



MUNICIPALITY OF
GREENSTONE

2022 OPERATING AND CAPITAL BUDGET PROPOSAL



NATURE'S HOME TOWN

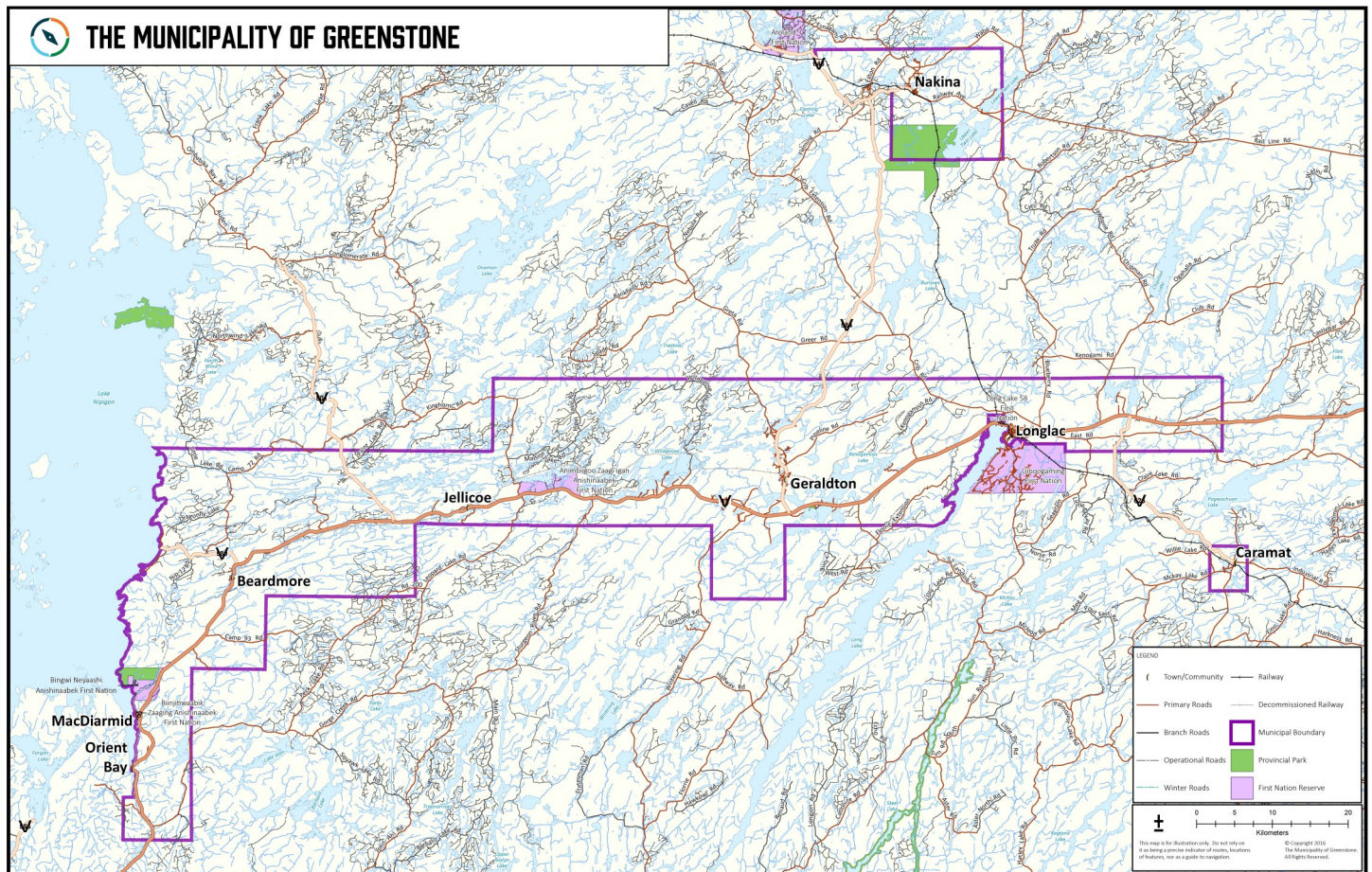


TABLE OF CONTENTS

	PAGE[S]
Message from the Mayor	1-2
Corporate Strategic Plan (Vision, Mission, Values)	3-4
Council Priorities	5
Message from the C.A.O.	6
Budget Overview (Operating)	7-8
Revenue Graph	9
Expenditure Graph	10
Departmental Summary	11
DEPARTMENTAL BREAKDOWNS	
Office of the Clerk	13
Corporate Services	14-15
Public Services	16-26
Community Services	27-28
Fire Services	29-30
Protective and Planning Services	31-32
Economic Development & Communications	33-34
Capital Budget Overview	35-41
Schedules A, B & C	42



MESSAGE FROM THE MAYOR



We are pleased to present this draft of the 2022 Municipal Budget.

Without a doubt, the budget is Council's most important annual policy document, and takes months of planning to prepare. Staff have been working earnestly on the 2022 budget proposal to make certain residents would feel a minimal financial impact, while still addressing key infrastructure issues. Council has provided guidance to staff throughout the budget process and has also provided direction through the setting of priorities at the November 22, 2021 Regular Meeting of Council (see page 5) and the Corporate Strategic Plan.

As we emerge from the stresses and uncertainty we have all felt over the past two years, we find ourselves looking towards a very bright future for our Municipality. While we look forward to extensive growth and prosperity, we must also remain realistic with our present situation which involves aging infrastructure throughout the Municipality. We are all aware of the unique history of Greenstone and the challenges we have faced, and continue to face. The Municipality operates five water treatment facilities, four wastewater treatment facilities, two federally regulated airports at Geraldton and Nakina, four municipal administration buildings, four public works garages, a marina, five campgrounds, four sport complexes, four fire halls, four cemeteries, six Greenspace parks, 22 playgrounds, three daycares, and numerous other municipal and recreation buildings.

As in past years, it is important to note that 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. That being said, the Municipality will have several exciting funding announcements to share in the coming months!



MESSAGE FROM THE MAYOR

Furthermore, I would like to take this opportunity to once again acknowledge the contributions of Councillor Claudette Abraham and Councillor John Marino to the Municipality of Greenstone. Both of these Councillors had a major impact on our communities and their dedication, input and perspectives were invaluable during their time on Council.

I thank you for taking the time to review his document.

Renald Y. Beaulieu
Mayor



RENALD BEAULIEU
MAYOR



WILLIAM ASSAD
COUNCILLOR
GERALTON WARD



ANDRE BLANCHARD
COUNCILLOR
RURAL WEST WARD



MATTHEW DONOVAN
COUNCILLOR
NAKINA WARD



ELAINE MANNISTO
COUNCILLOR
LOGLAC WARD



GLORIA MCCRAW
COUNCILLOR
RURAL EAST WARD



JAMES MCPHERSON
COUNCILLOR
LOGLAC WARD



CLAUDETTE TROTTIER
COUNCILLOR
BEARDMORE WARD



CHRIS WALTERSON
COUNCILLOR
GERALTON WARD



CORPORATE STRATEGIC PLAN

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



STRATEGIC PLAN IMPERATIVES

This Strategic Plan identifies Greenstone Council's goals, under three clear and concise priorities. These priorities include what ends, objectives, tools and tactics should be utilized to promote a strong and vibrant community in Greenstone.

JOB #1—IGNITING POSSIBILITIES

The Municipality of Greenstone recognizes that it alone cannot create jobs but must act as a spark plug for economic development, and by acting as the vigilant economic catalyst, maximize involvement and investment from all levels of government.

BUILD A BETTER FUTURE BY BUILDING BETTER RELATIONSHIPS

Greenstone Council and Staff appreciate that maintaining and enhancing relationships with citizens depends on effective clear, two-way communications, based on well-understood accountabilities.

BUILDING INFRASTRUCTURE AND PRIDE GO HAND IN HAND

While citizens seek improved infrastructure for strictly their utility, they also understand that the level of pride in the community varies directly with its appearance and cleanliness. Better infrastructure creates a better community and demonstrates and enhances the existing pride.



COUNCIL PRIORITIES

At the November 22, 2021 Regular Meeting of Council, Council approved Motion 21-335 to establish Council Priorities for the remainder of their term. While some of these priorities are multi-year projects, key work is required to be done throughout 2022.

The Motion details the following three (3) priorities:

MINE RELATED ITEMS

The Municipality of Greenstone has been working extensively with Greenstone Mine throughout the development of the new gold mine within the Municipality. Several senior staff members continue to work diligently with GM personnel on items related to the Mine. These items include, but are not limited to; sale of properties for development, expansion of the Geraldton Wastewater Treatment Plant, expansion of water and wastewater collection and distribution, housing and severances.

OFFICIAL PLAN

The Municipality of Greenstone has been working on the development of an Official Plan since 2001. The goal is to have the Official Plan approved by the Minister of Municipal Affairs and Housing by end of September 2022.

LANDFILL ENVIRONMENTAL ASSESSMENT

The Municipality of Greenstone has been in the process of developing a long-term solution for waste management for several years. The Geraldton Landfill site officially closed on December 31, 2021 after numerous extensions granted by the Ministry of the Environment, Conservations and Parks (MECP). The remaining landfills in Greenstone (Beardmore, Longlac, and Nakina), all have a limited lifespan. The Terms of Reference for the Environmental Assessment have been approved by MECP and are available for viewing on the Municipal website (greenstone.ca). The EA is the driving force behind the actual site selection, design, size and capacity of a new landfill(s). Public information sessions and consultations are the next step for the EA process. Municipal staff are working closely with engineering consultants (KGS Group) and will be actively promoting public engagement.

MESSAGE FROM THE C.A.O.

As we present the 2022 Budget, once again there are two overarching themes that may seem opposed to each other. We are seeing economic development that we have not experienced in decades. At the same time, difficult decisions will have to be made over the next few years about levels of services and how we fund them due to ageing infrastructure, increasing inflation, and pressures related to the economic development.

The formal announcement by the Greenstone Mine to start construction is wonderful news for our community and region. This development has brought much needed jobs to our region and is expected to bring new residents to our area. However, at the same time, this has already put significant pressures on the services in our community and our ability to deliver them. In the space of just a few weeks, the Municipality lost nearly one quarter of its public works staff. Qualified people across all areas are increasingly difficult to recruit and retain, and we have experienced service interruptions as a result. In the community it is also becoming more and more difficult to find housing and our area employers are also needing employees.

The costs to deliver Municipal services are increasingly significant. This is due to a variety of reasons, including ageing infrastructure and COVID related worldwide impacts. Our Municipal insurance costs increased another 49% this year. Last year, the increase was nearly 70%. To put it in dollar terms, in 2020 our premium was \$464,315. This year it will be \$1.132 million, a \$667,906 increase over just two years. Just this increase alone results in a levy increase of 4.3% over two years. While Municipalities in general are seeing double digit increases to insurance costs, ours is significantly higher due to three major fire related claims that can be attributed to our ageing infrastructure.

Municipalities often experience inflation higher than what is reflected in the consumer price index. Currently, two of our major capital projects have seen a 50% increase in estimates from just two years ago to today. We are also seeing increasing costs in other capital projects as well. This will have a significant impact on our ability to deliver even the minimum maintenance required to keep our facilities operating.

Greenstone's Asset Management Plan shows we should be spending approximately \$7 million more per year than we currently do on capital. The resulting gap has caused increasing service interruptions and added costs related to repairs and maintenance. Given the backlog of capital projects, growing maintenance needs, and increasing requirements from other orders of government, we are finding that the Municipality now simply does not have the human resources needed to manage or deliver on all projects that we need to do.

All of these factors together will require difficult conversations over the next few years about what services the Municipality can reasonably maintain into the future, and how we ensure we have the resources required to properly maintain those services. At the same time, we will have to focus on what limited resources we do have on key projects that are critical to our future. For 2022, these priorities will be; the development of a solution to solid waste needs in the region (landfill or landfills); a new Official Plan, and; items related to the mine to ensure the project proceeds to production and to help ensure we "build a community not a camp." This budget aims to balance all these competing needs.

BUDGET OVERVIEW

2022 LEVY SUPPORTED OPERATING BUDGET OVERVIEW

After two years of unusual circumstances, the 2022 Operating Budget reflects a gradual return to more normal 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.

The draft Operating Budget proposes a net levy increase of 5%, incorporating a projected 3.9% increase in budgeted revenues and a projected increase of 6.8% in expenses. The net of revenue over expenses would provide a contribution to capital of \$2.8 million (rounded). The capital budget requirement for Priority 1 projects is matched to the levy contribution available.

Revenues increases arise primarily from increase fees associated with the Greenstone Mine development while recreational revenues are constrained by the restriction on pool usage.

Expenses are the greatest concern. Insurance has increased by 49% along with significant increases (22%) for Vehicles and Equipment, reflecting aging assets that are beyond the normal useful life. This has been highlighted in the Fire & Emergency Services overall review and will be further detailed in the Fire Master Plan. The fleet challenges are consistent across the full municipal fleet. Similarly, the issues with facilities are well known and have in fact contributed to the high insurance costs.

BUDGET PRESSURES

External factors create a tax levy impact of 3.5% before the net of all the internal changes. Greenstone faces significant external budget pressures:

- An insurance driven increase of \$372,000 or 49% for 2022 based on actual costs, an increase of 2.2% on the levy, is from general industry increases driven by joint and several liability and claims experience with Greenstone. Management is working to reduce this increase by reducing coverage on some facilities.
- External levies increase by \$129,683 or 3.72% based on actuals, representing .79% on the levy. Significant levy items include the SNEMS at + \$65K and OPP at + \$41K.
- Airport fuel has increased, offset by fuel sales revenue
- Utilities have increased by \$78K reflecting an increasing cost of business.

External Factors	Levy Impact
Insurance	2.2%
External Levies	0.8%
Utilities	0.5%
Levy Impact	3.5%

BUDGET OVERVIEW

RESERVE OPTIMIZATION

Council received report 068-22 at its March 14 Council meeting. The report served as an update to Council on the status of reserves as December 13, 2021, before final year-end adjustments, and to document the desire of staff to rationalize the number and focus of capital reserves. One aspect of optimizing reserve funds is to aggregate unutilized funds into a few active accounts to increase resources and improve resource utilization on a current basis.

A second aspect of reserve optimization is to determine the most appropriate use of reserves, the most useful number 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 will bring a Reserve Policy to Council to incorporate the above and additional factors.

There are three types of reserve accounts:

1. **Obligatory reserves or ‘reserve funds’** that are required by virtue of legislation or funding agreements such as grants from senior levels of government;
2. **Discretionary reserves** that are created by the municipality for special purposes such as operating funding, capital funding, or for the proceeds of the sale of property or utilities;
3. **Trust funds** that are created or held for either statutory purposes or by a donation or bequeathal to a municipality for specified purposes such as ‘memorial funds’.

Obligatory reserve funds and trusts are constrained in their use and often require reporting to external entities or separated financial statements such as the Trust Fund statement included with the annual audited Consolidated Financial Statements.

RATE SUPPORTED ENVIRONMENTAL BUDGET

The 2022 Rate Supported Environmental Services budget was approved by Council at the December 13, 2021 meeting. The rate supported budget and the tax levy supported budget are connected through service allocations such as the allocation from Public Works to the environmental services, and potentially if there is a 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 or Sewer, 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.

Council will review the rate supported funding model again in 2023, preferably for the term of Council to establish a consistent rate policy.

REVENUE

Projected Revenues have increased year over year by a net of 3.9%, with the larger increases from Protective Services (\$148K) and Airports (\$180K), in both cases arising from the Greenstone Gold development: increased traffic at the Geraldton airport and increased building permit revenues. Public Services shows an increase of \$92K from a projected improvement in park fees and a new budgeted services recovery of \$114.5K from the Rate Supported Environmental Budget for services from Public Works to Water and Wastewater, including Storm Sewers.

General Administration revenue has diminished by \$203K largely from the budgeted reduction in COVID grant funding. A reduction for Social Services primarily arises from reduced subsidies and some program fee reductions.

FIGURE 1 2022 Budgeted Revenue

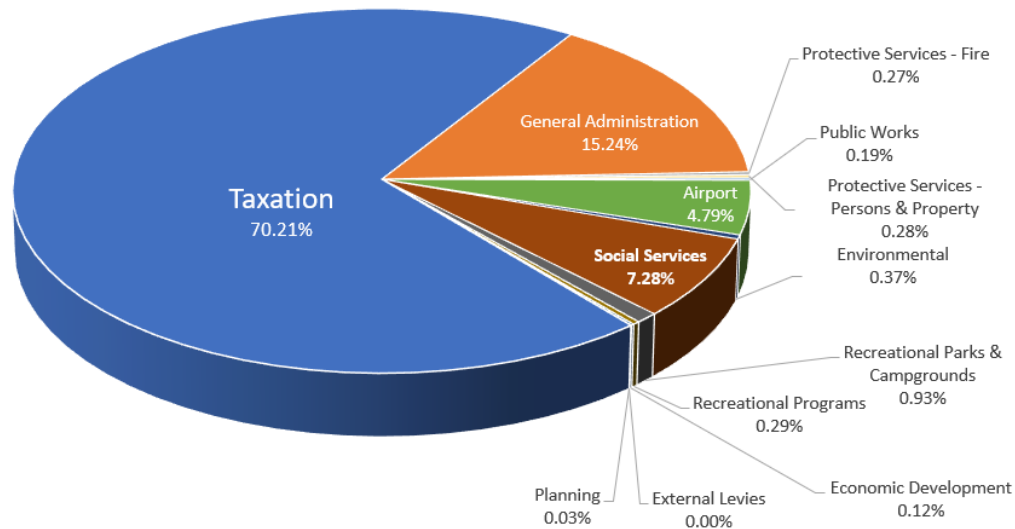


TABLE 1

Municipality of Greenstone 2022 Operating Budget				
Revenues	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Taxation	15,678,196	16,462,106	783,910	5.00%
General Administration	3,403,150	3,200,043	(203,107)	-5.97%
Protective Services - Fire	60,100	42,100	(18,000)	-29.95%
Protective Services - Persons & Property	63,341	211,178	147,837	233.40%
Public Works	43,000	134,928	91,928	213.79%
Airport	1,069,950	1,250,377	180,427	16.86%
Environmental	81,515	122,619	41,104	50.43%
Social Services	1,626,232	1,495,550	(130,682)	-8.04%
Recreational Parks & Campgrounds	207,008	215,821	8,813	4.26%
Recreational Programs	64,050	45,754	(18,296)	-28.57%
Economic Development	27,400	4,000	(23,400)	-85.40%
Planning	7,000	9,454	2,454	35.06%
External Levies	-	-	-	-
Total Revenue	22,330,942	23,193,930	862,988	3.86%

EXPENSES

The projected total increase in expenses is approximately 6.8%, driven by a combination of external and internal factors.

Internal expense changes include the following:

- **Salaries and Wages** is the largest single component of operating expenses—the most important asset of the municipality. Salaries and Wages decreased overall as Airport Operations were assumed by Loomex. Increases include the Cost-of-Living Adjustment (COLA) of 1.75% (\$30K), and the annualization of the Manager of Revenue & Analysis in Corporate Services.
- **Insurance** increase of \$372K or 49%; management is working with the insurance provider to adjust coverage on some facilities to reduce the overall premium increase.
- **Vehicles and Equipment** represent 5% of the total but an increase of \$186K or 22%, a combination of operating costs and major repairs as fleet ages beyond its useful life.
- **External Levies:** significant increases of \$130K primarily for Policing and EMS (SNEMS)
- **Fuel expense** increase is \$167K or 31% due to increasing fuel costs and some increase in volume and cost at the airports, offset by revenues.
- **Environmental** increase, adjust for the transfer of objects to the Rate Supported budget, is the projected subsidy to the Rate budget arising from insufficient rate generated revenue.



EXPENSES

FIGURE 2

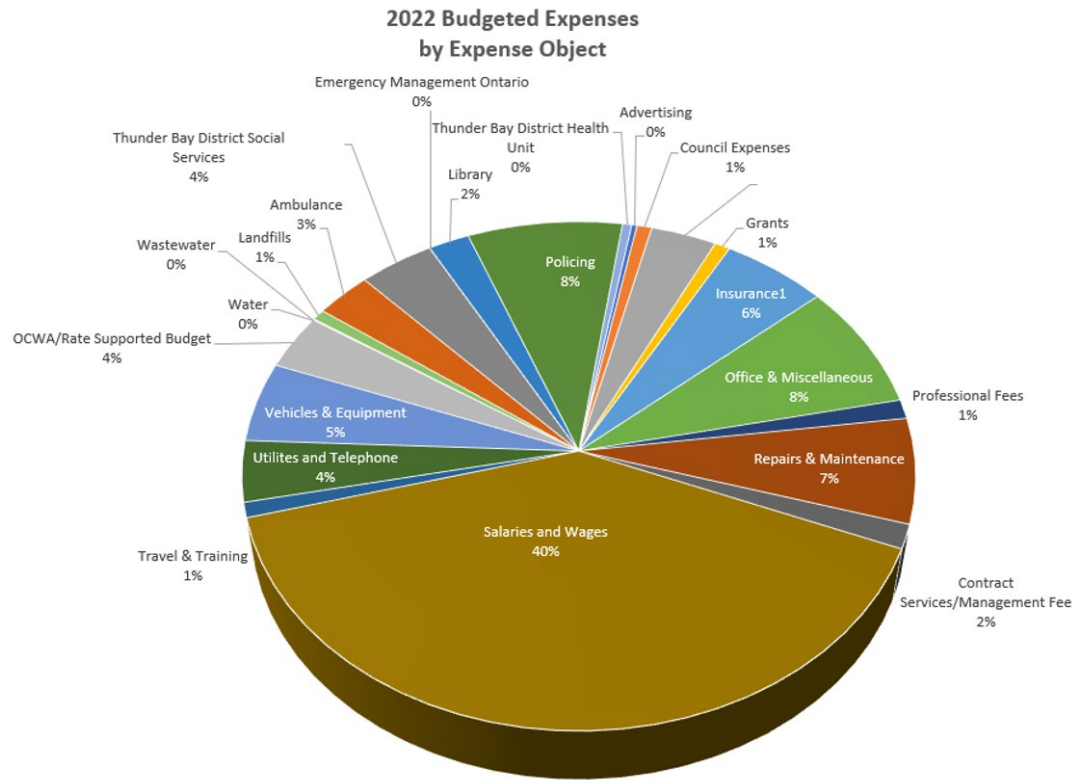


TABLE 2

Municipality of Greenstone 2022 Operating Budget				
Expenses by Object	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Operating:				
Advertising	52,450	56,250	3,800	7.2%
Council Expenses	171,115	160,080	(11,035)	-6.4%
Fuel (Airports)	538,495	705,508	167,013	31.0%
Grants	214,425	165,200	(49,225)	-23.0%
Insurance ¹	760,274	1,132,221	371,947	48.9%
Office & Miscellaneous	1,989,121	1,629,857	(359,264)	-18.1%
Professional Fees	211,500	246,500	35,000	16.5%
Repairs & Maintenance	1,453,781	1,359,142	(94,639)	-6.5%
Contract Services/Management Fee	104,000	312,984	208,984	200.9%
Salaries and Wages	8,149,183	8,089,076	(60,107)	-0.7%
Travel & Training	199,170	194,146	(5,024)	-2.5%
Utilites and Telephone	718,557	789,033	70,476	9.8%
Vehicles & Equipment	844,937	1,031,425	186,488	22.1%
Environmental:				
OCWA/Rate Supported Budget	-	714,733	714,733	0.0%
Water	-	-	-	0.0%
Wastewater	12,000	11,500	(500)	-4.2%
Landfills	145,857	143,455	(2,402)	-1.6%
External Levies:				
Ambulance	540,164	605,546	65,382	12.1%
Thunder Bay District Social Services	795,302	811,235	15,933	2.0%
Emergency Management Ontario	2,000	2,000	-	0.0%
Library	434,160	438,329	4,169	1.0%
Policing	1,620,540	1,661,854	41,314	2.5%
Thunder Bay District Health Unit	96,174	99,059	2,885	3.0%
Total Expenses	19,053,205	20,359,134	1,305,929	6.9%

DEPARTMENTAL SUMMARY

FIGURE 3

**2022 BUDGETED EXPENSES
BY DEPARTMENT**

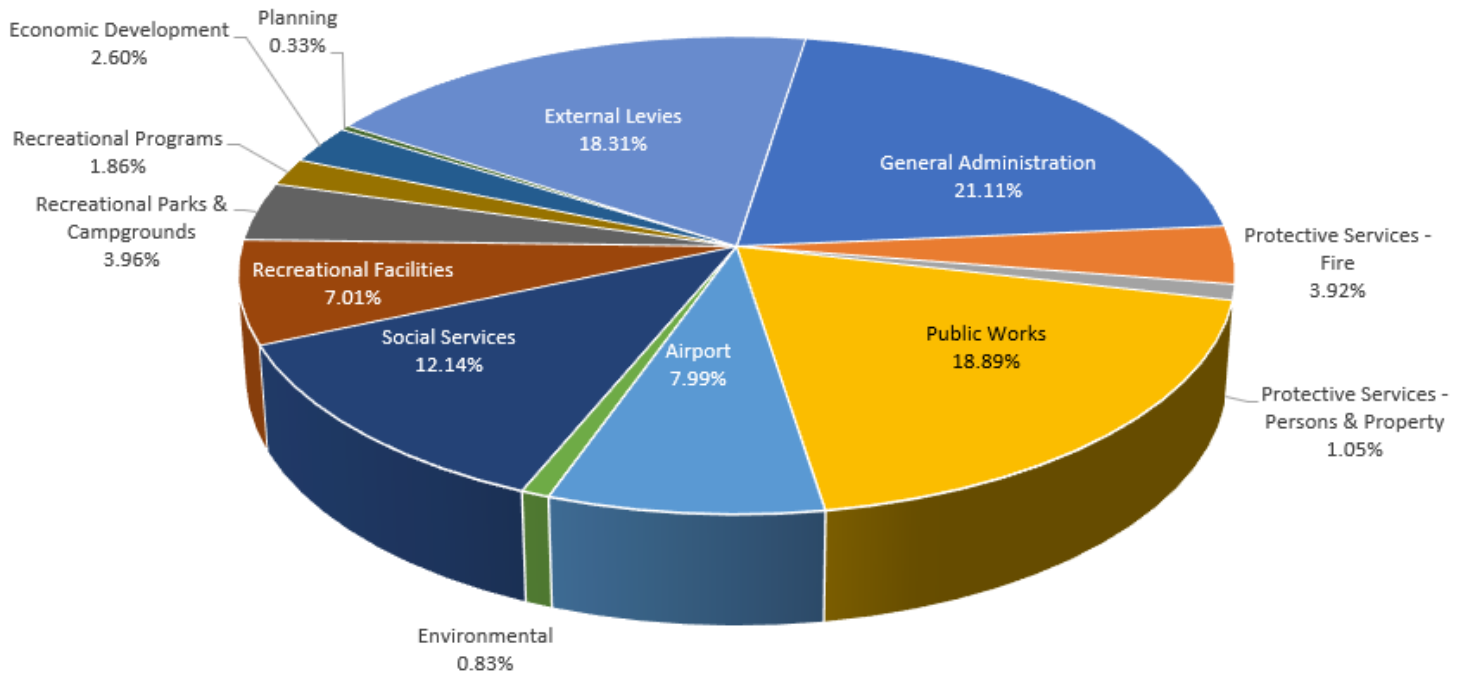


TABLE 3

Municipality of Greenstone 2022 Operating Budget				
Expenses by Department	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
General Administration	4,022,567	3,837,666	(184,901)	-4.6%
Protective Services - Fire	747,049	941,211	194,162	26.0%
Protective Services - Persons & Property	200,878	203,387	2,509	1.2%
Public Works	3,598,372	3,877,793	279,421	7.8%
Airport	1,522,522	1,646,852	124,330	8.2%
Environmental	157,857	869,688	711,831	450.9%
Social Services	2,313,644	2,257,984	(55,660)	-2.4%
Recreational Facilities	1,335,431	1,526,039	190,608	14.3%
Recreational Parks & Campgrounds	754,021	785,227	31,206	4.1%
Recreational Programs	353,845	293,889	(59,956)	-16.9%
Economic Development	495,076	429,589	(65,487)	-13.2%
Planning	63,603	71,786	8,183	12.9%
External Levies	3,488,340	3,618,023	129,683	3.7%
Total Expenses By Department	19,053,205	20,359,134	1,305,929	6.9%



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 (2021):

- 24 Council meetings
- 640 views on live/archived streaming of Council Meetings
- 40 public documents commissioned
- 7 marriage licences issued

OBJECTIVES FOR 2022:

- **Municipal Elections:** Preparation and planning for the 2022 Municipal and School Board including developing procedures, training elections staff, conducting a transparent election, orientation with the incoming Council, and Inauguration planning.
- 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.
- Continued work improving our records making them accessible and implementation of accessibility improvements in accordance with AODA requirements moving forward.



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 and billings and collections.

ACCOMPLISHMENTS (2021)

- Reduced taxes receivable greater than 2 years by 25%.
- Worked with Public Services and OCWA to complete the 2022 Water Financial Plan.
- In conjunction with Public Services and OCWA completed a 10-year Water and Wastewater/ Sewer Rate Study.
- Council approved a 2022 Rate Supported Environmental Services Budget including a five-year capital plan.
- Consolidated banking through a Request for Proposal process.

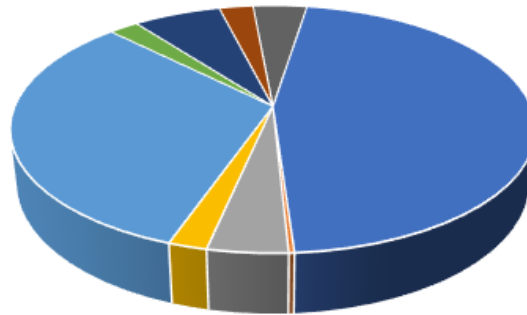
OBJECTIVES FOR 2022

- Optimize capital reserves and prepare a Reserve Policy.
- Formalize budget planning and process to ensure passage of 2023 budget by February.
- Complete a workflow analysis of all finance functions to ensure legislated compliance, effectiveness and efficiency.
- Continue active collection process for outstanding tax, water, and general receivables.
- Enhance asset management planning by incorporating recommendations from the Fire Master Plan and Roads Condition Analysis.
- Work with departments to develop a long-term Fleet Management Policy and 20-year replacement strategy.
- Work with Facilities to develop a 25-year facilities management plan including rationalization, rehabilitation and accessibility compliance (multi-year project).
- Develop a Long-Term Debt Management Policy that helps to finance Asset Management needs.



CORPORATE SERVICES

General Administration 2022 Budgeted Expenses



- Salaries and Wages
- Advertising
- Council Expenses
- Insurance1
- Office & Miscellaneous
- Repairs & Maintenance
- Professional Fees
- Travel & Training
- Utilities and Telephone

Municipality of Greenstone 2022 Operating Budget				
General Administration	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Salaries and Wages	1,738,282	1,781,286	43,004	2.47%
Advertising	11,000	11,000	-	0.00%
Council Expenses	171,115	160,080	(11,035)	-6.45%
Insurance ¹	120,541	77,285	(43,256)	-35.89%
Office & Miscellaneous	1,547,319	1,231,145	(316,174)	-20.43%
Repairs & Maintenance	89,455	83,000	(6,455)	-7.22%
Professional Fees	211,500	246,500	35,000	16.55%
Travel & Training	95,620	95,620	-	0.00%
Utilities and Telephone	123,550	151,750	28,200	22.82%
Total General and Administration	4,108,382	3,837,666	(270,716)	-6.59%

Note: Insurance adjusted to actual in General by \$89,836 (original \$167,121) to adjust from initial estimate to renewal cost

Revenue	3,403,150	3,200,043	(203,107)
Expenses	(4,108,382)	(3,837,666)	270,716
Surplus (Deficit) of Revenue over Expenses	(705,232)	(637,623)	67,609

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 incl. 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

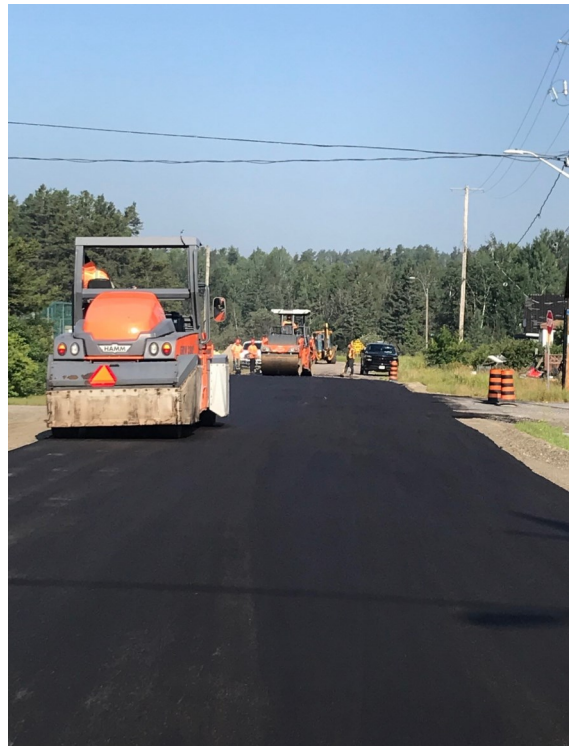
The Public Works department is responsible for providing many of the services that affect the daily lives of those who live and work in, as well as visit, the Municipality of Greenstone. The department is responsible for many of the things we use on a daily basis: clean water, functioning sewers, safe roads (102 km), garbage collection, effective drainage and all the infrastructure associated with each service.

STATISTICS & ACCOMPLISHMENTS [2021]

- \$3,755,040 spent on the Municipal Roads Program (45,167.46 square metres of paving completed & 3,275.99 square metres of curbs installed).
- 2 demolitions completed.
- Commenced the operational streamlining of waste collection with the acquisition of two dump trailers and two new garbage trucks.
- Repaired 28 waterline breaks.
- Cemetery Planning Consultant engaged to facilitate service improvements.

OBJECTIVES FOR 2022:

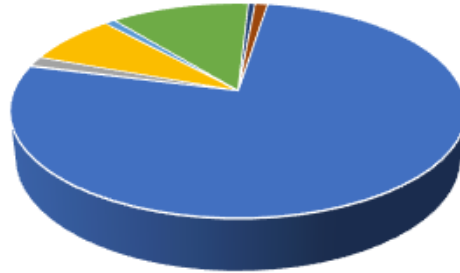
- Align infrastructure projects with the directives of the new Official Plan.
- Perform a roads needs assessment.
- Development of a Fleet Renewal Strategy.
- Revise curbside waste collection routes with a centralized fleet approach.



PUBLIC WORKS

A DIVISION OF PUBLIC SERVICES

Public Works 2022 Budgeted Expenses



- Salaries and Wages
- Advertising
- Equipment
- Insurance
- Office & Miscellaneous
- Repairs & Maintenance
- Travel & Training
- Utilities and Telephone

Municipality of Greenstone 2022 Operating Budget				
Public Works	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Salaries and Wages	2,425,463	2,526,530	101,067	4.17%
Advertising	5,000	5,000	-	0.00%
Equipment	31,750	48,650	16,900	53.23%
Insurance	174,209	254,263	80,054	45.95%
Office & Miscellaneous	40,200	29,600	(10,600)	-26.37%
Repairs & Maintenance	347,600	388,050	40,450	11.64%
Travel & Training	18,800	18,800	-	0.00%
Utilities and Telephone	32,950	35,250	2,300	6.98%
Vehicles	522,400	571,650	49,250	9.43%
Total Public Works	3,598,372	3,877,793	279,421	7.77%

Revenue	43,000	134,928
Expenses	(3,598,372)	(3,877,793)
Surplus (Deficit) of Revenue over Expenses	(3,555,372)	(3,742,865)

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, four wastewater treatment facilities, and three landfills.

STATISTICS & ACCOMPLISHMENTS (2021):

- 13 of 24 Capital Projects completed (10 in progress, 1 carried over).
- Engineering and Planning Consultants engaged to undertake the Environmental Assessment (EA) process for a new waste management strategy.
- Closure of the Geraldton Landfill Site.

OBJECTIVES FOR 2022:

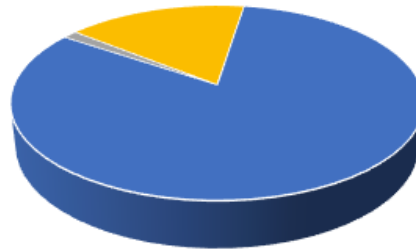
- Update the chemical metering pumps and electrical panels at the Beardmore WTP to make the system fully automated.
- Update the computer operating system at the Caramat WTP.
- Updates at the Geraldton WTP: replace backwash pump to clean filters and maintain compliance, replace the raw water isolation valve to adjust raw flow to the process filters.
- Replace the chlorine analyzer at the Geraldton WPCP.
- Update the clarifier drive system at the Longlac WPCP.
- Replace chemical dosing pumps at the Longlac WTP.
- Cleaning and inspection of the clarifier and aeration at the Nakina WPCP.



ENVIRONMENTAL SERVICES

A DIVISION OF PUBLIC SERVICES

Environmental 2022 Budgeted Expenses



- OCWA/Rate Supported Budget
- Water
- Wastewater
- Landfills

Municipality of Greenstone 2022 Operating Budget				
Environmental	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
OCWA/Rate Supported Budget	-	714,733	714,733	0.00%
Water	-	-	-	0.00%
Wastewater	12,000	11,500	(500)	-4.17%
Landfills	145,857	143,455	(2,402)	-1.65%
Total Environmental	157,857	869,688	711,831	
Revenue	81,515	122,619		
Expenses	(157,857)	(869,688)		
Surplus (Deficit) of Revenue over Expenses	(76,342)	(747,069)		

AIRPORTS

A DIVISION OF PUBLIC SERVICES

The Municipality of Greenstone owns two Transport Canada certified airports. The 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.

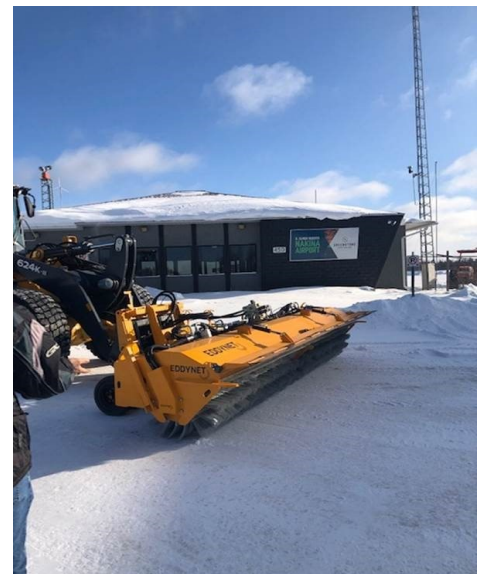
The Municipality also owns and maintains the Beardmore Heliport adjacent to the Beardmore Community Centre.

STATISTICS & ACCOMPLISHMENTS (2021):

- Apron repaving at the Nakina Airport completed.
- Runway repairs completed at the Geraldton Airport.
- Large scale training exercise completed.
- 5 of 8 Capital Projects completed (3 carried over).

OBJECTIVES FOR 2022:

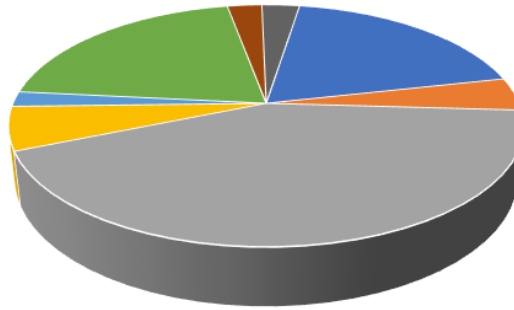
- Explore options for scheduled carrier service at the Geraldton site.
- Line painting at both locations.
- Completion of carried over Capital Projects.
- Fuel testing safety improvements.



AIRPORTS

A DIVISION OF PUBLIC SERVICES

Airport
2022 Budgeted Expenses



- Contract Services/Management Fee ■ Salaries and Wages
- Fuel ■ Insurance
- Office & Miscellaneous ■ Repairs & Maintenance
- Training & Travel ■ Utilites and Telephone
- Vehicles & Equipment

Municipality of Greenstone 2022 Operating Budget				
Airport	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Contract Services/Management Fee	104,000	312,984	208,984	200.95%
Salaries and Wages	253,368	72,728	(180,640)	-71.30%
Fuel	538,495	705,508	167,013	31.01%
Insurance	58,109	95,880	37,771	65.00%
Office & Miscellaneous	35,500	33,200	(2,300)	-6.48%
Repairs & Maintenance	439,850	337,500	(102,350)	-23.27%
Training & Travel	7,000	-	(7,000)	-100.00%
Utilites and Telephone	42,200	42,552	352	0.84%
Vehicles & Equipment	44,000	46,500	2,500	5.68%
Total Airport	1,522,522	1,646,852	124,330	8.17%

Revenue	1,069,950	1,250,377
Expenses	(1,522,522)	(1,646,852)
Surplus (Deficit) of Revenue over Expenses	(452,572)	(396,475)

RECREATIONAL- FACILITIES & PARKS

A DIVISION OF PUBLIC SERVICES

The Manager of Facilities and Parks 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, 4 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 & ACCOMPLISHMENTS:

- 1,347 camping permits sold (24CL, 944MP, 325PLP, 54RV)
- 9 of 14 Capital Projects completed (2 in progress, 3 carried over).
- Community Centre (ice) usage: Public Skate-686 people, Shinny-568 people, Parent & Tot-133 people, Learn to Skate-25, School Rentals-229 hours, Private Rentals-88 hours, Minor Hockey-164 hours.

OBJECTIVES FOR 2022:

- Audit of Municipal outdoor recreation areas (playgrounds, tennis courts, ball fields, etc.).
- Complete audit of the swimming pool and prepare a report regarding necessary upgrades and repairs with a full cost analysis.
- Complete all required infrastructure repairs at Municipal Campgrounds as per the Capital Budget.



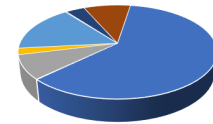
RECREATIONAL- FACILITIES & PARKS

A DIVISION OF PUBLIC SERVICES

Municipality of Greenstone 2022 Operating Budget				
Recreational Parks & Campgrounds	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Salaries and Wages	486,623	472,941	(13,682)	-2.81%
Advertising	1,500	1,000	(500)	-33.33%
Insurance	41,948	64,736	22,788	54.33%
Office & Miscellaneous	18,450	17,500	(950)	-5.15%
Repairs & Maintenance	132,800	127,200	(5,600)	-4.22%
Training & Travel	1,500	1,800	300	20.00%
Utilities and Telephone	17,900	28,750	10,850	60.61%
Vehicles & Equipment	53,300	71,300	18,000	33.77%
Total Parks & Campgrounds	754,021	785,227	31,206	4.14%

Revenue	207,008	215,821
Expenses	(754,021)	(785,227)
Surplus (Deficit) of Revenue over Expenses	(547,013)	(569,405)

Parks & Campgrounds
2022 Budgeted Expenses



- Salaries and Wages
- Advertising
- Insurance
- Office & Miscellaneous
- Repairs & Maintenance
- Training & Travel
- Utilities and Telephone
- Vehicles & Equipment

Municipality of Greenstone 2022 Operating Budget				
Recreational Facilities	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Salaries and Wages	442,936	476,006	33,070	7.47%
Insurance	277,664	409,941	132,277	47.64%
Office & Miscellaneous	10,220	9,920	(300)	-2.94%
Repairs & Maintenance	224,700	229,100	4,400	1.96%
Training & Travel	15,500	10,000	(5,500)	-35.48%
Utilities and Telephone	332,911	359,572	26,661	8.01%
Vehicles & Equipment	31,500	31,500	-	
Total Recreational Facilities	1,335,431	1,526,039	190,608	14.27%

Revenue	-	-
Expenses	(1,335,431)	(1,526,039)
Surplus (Deficit) of Revenue over Expenses	(1,335,431)	(1,526,039)

Recreational Facilities
2022
Budgeted Expenses



- Salaries and Wages
- Insurance
- Office & Miscellaneous
- Repairs & Maintenance
- Training & Travel
- Utilities and Telephone
- Vehicles & Equipment

RECREATION PROGRAMMING

A DIVISION OF PUBLIC SERVICES

The Municipality of Greenstone's Leisure Services Department is responsible for the following recreation programming: operations of the Greenstone pool, day camp programs, coordinating of municipal baseball, soccer, volley ball, 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, etc.

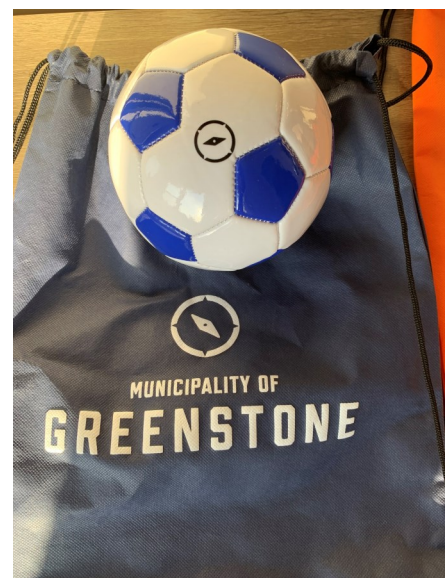
Leisure services also manage all recreation staff, operations of Poplar Lodge Park, High Hill Harbour, Cordingley Lake Campground, and is the municipal contact for the third party managers of Macleod Provincial Park and Riverview Campground. In addition all facility bookings, bookings of special events at any municipal facility or park, and the Municipal Grants program is coordinated through Leisure Services.

STATISTICS & ACCOMPLISHMENTS (2021):

- Completion of initial module for Ice Technician Certification by 4 staff.
- 198 children participated in the Municipal Soccer Program.
- Implemented an online registration system for recreation programs on the Municipal website.

OBJECTIVES FOR 2022:

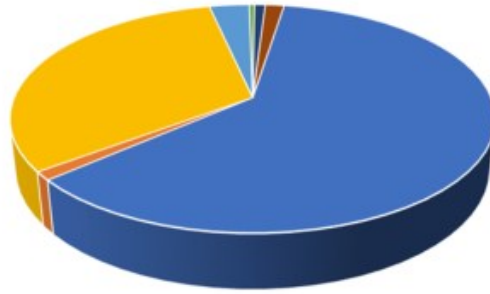
- Increase recreation programming through volunteer based activities, organized specialty weekend events and paid instructional courses.
- Reinstatement of Summer Day Camp Program with structured itineraries.
- Work with Corporate Services to develop a 5-year Capital Budget for recreation.
- Create online booking system for Municipal facility rentals.
- Increase Public awareness of the Municipal Community Calendar for accessing recreation programming information.
- Develop a comprehensive report for Council outlining possible options to reinstate swimming lessons for the 2023 season.



RECREATION PROGRAMMING

A DIVISION OF PUBLIC SERVICES

Recreational Programs 2022 Budgeted Expenses



- Salaries and Wages
- Advertising
- Insurance
- Grants
- Office & Miscellaneous
- Repairs & Maintenance
- Training & Travel
- Utilities and Telephone

Municipality of Greenstone 2022 Operating Budget				
Recreational Programs	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Salaries and Wages	227,295	179,539	(47,756)	-21.01%
Advertising	3,850	3,500	(350)	-9.09%
Insurance	-	-	-	
Grants	93,000	93,400	400	0.43%
Office & Miscellaneous	11,800	9,300	(2,500)	-21.19%
Repairs & Maintenance	1,000	1,250	250	25.00%
Training & Travel	3,000	2,500	(500)	-16.67%
Utilities and Telephone	13,900	4,400	(9,500)	-68.35%
Total Recreational Programs	353,845	293,889	(59,956)	-16.94%

Revenue	64,050	45,754
Expenses	(353,845)	(293,889)
Surplus (Deficit) of Revenue over Expenses	(289,795)	(248,135)

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, Nakina Home Support, Rural Transportation for Seniors, Aging at Home Medical Transportation for Seniors, EarlyON Child and Family Centres in Beardmore and Geraldton, Daycare Centres in Geraldton and Longlac.

STATISTICS & ACCOMPLISHMENTS [2021]

- Re-established the EarlyOn Program through virtual, outdoor and drop off programming.
- Created an on-line social media presence for EarlyON to keep participants informed of all activities, opportunities and offer virtual story telling.
- 148 EarlyON Facebook followers with 3,867 page reaches.
- 110 registered participants in the Seniors' Centre Without Walls Program (SCWW).
- 1819 SCWW Programs offered via web and telephone-based services.
- The Geraldton Family Resource Centre provided emergency shelter services to 35 women and 33 children.
- 104 food hampers provided to women and children at risk over an 8 month period through funding provided by District of Thunder Bay Social Services Administration Board.

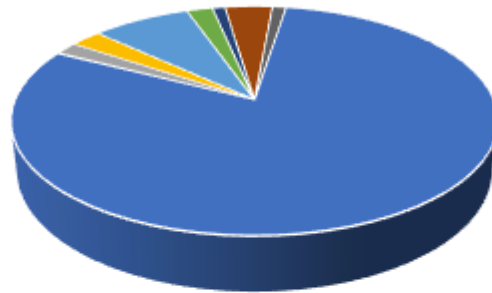
OBJECTIVES FOR 2022

- Continue to increase Greenstone senior's participation in the Seniors Without Walls Program.
- Increase outdoor activities, recruit volunteers, create peer-to-peer relationships, and create partnerships with students.
- Increase participation in, and awareness of, EarlyON Programs.
- Increase outreach services to women who are being abused or at risk of abuse in Greenstone.
- Increase communication regarding the Municipalities senior's transportation programs.
- Relocation of the Geraldton Daycare Centre and EarlyON Child and Family Centre Program to B.A. Parker Public School.



COMMUNITY SERVICES

Social Services 2022 Budgeted Expenses



- Salaries and Wages
- Advertising
- Grants
- Insurance
- Office & Miscellaneous
- Repairs & Maintenance
- Training & Travel
- Utilities and Telephone

Municipality of Greenstone 2022 Operating Budget				
Social Services	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Salaries and Wages	1,789,307	1,805,413	16,106	0.90%
Advertising	1,100	3,250	2,150	195.45%
Grants	89,425	39,800	(49,625)	-55.49%
Insurance	35,256	55,093	19,837	56.27%
Office & Miscellaneous	179,567	176,341	(3,226)	-1.80%
Repairs & Maintenance	98,876	46,299	(52,577)	-53.17%
Training & Travel	15,350	22,526	7,176	46.75%
Utilities and Telephone	68,946	84,837	15,891	23.05%
Vehicles & Equipment	35,817	24,425	(11,392)	-31.81%
Total Social Services	2,313,644	2,257,984	(55,660)	-2.41%

Revenue	1,626,232	1,495,550
Expenses	(2,313,644)	(2,257,984)
Surplus (Deficit) of Revenue over Expenses	(687,412)	(762,434)



FIRE SERVICES

The Greenstone Fire Department 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 a compliment of approximately 82 Volunteer Officers and Firefighters. The overall operation of the Greenstone Fire Department is managed by the municipal Fire Chief.

STATISTICS & ACCOMPLISHMENTS (2021)

- 161 total emergency calls for the Municipality.
- 9 New Volunteer Firefighters.
- 22 Fire Safety at Home Inspections.
- 36 Request/safety concern Inspections.
- Completed an asset review on current equipment and apparatus
- Updated the Departments Establishing and Regulating by-law.
- Expanded Fire Prevention and Public Education within the Municipality.
- Completed an overall operational review of the Greenstone Fire Department.
- 4 of 5 Capital Projects completed (1 in progress).
- Entered into an agreement with Fire Marque Inc. to recoup expenses from insurance companies for services rendered.



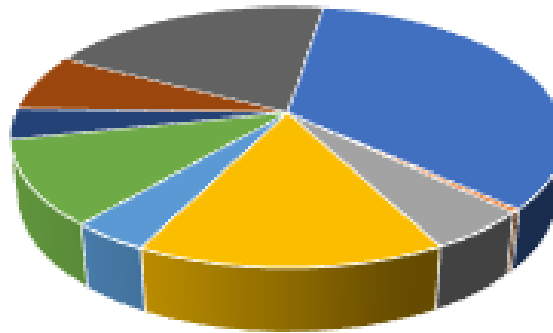
OBJECTIVES FOR 2022:

- Follow National Fire Prevention Association (NFPA) standards for fire departments relating to personnel, operational response, safety, equipment and resources.
- Develop a systematic process to revise and maintain the Department's Standard Operating Guidelines (SOGs) and personnel policies.
- Continuously seek improvements in our sustainability by utilizing data and metrics to identify areas of opportunity.
- Improve training by using the most effective existing platforms and software available to the Department.
- Complete Fire Master Plan and Community Risk Assessment.
- Review and revise the Municipalities Open-Air Bylaw, and Fire Prevention By-law
- Create a Smoke and CO alarm program.
- Standardize the Department throughout all stations.
- Continued Recruitment and retention.
- Enhance Fire Prevention and Public Education through additional delivered programs and attendance at special events in the Municipality.



FIRE SERVICES

Fire 2022 Budgeted Expenses



- Salaries and Wages
- Advertising
- Equipment
- Insurance
- Office & Miscellaneous
- Repairs & Maintenance
- Travel & Training
- Utilities and Telephone
- Vehicles

Municipality of Greenstone 2022 Operating Budget				
Protective Services - Fire	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Salaries and Wages	338,390	321,926	(16,464)	-4.87%
Advertising	4,000	4,000	-	0.00%
Equipment	34,000	48,000	14,000	41.18%
Insurance	86,614	142,914	56,300	65.00%
Office & Miscellaneous	35,375	36,100	725	2.05%
Repairs & Maintenance	63,750	98,750	35,000	54.90%
Travel & Training	34,500	35,000	500	1.45%
Utilities and Telephone	62,750	67,622	4,872	7.76%
Vehicles	87,670	186,900	99,230	113.19%
Total Fire	747,049	941,211	194,162	27.53%

Revenue	60,100	42,100	(18,000)
Expenses	(747,049)	(941,211)	(194,162)
Surplus (Deficit) of Revenue over Expenses	(686,949)	(899,111)	(212,162)

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 (2021)

- 50 Building permits issued.
- 14 Demolition permits issued.
- 487 Lands inquiries.
- 48 By-law complaints received (48 resolved).
- 27 Property standards complaints received (24 resolved).
- \$15,226,503 in industrial and commercial development.
- \$16,166,569 in building permits issued.

OBJECTIVES FOR 2022:

- Expected approval of the new Official Plan.
- Introduce new, comprehensive Zoning by-law upon approval of OP.
 - ⇒ Other associated by-laws, including Property Standards, will be developed as well.
- Facilitate and expedite the Greenstone Mine developments and related activities.
- Facilitate residential and commercial development.
- Development of new Animal Services Program.



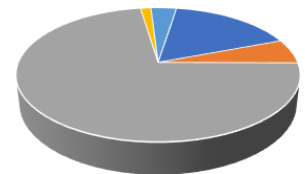
PROTECTIVE AND PLANNING SERVICES

Municipality of Greenstone 2022 Operating Budget

Planning	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Advertising	5,200	12,000	6,800	-
Insurance	2,853	4,236	1,383	48.48%
Office & Miscellaneous	52,050	52,050	-	0.00%
Training & Travel	1,000	1,000	-	0.00%
Vehicle	2,500	2,500	-	0.00%
Total Planning	63,603	71,786	8,183	12.87%

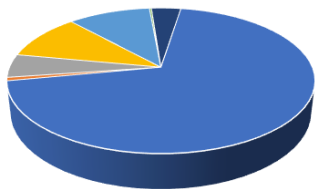
Revenue	7,000	9,454
Expenses	(63,603)	(71,786)
Surplus (Deficit) of Revenue over Expenses	(56,603)	(62,332)

Planning
2022 Budgeted Expenses



- Advertising
- Insurance
- Office & Miscellaneous
- Training & Travel
- Vehicle

Persons & Property
2022 Budgeted Expenses



- Salaries and Wages
- Advertising
- Insurance
- Office & Miscellaneous
- Repairs & Maintenance
- Training
- Utilities and Telephone

Municipality of Greenstone 2022 Operating Budget

Protective Services - Persons & Property	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Salaries and Wages	133,587	141,362	7,775	5.82%
Advertising	5,800	1,500	(4,300)	-74.14%
Insurance	7,101	10,581	3,480	49.01%
Office & Miscellaneous	26,890	20,951	(5,939)	-22.09%
Repairs & Maintenance	20,000	20,993	993	4.97%
Training	500	500	-	0.00%
Utilities and Telephone	7,000	7,500	500	7.14%
Total Persons & Property	200,878	203,387	2,509	1.25%

Revenue	63,341	211,178
Expenses	(200,878)	(203,387)
Surplus (Deficit) of Revenue over Expenses	(137,537)	7,790

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 & required reporting, external communications, Tourism advocacy & promotion (including trail maintenance, highway signage, tourism centre operation) and support for other departments.

STATISTICS & ACCOMPLISHMENTS (2021):

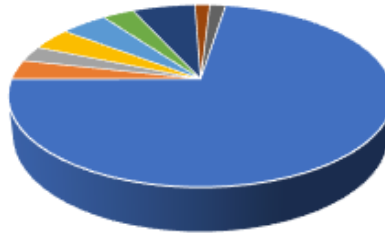
- Development and implementation of new Municipal website.
- Development of Community Information Package.
- Over 88,000 Website views (from June—December).
- 1,237 Visitors to Municipal information centres.
- 2,331 online referrals received through Superior Country's Fish and Hunt Guide & responded to by the Tourism Coordinator.
- 273 External communications (social media, news paper, radio).
- 8.5% increase of Social Media followers.
- 7 major funding applications submitted 6 approved, 1 denied).

OBJECTIVES FOR 2022:

- 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 Mine in various areas including, but not limited to, Community Sustainability Committee, sewage conveyance expansion, marketing of the Municipality, etc.
- Continue to liaise with interested investors regarding expanding opportunities within the Municipality.
- Updated Investment Readiness Strategy.
- Development of a Beautification Strategy.
- Increase community engagement and awareness of Municipal projects.
- Update, develop and implement new Policies and Procedures as required.
- Rejuvenate marketing of the tourism opportunities throughout target market areas previously on hold due to COVID-19.
- Organize Community Clean Up events.

ECONOMIC DEVELOPMENT

Economic Development 2022 Budgeted Expenses



- Salaries and Wages
- Advertising
- Community Engagement
- Insurance
- Key Sector
- Office & Miscellaneous
- Repairs & Maintenance
- Training & Travel
- Utilites and Telephone
- Vehicle

Municipality of Greenstone 2022 Operating Budget				
Economic Development	2021 Budget	2022 Budget	Budget Change \$	Budget Change %
Salaries and Wages	313,932	311,346	(2,586)	-0.82%
Advertising	15,000	15,000	-	0.00%
Community Engagement	12,000	12,000	-	0.00%
Insurance	41,794	17,294	(24,500)	-58.62%
Key Sector	20,000	20,000	-	0.00%
Office & Miscellaneous	31,750	13,750	(18,000)	-56.69%
Repairs & Maintenance	35,750	27,000	(8,750)	-24.48%
Training & Travel	6,400	6,400	-	0.00%
Utilites and Telephone	16,450	6,800	(9,650)	-58.66%
Vehicle	2,000	-	(2,000)	-100.00%
Total Recreational Programs	495,076	429,589	(65,487)	-13.23%

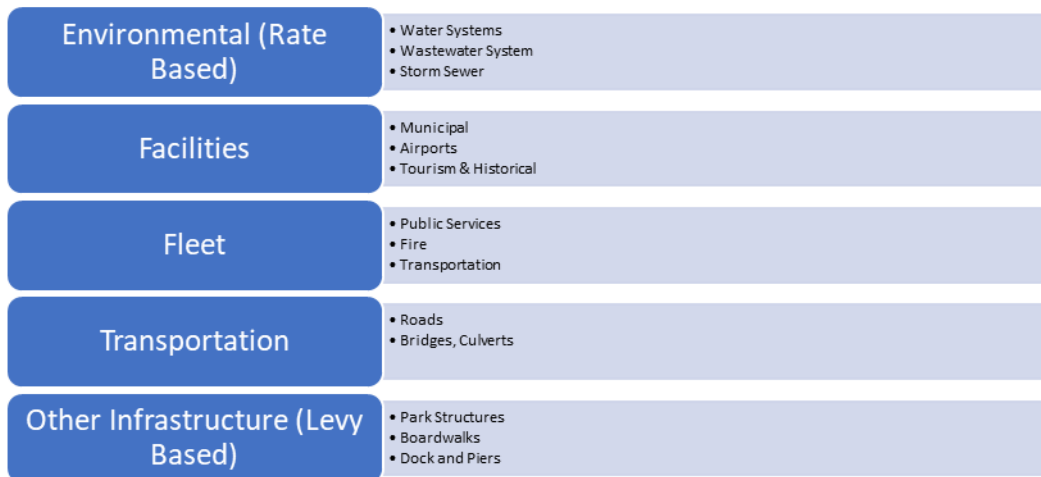
Revenue	27,400	-
Expenses	(495,076)	(429,589)
Surplus (Deficit) of Revenue over Expenses:	(467,676)	(429,589)

CAPITAL BUDGET OVERVIEW

Infrastructure management is the greatest single challenge for Greenstone, increasing with the development of the Equinox Greenstone Gold Mine operation. The latter requires an expansion and/or replacement of some infrastructure but the aging and redundancy of some infrastructure and fleet components is the most significant challenge.

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

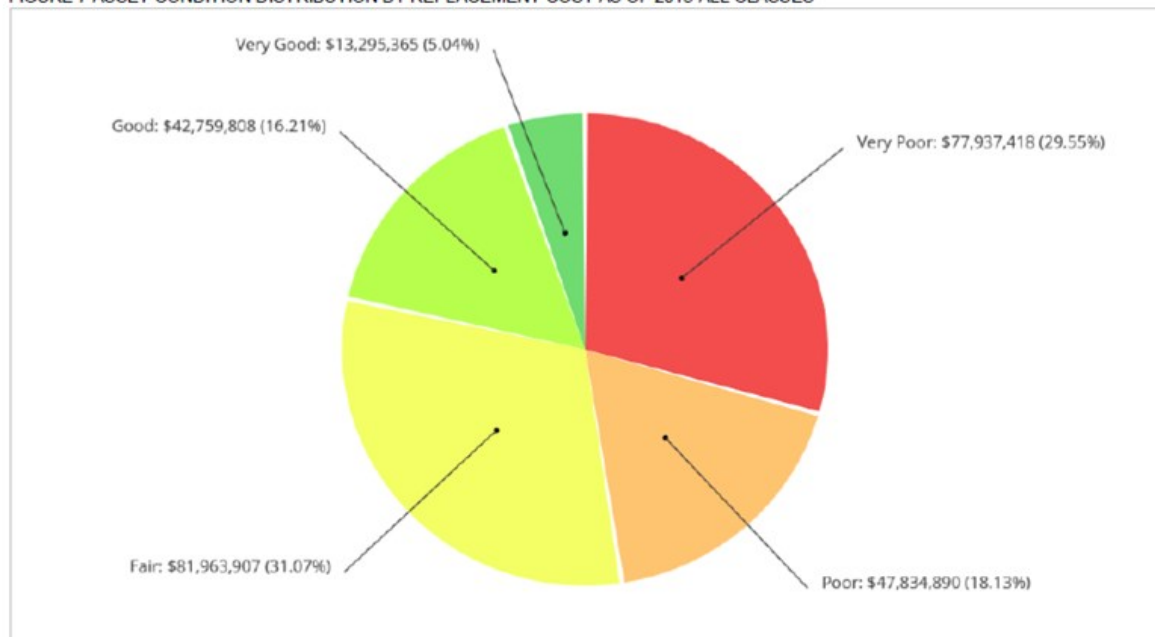
FIGURE 1



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

FIGURE 2

FIGURE 7 ASSET CONDITION DISTRIBUTION BY REPLACEMENT COST AS OF 2015-ALL CLASSES



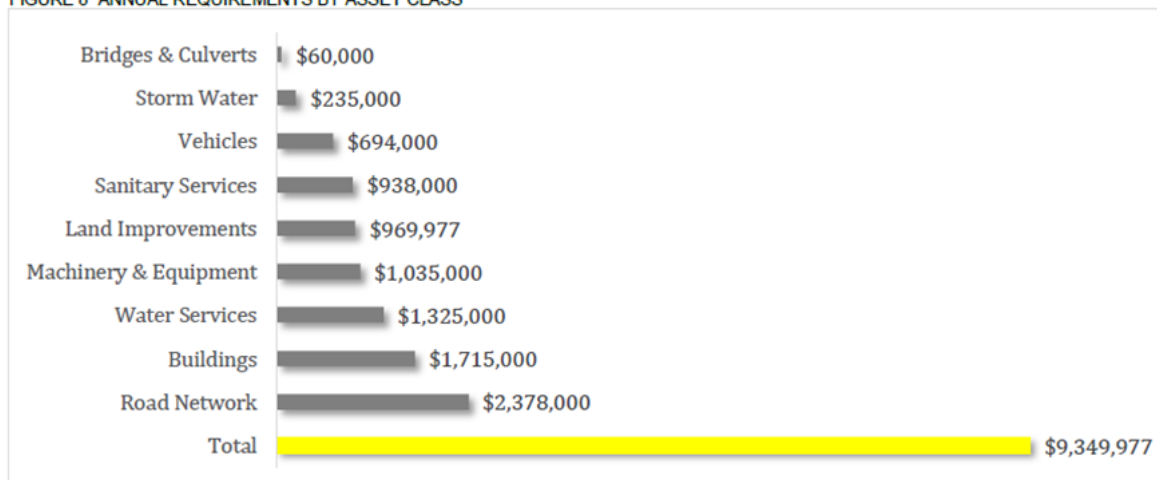
Source: 2019 AMP, By-law 19-23

CAPITAL BUDGET OVERVIEW

Figure 2 is a snapshot as of 2015. With seven additional years, it would be realistic to assume that greater than 50% of all assets are in a poor to very poor condition. The AMP does update financial information in Section 6 of the report, indicating that an annual expenditure of \$9.3 million is required for asset maintenance, and that there is a \$52 million backlog.

FIGURE 3

FIGURE 8 ANNUAL REQUIREMENTS BY ASSET CLASS



The longer the backlog is not addressed, the greater the mountain of repair and replacement. There are two caveats: one is that much of the projection is based on the condition of assets estimated from the age of the assets. Until a condition assessment has been completed, such as a Roads Condition Assessment or Buildings Condition Audit (BCA), whether age properly reflects the true condition is a subjective analysis and not born out through rigorous assessment.

Secondly, every asset is not a performing asset, and the required delivery of service and level of service can be adjusted by Council to reflect the true capacity of the Municipality to deliver, as opposed to “being all things for all people”. That is, some assets can be closed or disposed of without affecting key levels of service.

Further, the municipal fleet is aged and experiencing high costs of repair and frequent service interruption. Much of the grant funding such as OCIF and BCCF is not for fleet replacement and therefore the burden falls on the municipality. However, these grant sources are appropriate for other infrastructure and frees levy and reserve funds for fleet, with the caveat that current demands exceed resources.

Additionally, Ontario Regulation 588/17 requires a ten-year asset management plan for all municipal assets by July 1, 2023, 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. The Water Financial Plan and the Water and Wastewater/Sewer Rate Study have provided a 10-year operating and capital projection for a major group of critical assets. The rate study is based on an on-going condition analysis and the requirements to maintain the current level of service for all water and wastewater assets.
2. A roads condition assessment is forecasted in the capital budget for 2022. This will inform an assess of condition and the 10-year capital requirements.
3. A Fire Master Plan is projected for 2022 from which a 20-year fleet/equipment plan would assist with fleet and equipment lifecycle management.

Additional actions required:

1. A 20-year fleet plan for municipal mobile equipment
2. A building condition assessment for major facility assets to assist with lifecycle costing leading to a 20-year facility capital plan
3. An optimization review of facility assets that reviews the continuing viability of major assets and the projected contribution to the Municipal strategic plan and the desired levels of service
4. A 10-year business plan or master plan for the airports
5. A revised Strategic Plan that addresses the new mining operation and strategic opportunities for the community
6. A review of both community and technical levels of service for the AMP that will help to optimize the service delivery for the Municipality
7. 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.
8. As part of the comprehensive (all assets) AMP, a 10-year capital plan that leads to a comprehensive AMP financial plan.

CAPITAL BUDGET OVERVIEW

OVERVIEW OF THE CAPITAL BUDGET:

The 2022 Draft Capital Budget proposes \$11,585,903 of total capital expenditure with \$2,834,795 or 24.5% for Priority 1 projects. Of the total proposed levy requirement, \$0.95 million or 8.2% of the total capital request is deferred due to lack of funding or insufficient capacity to deliver projects.

The 2022 and 5-year capital project lists are provided in Schedules to this document.

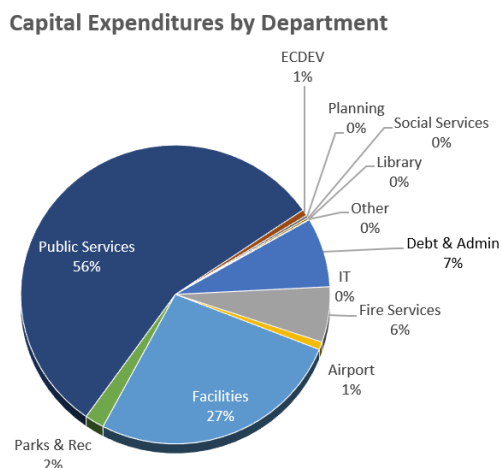
EXPENDITURES BY DEPARTMENT

The greatest budget responsibility rest with the Public Services department, comprising Public Services, Airport, Facilities and Parks and Recreation capital. Debt & Administration has traditionally been the holding section for large capital project debt repayment and special projects that are term limited. There are three sewer project debt repayments in the tax levy supported capital budget that will not change for 2022. These projects could be included in the rate supported budget in a future period, this a policy decision for further consideration.

Debt repayment comprises a projected \$726,364, approximately 6.3% of the total capital or 26.5% of the Priority 1 tax levy amount, not including debt repayment for the Longlac/Nakina Dechlorination project loan from OCWA that is currently awaiting approval. Terms of the OCWA loan were not available at the time of preparation of the environmental budget or the operating budget. Normally the repayment would be from the rate supported environmental budget and it is expected that would be the case for 2023. There is a place holder in the 2022 Operating Budget for that debt repayment to ensure that it is noted and if debt repayment commences late in 2022 it can be funded from reserve.

When the Province approves the dechlorination loan, or if another source of debt funding is desirable, the Treasurer will bring a report to Council outlining the effect of the loan on the Annual Repayment Limit (ARL) of the Municipality.

FIGURE 4 CAPITAL EXPENDITURES BY DEPARTMENT



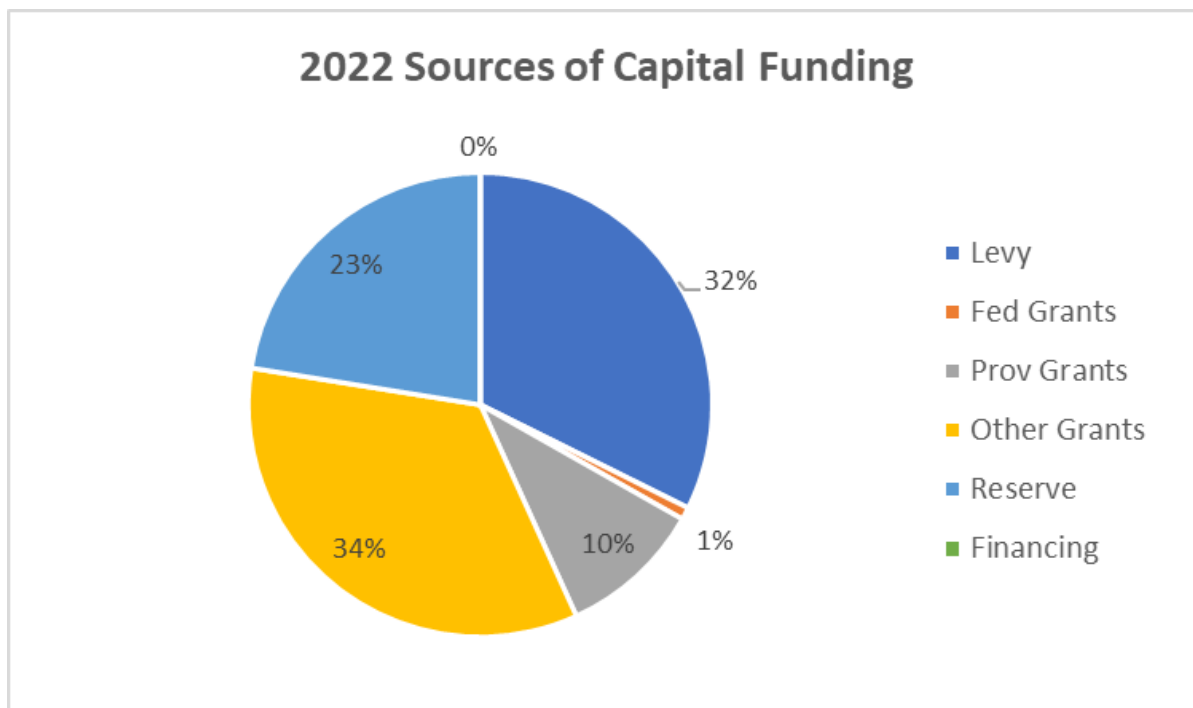
CAPITAL BUDGET OVERVIEW

There are a number of ways to present capital commitments, of which expenditures by department is one. The presentation format for the capital list is in this traditional form for 2022 and the graph (Figure 4) illustrates that summary. Presentation by service category, mirroring the FIR is another, as is presentation by the grouping of asset maintenance, new assets, and strategic projects. The latter grouping provides a perspective on the expenditures to maintain existing assets and to achieve strategic objectives. These are options for the future as Council revisits the strategic plan and wishes to link service delivery to the strategic plan.

SOURCES OF FUNDING

The source of funding provides an illustration of the how capital projects are being funded in a summary format to compliment the detailed capital project schedule. As the business of the municipality returns to a more normal state, year over year comparison may speak to the ability of the municipality to acquire grant funding and the comparative use of reserves and debt funding.

FIGURE 5



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). The Municipality is currently waiting on funding announcements for several applications that have been submitted.

OCIF and BCCF funding in the total amount of \$965.5 thousand for 2022 will be retained in reserve for 2023 road maintenance. 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 “A”, “B” & “C”

**2022
CAPITAL BUDGET
PROJECT LISTING
AND FIVE YEAR
CAPITAL PLAN**

SCHEDULE A: DEFERRED CAPITAL PROJECTS FOR 2022

[continues following page]

2022 Deferred Capital Projects				
Project Title	Total Amount Required	2022 Amount	Priority	Levy
Facilities				
Project Title	Total Amount Required	2022 Amount	Priority	Levy
Arena Entrance Doors	\$30,000	\$30,000	2	\$30,000
Beardmore Arena Fire Alarms	\$5,000	\$5,000	2	\$5,000
Beardmore Arena Repairs	\$150,000	\$150,000	2	\$0
Beardmore Multi-use building roof	\$65,000	\$65,000	2	\$65,000
Beardmore Multi-use RTU	\$50,000	\$50,000	2	\$50,000
Beardmore EMS building repairs	\$35,000	\$35,000	2	\$35,000
Longlac Curling Club Flooring	\$50,000	\$0	4	\$0
WTP Building exterior repairs	\$60,000	\$60,000	4	\$60,000
Geraldton Fire Dept Door Operators	\$20,000	\$20,000	3	\$20,000
Greenstone Regional Airport Generator Transfer Switch	\$35,000	\$35,000	2	\$35,000
Jellicoe Community Center Furnace	\$11,000	\$11,000	3	\$11,000
Longlac Arena Heating Systems	\$50,000	\$50,000	3	\$50,000
Longlac Arena Rink Seal Dosage	\$15,000	\$15,000	3	\$15,000
Longlac WTP Roof	\$50,000	\$50,000	2	\$50,000
Nakina Clinic- Ems Roof	\$70,000	\$70,000	2	\$53,200
Nakina Railstation Roof	\$35,000	\$35,000	2	\$35,000
PLP Plumbing	\$25,000	\$25,000	2	\$25,000
Total Facilities	\$ 756,000	\$706,000		\$539,200
Parks & Recreation				
Riding Mowers	\$92,500	\$26,000	2	\$26,000
Cargo Trailer	\$13,000	\$13,000	3	\$13,000
Barton Bay Playground Replacement	\$15,000	\$15,000	2	\$0
Outdoor Waste Receptacles	\$45,000	\$0	3	\$0
Replacement truck for P&R fleet - Two units needed	\$70,000	\$70,000	2	\$0
Ice Edgers (4)	\$32,000	\$8,000	2	\$8,000
Ice Maintenance Tools	\$14,000	\$0	2	\$0
Gym Equipment - Nakina	\$35,000	\$0	2	\$0
MacLeod Park Repairs	\$35,000	\$0	2	\$0
Total - Parks & Rec	\$351,500	\$132,000		\$47,000

SCHEDULE A (CONTINUED)

Project Title	Total Amount Required	2022 Amount	Priority	Levy
Public Services				
Public Works Garage Fire Alarm System	\$12,000	\$12,000	2	\$0
Hwy 584 Culvert Replacement	\$500,000	\$0	2	\$0
Used Pick Up truck (1) - Carry-over from 2020	\$37,185	\$37,185	2	\$0
Gravel Road Repair - GER/LL	\$50,000	\$0	2	\$0
Barton Bay Bridge Repair	\$52,500	\$52,500	2	\$52,500
Road Transfer--Peter Drive	\$25,000	\$0	3	\$0
Stone Orchard Software	\$18,000	\$0	3	\$0
Garbage Truck - Longlac	\$300,000	\$300,000	2	\$300,000
Water Tower Maintenance	\$1,800,000	\$0	2	\$0
Recycling Program	\$1,350,000	\$0	2	\$0
Extendable Snow Blade	\$20,000	\$0	2	\$0
Total - Public Services	\$4,164,685	\$401,685		\$352,500
Planning & Protective Services				
Parking Control Signs	\$32,453	\$32,453	2	\$0
Total - Planning & Protective Services	\$32,453	\$32,453		\$0
Social Services				
GDC Playground Equipment	\$125,000	\$0	2	\$0
Rural Transportation	\$52,882	\$0	3	\$0
Aging at Home Van	\$52,882	\$0	2	\$0
Total - Social Services	\$230,764	\$0		\$0
Library Furniture	\$6,800	\$6,800	2	\$6,800
Total - All	\$5,542,202	\$1,278,938	\$2	\$945,500