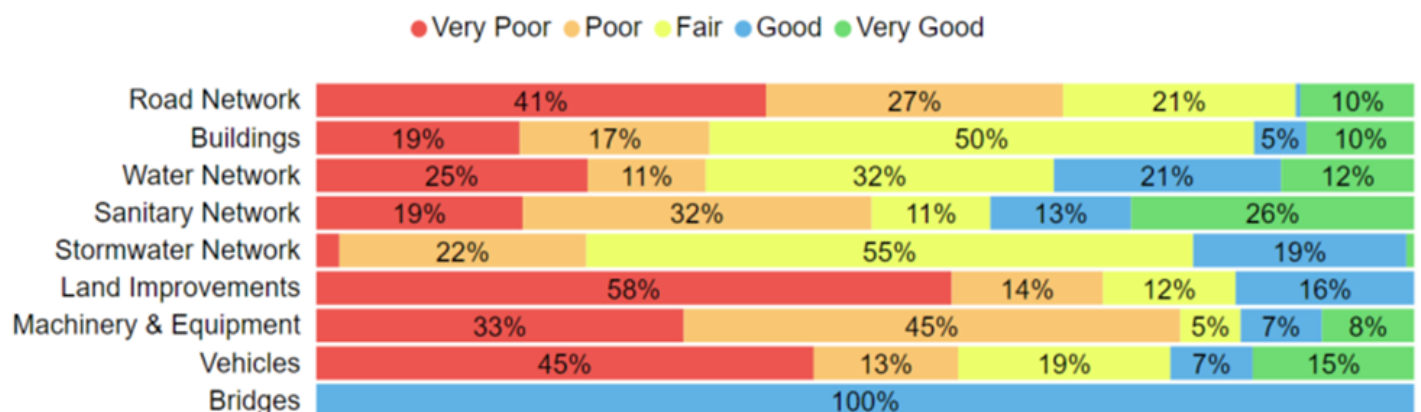
FIGURE 1



The key message is that the range of infrastructure is considerable and there is a challenging balancing act with respect to the repair, rehabilitation, and replacement of capital assets.

Secondly, as extracted from the 2022 Asset Management Plan (AMP), the infrastructure is aged to the point that much of the infrastructure is beyond its normal useful life.

FIGURE 2

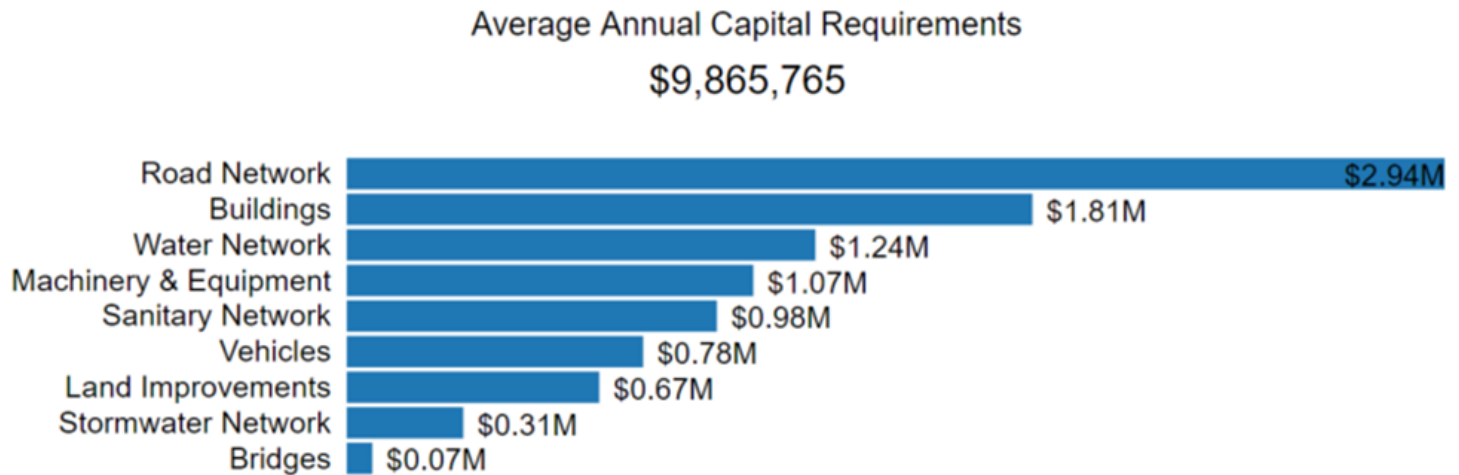


Source: 2022 AMP, By-law 22-86

Figure 2 is a snapshot as of 2020 illustrating that 47% of the \$187M in tax funded assets are in a poor to very poor condition. The AMP provides financial information in Section 7 of the report, indicating that an annual expenditure of \$9.9 million (\$7.7M tax supported) is required for asset investment to maintain existing service levels.

CAPITAL BUDGET OVERVIEW

FIGURE 3



The longer the backlog is not addressed, the greater the mountain of repair and replacement. A Roads Condition Assessment and Facility Condition Assessment (FCA) are planned for 2023 which will provide stronger data to determine if the current timing and costs contained in the AMP are realistic or need revisions within these asset classes.

Further, the municipal fleet is aged and experiencing high costs of repair and frequent service interruption. Much of the grant funding such as Ontario Community Infrastructure Fund (OCIF) and the Canada Community-Building Fund (CCBF) is not for fleet replacement. Therefore, the burden falls on the municipality. However, these grant sources are appropriate for other infrastructure which allows the levy and reserve funds to be used for fleet, with the caution that current demands exceed financial resources.

Additionally, Ontario Regulation 588/17 requires a ten-year asset management plan for all municipal assets by July 1, 2024, including an assessment of the full lifecycle requirements for each asset category. This is a very significant requirement that is not easily met, particularly for facilities that may have a lifecycle of 50 years or longer.

CAPITAL BUDGET OVERVIEW

HOW IS THE ASSET MANAGEMENT CHALLENGE BEING ADDRESSED?

Management is acutely aware of the challenge and the financial, logistical, and human resources challenge associated with the capital assets. In the following recommendations, the planning period is related to the expected useful life of a category of assets. Small vehicles, equipment and office equipment may work well within a 5 to 10-year planning cycle. Large fleet and equipment including fire service vehicles require a 20-year horizon and many facilities will need a 20 to 50-year planning horizon.

The following are actions that have been taken or will have to be taken:

- 1) A Fire Master Plan will be completed in the spring of 2023 from which a 20-year fleet, equipment and facility plan will assist with lifecycle management.
- 2) A Roads Condition Assessment is planned in the capital budget for 2023. This will inform an assess of condition and the 5, 10 and 20-year capital requirements.
- 3) A Facility Condition Assessment is planned in the capital budget for 2023. This will inform an assess of condition and the 5, 10 and 20-year capital requirements for all significant facility infrastructure within both the tax and rate supported areas. The assessment will include a full review of the Ontario Building Code compliance, accessibility needs and will provide valuable data long term maintenance, rehabilitation and replacement costs.

Additional actions required:

- 1) A long-term fleet plan for municipal vehicles and equipment.
- 2) An optimization review of all facility assets to ensure they fit with the outcomes of the Municipal Strategic Plan and the desired levels of service.
- 3) A 10-year business plan or master plan for the airports.
- 4) A revised Strategic Plan that addresses the new mining operation and strategic opportunities for the community.
- 5) A review of both community and technical levels of service (Service Delivery Review) for the AMP that will help to optimize the service delivery for the Municipality.
- 6) A revised AMP that factors the result of the projected and required studies to best refine the levels of service and future levels of service to meet the statutory requirements of the Legislation and the objectives of the Strategic Plan.
- 7) As part of the comprehensive (all assets) AMP, a 10-year capital plan (that leads to a comprehensive AMP financial plan).
- 8) A comprehensive AMP financial plan.

CAPITAL BUDGET OVERVIEW

OVERVIEW OF THE CAPITAL BUDGET:

The 2023 Draft Capital Budget proposes \$9,995,281 of total expenditure with all proposed projects being Priority 1. Of the total proposed projects, 21 were deferred at a total cost of \$3.92M due to lack of funding or insufficient capacity to deliver projects and have been placed in 2024 or 2025 capital plans. A listing of the deferred projects can be found in Schedule A.

The 2023 and 2024-2027 (5-year) capital project lists are provided in Schedules B and C to this document and reflect the following overall annual needs.

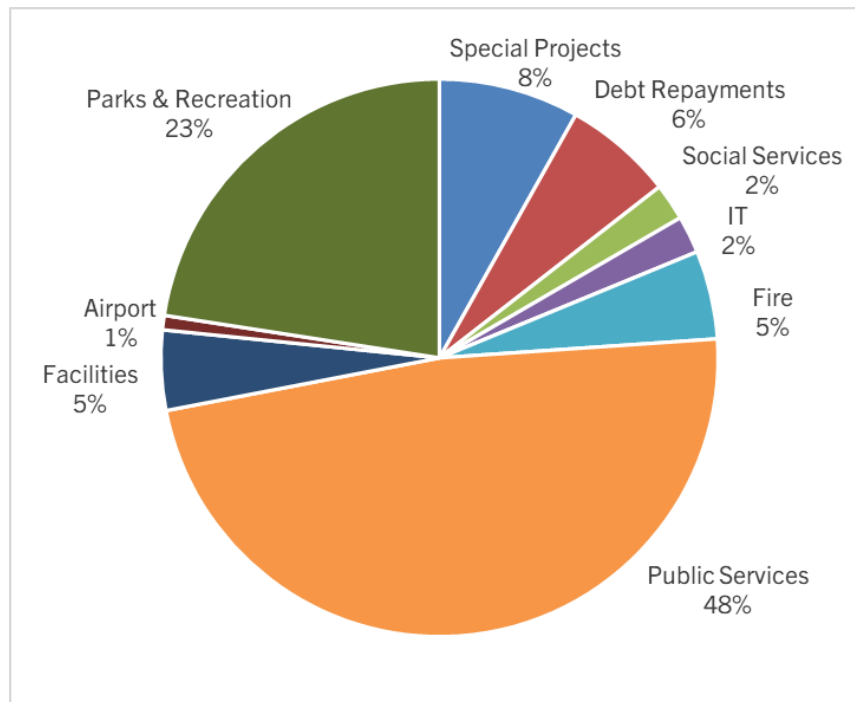
2023	2024	2025	2026	2027
\$ 9,995,281	\$ 10,138,075	\$ 10,377,938	\$ 16,083,267	\$ 20,503,055

EXPENDITURES BY DEPARTMENT

The greatest budget responsibility rests with the Public Services department, comprising Road, Fleet, Stormwater, Waste Management, Airport, Facilities and Parks and Recreation capital. The 2023 budget now includes a Special Projects section to reflect the fact that some expenses, such as studies, cannot be capitalized based on the municipality's policies however are of a one-time nature and would otherwise skew the year-over-year operating budgets. Debt is also included as a section to highlight prior large capital project debt repayments that are term limited.

Debt repayment comprises a projected \$634,306, or approximately 6.3% of the total capital. No new debt is scheduled for 2023 however there are noteworthy projects on the horizon which may require significant long term financing including the new landfill (\$10M+), Geraldton Main Street Reconstruction (\$10M) Geraldton Airport Runway Rehabilitation (\$8.2M), Pinegrove Cemetery Expansion (\$2M), Beardmore Community Centre (\$1.7M) along with the potential need to bridge the short term gap in public services and fire fleet replacements (\$4M+).

FIGURE 4 CAPITAL EXPENDITURES BY DEPARTMENT

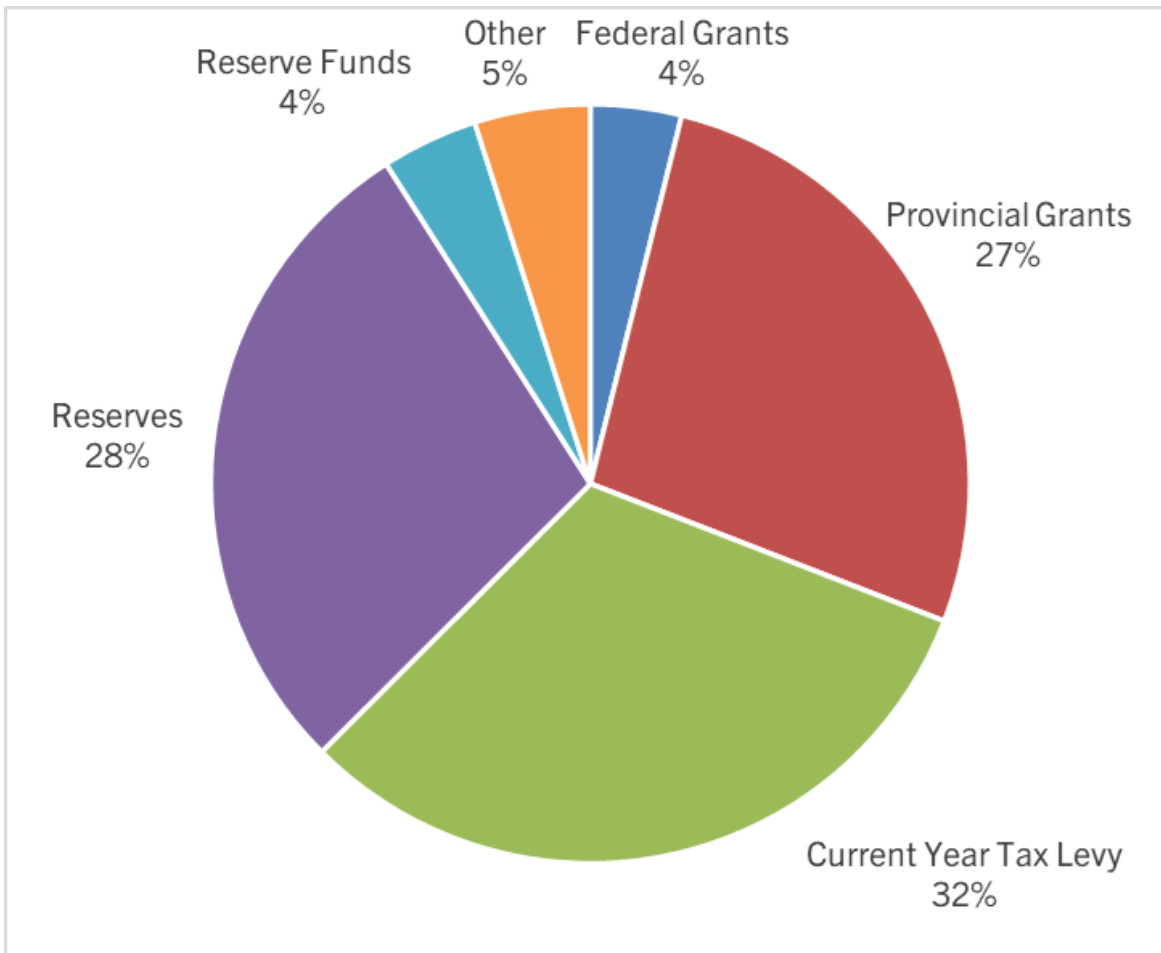


CAPITAL BUDGET OVERVIEW

SOURCES OF FUNDING

The source of funding provides an illustration of how capital projects are being funded in a summary format to compliment the detailed capital project schedule.

FIGURE 5 SOURCES OF CAPITAL FUNDING



Greenstone receives key infrastructure grant funding from the Northern Ontario Heritage Fund Corporation (NOHFC) (application based), the Ontario Community Infrastructure Fund (OCIF) and the Canada Community-Building Fund (CCBF-formerly Federal Gas Tax) and the Northern Ontario Resource Development Support Fund (NORDS). The Municipality is currently waiting on funding announcements for several applications that have been submitted.

OCIF and CCBF funding in the total amount of \$1.08M for 2023 has been allocated towards the Facility Condition Assessment project (\$100k) and the First Street Rehabilitation Project. The NORDS grant of \$156k has been allocated towards the Geraldton Main Street Rehabilitation Project. The Treasurer reviews funding demands throughout the year and may adjust the source and use of funds to meet asset management demands while remaining within the constraints of the grant funding or reserve mandate.

SCHEDULES



MUNICIPALITY OF
GREENSTONE

2023

CAPITAL BUDGET

SCHEDULE A: DEFERRED 2023 PRIORITY 1 CAPITAL PROJECTS

SCHEDULE B: 2023 CAPITAL PROJECTS

SCHEDULE C: 2024–2027 CAPITAL PROJECTS

SCHEDULE A

DEFERRED 2023 PRIORITY 1 CAPITAL PROJECTS

PROJECT NAME	BUDGET
Phone System	\$ 55,000
Ethernet Internetworking	\$ 50,000
Total - IT	\$ 105,000
Fire Engineering Services	\$ 60,000
Fire Generator Backup	\$ 20,000
Fire Pump 201	\$ 650,000
Fire Pump 204	\$ 650,000
Fire Pump 304	\$ 200,000
Fire Rescue 601	\$ 200,000
Total - Fire	\$ 1,780,000
Lakeside Center Roof Replace	\$ 50,000
NKA CN Station Roof	\$ 80,000
Total - Corporate Facilities	\$ 130,000
Triaxle Dump Truck DT 1 Unit 301	\$ 195,000
Loader L 3 Unit 471	\$ 340,000
Dump Truck DT 2 Unit 312	\$ 195,000
Cube Van CV 1 Unit 306	\$ 78,030
Heavy Duty PU Unit 318	\$ 93,030
Loader L 4 Unit 111	\$ 347,000
Plow Combo PC 2 Unit 402	\$ 153,000
Rubber Tire Backhoe Unit 411	\$ 210,000
Trackless Sidewalk Plow Unit 123	\$ 150,000
Thompson Steamer	\$ 27,000
Total - Fleet	\$ 1,788,060
GRD Ball Park Fence Lighting	\$ 120,000
Total - Recreational Facilities	\$ 120,000
Total Total	\$ 3,923,060

SCHEDULE B

2023 CAPITAL PROJECTS

Greenstone 2023 Tax Supported Capital Plan							
Project Name	2023 Expenses	Federal Grants	Provincial Grants	Tax Levy	Reserves	Reserve Funds	Other
Municipal Strategic Plan	\$ 55,000	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -
Municipal Housing Strategy	\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -
Firefighter Coveralls	\$ 25,500	\$ -	\$ -	\$ 25,500	\$ -	\$ -	\$ -
Landfill Surveys	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -
Playground Equipment Deficiency Repairs	\$ 57,044	\$ -	\$ -	\$ -	\$ 57,044	\$ -	\$ -
Barton Bay Playground Removal	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -
IT Service Delivery Review	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -
Beautification Strategy	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -
Facility Condition Assessment	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Library Equipment	\$ 19,471	\$ -	\$ -	\$ 19,471	\$ -	\$ -	\$ -
2022 Arena Structural Assessment	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -
Winter Control Sand	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
BRD Clinic Municipal Library Roof	\$ 7,000	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -
Roads Needs Assessment	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -
Sign Reflectivity Inspections and Replacement	\$ 5,000	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -
GRD Landfill Closure	\$ 104,276	\$ -	\$ -	\$ -	\$ -	\$ 104,276	\$ -
Community Safety and Well Being Plan	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -
Total Special Projects	\$ 813,291	\$ -	\$ 100,000	\$ 291,971	\$ 297,044	\$ 124,276	\$ -
Debt-Hwy 584 rehab 2009	\$133,979	\$ -	\$ -	\$133,979	\$ -	\$ -	\$ -
Debt-Geraldton Admin Bldg	\$218,312	\$ -	\$ -	\$218,312	\$ -	\$ -	\$ -
TD Equipment Loan - 2012	\$200	\$ -	\$ -	\$200	\$ -	\$ -	\$ -
TD Equipment Loan - 2013	\$56,808	\$ -	\$ -	\$56,808	\$ -	\$ -	\$ -
Debt 2014 & 2016	\$225,007	\$ -	\$ -	\$225,007	\$ -	\$ -	\$ -
Total Debt Repayments	\$ 634,306	\$ -	\$ -	\$ 634,306	\$ -	\$ -	\$ -
Community Garden	\$ 30,600	\$ -	\$ 30,600	\$ -	\$ -	\$ -	\$ -
Total Edlery Care	\$ 30,600	\$ -	\$ 30,600	\$ -	\$ -	\$ -	\$ -
CS Aging atHomeVan in community	\$ 91,250	\$ -	\$ 91,250	\$ -	\$ -	\$ -	\$ -
CS Rural Transportation	\$ 91,250	\$ -	\$ -	\$ 45,625	\$ -	\$ -	\$ 45,625
Total - CS Transit	\$ 182,500	\$ -	\$ 91,250	\$ 45,625	\$ -	\$ -	\$ 45,625
Computer Replacement Program	\$ 37,000	\$ -	\$ -	\$ 37,000	\$ -	\$ -	\$ -
Council Streaming	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -
Server Infrastructure Replace	\$ 170,000	\$ -	\$ -	\$ 170,000	\$ -	\$ -	\$ -
Total - Information Technology	\$ 217,000	\$ -	\$ -	\$ 217,000	\$ -	\$ -	\$ -

SCHEDULE B

Greenstone 2023 Tax Supported Capital Plan							
Project Name	2023 Expenses	Federal Grants	Provincial Grants	Tax Levy	Reserves	Reserve Funds	Other
Fire AED	\$ 500	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -
Fire PPV Fans	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000
Fire Flow Testing	\$ 48,000	\$ -	\$ -	\$ 48,000	\$ -	\$ -	\$ -
Fire Firefighter PPE	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -
FIT Testing Machine	\$ 22,000	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -
Fire FMP CRA	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Fire SCBA Replacement	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Fire Pump 302	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Fire Training Facility	\$ 47,000	\$ -	\$ -	\$ 41,500	\$ 6,000	\$ -	\$ -
Fire Turnout Gear Dryer	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Fire Vehicle Stabilization	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -
Total - Fire	\$ 512,500	\$ -	\$ -	\$ 246,500	\$ 236,500	\$ -	\$ 30,000
GRD Airport Vent Fuel System	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ 48,000	\$ -
GRN Airport Transfer Switch	\$ 35,000	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -
Total - Airport	\$ 83,000	\$ -	\$ -	\$ 35,000	\$ -	\$ 48,000	\$ -
Storm Water Management	\$ 175,000	\$ -	\$ -	\$ 75,000	\$ 100,000	\$ -	\$ -
Hwy 584 Culvert Replacement	\$ 40,875	\$ -	\$ -	\$ -	\$ 40,875	\$ -	\$ -
Total - Bridges and Culverts	\$ 215,875	\$ -	\$ -	\$ 75,000	\$ 140,875	\$ -	\$ -
Fire Alarm System Services	\$ 72,000	\$ -	\$ -	\$ 40,000	\$ 32,000	\$ -	\$ -
GRD Cemetery Gate	\$ 10,000	\$ -	\$ -	\$ 4,000	\$ 6,000	\$ -	\$ -
GER Pinegrove Cemetery Expansion	\$ 16,850	\$ -	\$ -	\$ -	\$ 16,850	\$ -	\$ -
LON Cemetery Drainage Investigation	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -
BRD Post Office Floor	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
GRD Library Roof	\$ 90,000	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -
NKA Health Center Floor Replace	\$ 35,000	\$ -	\$ -	\$ 17,500	\$ -	\$ -	\$ 17,500
NKA Ward Office Roof	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
101 Bayview House Reno	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
LON PW Garage Roof Soffit Facia	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -
Total - Corporate Facilities	\$ 463,850	\$ -	\$ -	\$ 391,500	\$ 54,850	\$ -	\$ 17,500

SCHEDULE B

Greenstone 2023 Tax Supported Capital Plan							
Project Name	2023 Expenses	Federal Grants	Provincial Grants	Tax Levy	Reserves	Reserve Funds	Other
Heavy Duty Pickup PT(HD) 2 Unit 11	\$ 70,000	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -
LON Bobcat Toolkat Unit 336	\$ 125,000	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -
Light Pickup PT L 2 Unit 227	\$ 51,000	\$ -	\$ -	\$ 51,000	\$ -	\$ -	\$ -
Plow Combo PC 1 Unit 235	\$ 340,000	\$ -	\$ -	\$ 340,000	\$ -	\$ -	\$ -
Heavy Duty Pickup Unit 313	\$ 70,000	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -
Unit 337 Undercarriage rebuild	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Unit 105 2022	\$ 87,000	\$ -	\$ -	\$ 36,450	\$ 50,550	\$ -	\$ -
Ice Resurfer 2022	\$ 90,000	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ -
excavator buckets 2022	\$ 12,950	\$ -	\$ -	\$ -	\$ 12,950	\$ -	\$ -
Unit 530 2022	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Unit 226 2022	\$ 50,000	\$ -	\$ -	\$ 12,815	\$ -	\$ 37,185	\$ -
Unit 333 2022	\$ 340,000	\$ -	\$ -	\$ 150,000	\$ 190,000	\$ -	\$ -
Snow Bucket 2022	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -
Total - Fleet	\$ 1,822,950	\$ -	\$ -	\$ 930,265	\$ 855,500	\$ 37,185	\$ -
HHH Kiosk Roof Soffit Facia	\$ 7,000	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -
Poplar Lodge Park Pier Rehab	\$ 676,616	\$ -	\$ 500,000	\$ -	\$ -	\$ 176,616	\$ -
Poplar Lodge Park Washroom Repair	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Poplar Lodge Park Washroom Roof	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -
Total - Parks & Campgrounds	\$ 748,616	\$ -	\$ 500,000	\$ 72,000	\$ -	\$ 176,616	\$ -
LON Sportsplex Ice Plant Repair	\$ 14,000	\$ -	\$ -	\$ 2,000	\$ 12,000	\$ -	\$ -
LON Sportsplex Electrical Upgrade	\$ 150,000	\$ -	\$ -	\$ 140,000	\$ 10,000	\$ -	\$ -
LON Curling Club Compressor Replacement	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -
NKA Curling Club Ice Plant Repair	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
LON Sportsplex Roof Structural Upgrades	\$ 1,262,300	\$ -	\$ 633,600	\$ -	\$ 628,700	\$ -	\$ -
Total - Recreational Facilities	\$ 1,506,300	\$ -	\$ 633,600	\$ 222,000	\$ 650,700	\$ -	\$ -
First Street Rehabilitation	\$ 2,052,750	\$ 306,850	\$ 1,345,900	\$ -	\$ -	\$ -	\$ 400,000
GER Main Road Rehabilitation	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Roads	\$ 2,132,750	\$ 386,850	\$ 1,345,900	\$ -	\$ -	\$ -	\$ 400,000
2022 Sidewalk Repair	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -
Total - Sidewalks & Streetlights	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -
2022 New Landfill EA	\$ 566,743	\$ -	\$ -	\$ 50,000	\$ 516,743	\$ -	\$ -
NKA New Monitoring Well	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Total - Waste Management	\$ 591,743	\$ -	\$ -	\$ 50,000	\$ 516,743	\$ 25,000	\$ -
TOTAL CAPITAL PROGRAM	\$ 9,995,281	\$ 386,850	\$ 2,701,350	\$ 3,211,167	\$ 2,792,212	\$ 411,077	\$ 493,125

SCHEDULE C

2024-2027 CAPITAL PROJECTS

Greenstone 2024-2027 Tax Supported Capital Plan					
Project Name		2024	2025	2026	2027
Barton Bay Playground Removal	1	\$ -	\$ 100,000	\$ -	\$ -
Winter Control Sand	1	\$ -	\$ -	\$ 75,000	\$ -
BRD Clinic Municipal Library Roof	1	\$ -	\$ 80,000	\$ -	\$ -
GRD Landfill Closure	1	\$ 500,000	\$ -	\$ -	\$ -
Firefighter Uniforms	2	\$ 15,000	\$ -	\$ -	\$ -
LON Library Paint	3	\$ 20,000	\$ -	\$ -	\$ -
GRD LON Library Paint	2	\$ 40,000	\$ -	\$ -	\$ -
Total Special Projects		\$ 575,000	\$ 180,000	\$ 75,000	\$ -
Debt-Hwy 584 rehab 2009	1	\$ 133,979	\$ -	\$ -	\$ -
Debt-Geraldton Admin Bldg	1	\$ 218,312	\$ 218,312	\$ 218,312	\$ 218,312
Debt 2014 & 2016	1	\$ 225,007	\$ 225,007	\$ 225,007	\$ -
Total Debt Repayments		\$ 577,298	\$ 443,319	\$ 443,319	\$ 218,312
Computer Replacement Program	1	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000
Server Infrastructure Replace	1	\$ -	\$ -	\$ -	\$ 194,000
IT Stone Orchard Software	2	\$ 20,000	\$ -	\$ -	\$ -
Phone System	1	\$ 55,000	\$ -	\$ -	\$ -
Ethernet Internetworking	1	\$ 50,000	\$ -	\$ -	\$ -
Cyber Security	2	\$ -	\$ 50,000	\$ -	\$ -
Total - IT		\$ 162,000	\$ 87,000	\$ 37,000	\$ 231,000
Fire PPV Fans	1	\$ 18,000	\$ -	\$ -	\$ -
Fire Firefighter PPE	1	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Fire SCBA Replacement	1	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Fire Pump 302	1	\$ 350,000	\$ -	\$ -	\$ -
Fire Training Facility	1	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Garage Door Openers	2	\$ 25,000	\$ -	\$ -	\$ -
Fire Engineering Services	1	\$ 60,000	\$ -	\$ -	\$ -
Fire Masterplan Implementation	2	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Fire Generator Backup	1	\$ 20,000	\$ -	\$ -	\$ -
Fire Pump 201	1	\$ 200,000	\$ 450,000	\$ -	\$ -
Fire Pump 204	1	\$ 200,000	\$ 450,000	\$ -	\$ -
Fire Pump 304	1	\$ 200,000	\$ -	\$ -	\$ -
Fire Rescue 601	1	\$ 200,000	\$ -	\$ -	\$ -
Fire Ladder 405	2	\$ -	\$ 200,000	\$ 200,000	\$ -
Fire Pump 205	2	\$ -	\$ 200,000	\$ 450,000	\$ -
Total - Fire		\$ 1,528,000	\$ 1,555,000	\$ 905,000	\$ 255,000

SCHEDULE C

2024-2027 CAPITAL PROJECTS

Greenstone 2024-2027 Tax Supported Capital Plan					
Project Name		2024	2025	2026	2027
PS Airport Belarus Tractor	2	\$ -	\$ 70,000	\$ -	\$ -
GRN Airport Front End Loader	2	\$ -	\$ 340,000	\$ -	\$ -
Airport GRN Runway Rehabilitation	2	\$ -	\$ -	\$ 200,000	\$ 8,000,000
GRN Airport Plow Truck	3	\$ -	\$ -	\$ 280,000	\$ -
Total - Airport		\$ -	\$ 410,000	\$ 480,000	\$ 8,000,000
Storm Water Management	1	\$ 100,000	\$ 125,000	\$ 125,000	\$ 150,000
Hwy 584 Culvert Replacement	1	\$ 500,000	\$ -	\$ -	\$ -
Total - Bridges and Culverts		\$ 600,000	\$ 125,000	\$ 125,000	\$ 150,000
GER Pinegrove Cemetary Expansion	1	\$ 1,200,000	\$ -	\$ -	\$ 800,000
LON Cemetery Drainage Investigation	1	\$ -	\$ 200,000	\$ -	\$ -
101 Bayview House Reno	1	\$ 15,000	\$ -	\$ -	\$ -
Admin Office Lockstone Repair	3	\$ 20,000	\$ -	\$ -	\$ -
BRD EMS Building Repairs	2	\$ 35,000	\$ -	\$ -	\$ -
Lakeside Center Roof Replace	1	\$ 50,000	\$ -	\$ -	\$ -
LON Curling Club Renovations	3	\$ 50,000	\$ -	\$ -	\$ -
NKA CN Station Roof	1	\$ 80,000	\$ -	\$ -	\$ -
LON WTP Roof Replacement	2	\$ -	\$ 80,000	\$ -	\$ -
Jellicoe Community Center Furnace	2	\$ -	\$ 11,000	\$ -	\$ -
GRD Community Center LED Lighting	2	\$ -	\$ 80,000	\$ -	\$ -
Total - Corporate Facilities		\$ 1,450,000	\$ 371,000	\$ -	\$ 800,000

SCHEDULE C

Greenstone 2024-2027 Tax Supported Capital Plan

Project Name		2024	2025	2026	2027
Triaxle Dump Truck DT 1 Unit 301	1	\$ 195,000	\$ -	\$ -	\$ -
Loader L 3 Unit 471	1	\$ 340,000	\$ -	\$ -	\$ -
Dump Truck DT 2 Unit 312	1	\$ 195,000	\$ -	\$ -	\$ -
Cube Van CV 1 Unit 306	1	\$ 78,030	\$ -	\$ -	\$ -
Heavy Duty PU Unit 318	1	\$ 93,030	\$ -	\$ -	\$ -
Loader L 4 Unit 111	1	\$ 347,000	\$ -	\$ -	\$ -
Plow Combo PC 2 Unit 402	1	\$ 153,000	\$ -	\$ -	\$ -
Rubber Tire Backhoe Unit 411	1	\$ 210,000	\$ -	\$ -	\$ -
Snorkle Lift Unit 531	2	\$ 30,000	\$ -	\$ -	\$ -
Trackless Sidewalk Plow Unit 123	1	\$ 150,000	\$ -	\$ -	\$ -
Heavy Duty PU Unit 4	2	\$ -	\$ 93,030	\$ -	\$ -
Thompson Steamer	1	\$ -	\$ 27,000	\$ -	\$ -
LON Garbage Truck Unit 305	3	\$ -	\$ 280,000	\$ -	\$ -
Sander Truck Unit 216	2	\$ -	\$ 153,000	\$ -	\$ -
2011 Elgin Street Sweeper	2	\$ -	\$ 230,000	\$ -	\$ -
Trackless Sidewalk Plow Unit 223	2	\$ -	\$ 150,000	\$ -	\$ -
Bulldozer Unit 337	3	\$ -	\$ -	\$ 350,000	\$ -
Freightliner Garbage Truck	3	\$ -	\$ -	\$ 300,000	\$ -
Grader Unit 110	3	\$ -	\$ -	\$ 375,000	\$ -
Grader Unit 415	4	\$ -	\$ -	\$ 700,000	\$ -
Light Pickup Unit 8	4	\$ -	\$ -	\$ 55,000	\$ -
Plow Combo Unit 304	3	\$ -	\$ -	\$ 370,000	\$ -
Dump Truck Unit 215	4	\$ -	\$ -	\$ -	\$ 200,000
Light Pickup Unit 3	4	\$ -	\$ -	\$ -	\$ 55,000
Total - Fleet		\$ 1,791,060	\$ 933,030	\$ 2,150,000	\$ 255,000
Riding Mower 1	2	\$ 18,000	\$ -	\$ -	\$ -
Riding Mower 2	2	\$ 18,000	\$ -	\$ -	\$ -
GRD Ball Park Fence Lighting	1	\$ 100,000	\$ 20,000	\$ -	\$ -
Poplar Lodge Park Generator	2	\$ 50,000	\$ -	\$ 500,000	\$ -
Riding Mower 3	2	\$ -	\$ 20,000	\$ -	\$ -
Riding Mower 4	2	\$ -	\$ 20,000	\$ -	\$ -
Total - Parks & Campgrounds		\$ 186,000	\$ 60,000	\$ 500,000	\$ -

SCHEDULE C

Greenstone 2024-2027 Tax Supported Capital Plan

Project Name		2024	2025	2026	2027
Tables and Chairs	3	\$ 10,000	\$ -	\$ -	\$ -
Cargo Trailer	2	\$ 15,000	\$ -	\$ -	\$ -
Total - Recreation Programs		\$ 25,000	\$ -	\$ -	\$ -
LON GRD Arena Entrance Door Replacement	2	\$ 30,000	\$ 30,000	\$ -	\$ -
LON Arena Rink Seal Dosage	2	\$ 15,000	\$ -	\$ -	\$ -
BRD Community Center Ice Plant & Roof Repair	2	\$ 625,000	\$ 40,000	\$ 1,000,000	\$ -
GER Floor Machine	2	\$ 15,000	\$ -	\$ -	\$ -
Total - Recreational Facilities		\$ 685,000	\$ 70,000	\$ 1,000,000	\$ -
GER Main Road Rehabilitation	1	\$ 100,000	\$ 4,000,000	\$ 3,000,000	\$ 3,000,000
Road Maintenance Program	2	\$ 1,948,717	\$ 2,143,589	\$ 2,357,948	\$ 2,593,743
Total - Roads		\$ 2,048,717	\$ 6,143,589	\$ 5,357,948	\$ 5,593,743
Christmas Streetlight Decorations	4	\$ 10,000	\$ -	\$ 10,000	\$ -
Total - Sidewalks & Streetlights		\$ 10,000	\$ -	\$ 10,000	\$ -
2022 New Landfill EA	1	\$ 500,000	\$ -	\$ 5,000,000	\$ 5,000,000
NKA New Monitoring Well	1	\$ -	\$ -	\$ -	\$ -
Total - Waste Management		\$ 500,000	\$ -	\$ 5,000,000	\$ 5,000,000
TOTAL CAPITAL PROGRAM		\$ 10,138,075	\$ 10,377,938	\$ 16,083,267	\$ 20,503,055