

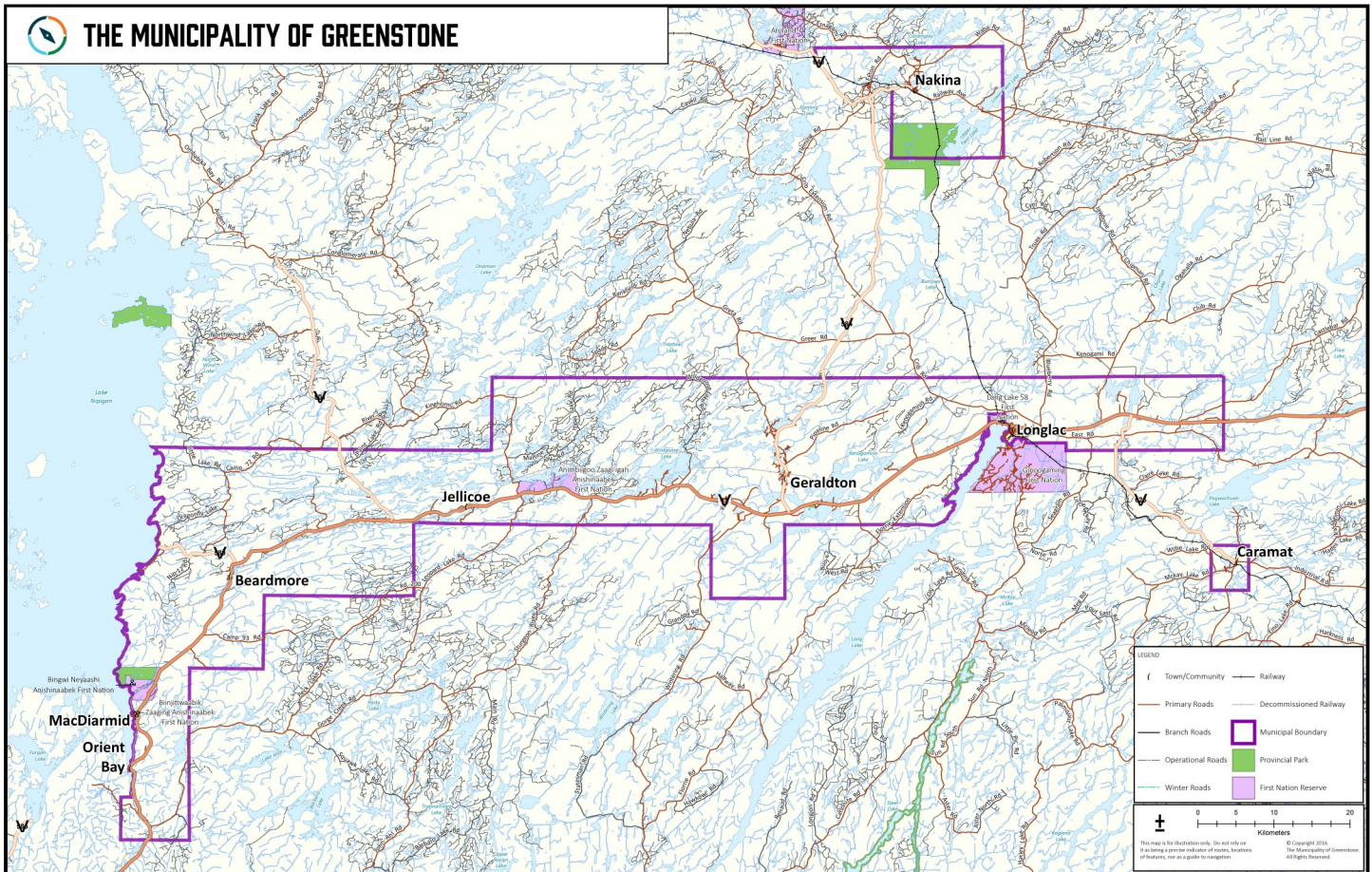


MUNICIPALITY OF
GREENSTONE

2024 OPERATING AND CAPITAL BUDGET PROPOSAL



NATURE'S HOME TOWN



LAND ACKNOWLEDGEMENT

We respectfully acknowledge that the Municipality of Greenstone is situated on the traditional territory of Robinson Superior Treaty and James Bay Treaty No 9. To do so recognizes and respects Indigenous People's long-standing presence in the territory, which is a key step towards reconciliation. The Municipality is committed to its relationships and partnerships with First Nation, Métis, and Inuit people and their communities.

We hope that all who read this budget proposal will continue to seek knowledge, have conversations, share what you know, inspire others to learn and take actions towards truth and reconciliation.



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MESSAGE FROM THE MAYOR

Greetings to all! The Municipality is doing things a little differently this year in terms of the budgeting process. First of all, we have changed the budget timelines in order to ensure passage of the budget much sooner this time around. This allows staff to operate knowing earlier on what their budget and expectations are. Most importantly, it confirms approval of Capital Projects to allow staff to move ahead with procurement prior to the spring and summer months when contractors are often committed.

Guiding the budget for 2024 are the objectives within the Strategic Plan passed by Council in September, as well as the Service Delivery Reviews (SDR) that have been completed to date. The six Community Information Sessions held at the start of the SDR process provided valuable insight to Council and staff. The 2024 Budget, as proposed in this document, suggests an overall tax levy increase of 2.05% for existing property owners (this includes the external levies of \$3.8 million). Of importance to note is that operating expenses have been held to an increase 0.07%, with the balance being attributed to much needed capital investment. During a year when we are facing unprecedented inflation, this is an impressive feat.

While the current budget is encouraging, we must remain acutely aware of our ageing infrastructure. The cost of maintaining and replacing this infrastructure, as well as maintaining current levels of service, is significant and as a Council we have no choice but to make some very hard decisions at times to balance our residents needs financially, socially, and recreationally. We are also bound by many legislative requirements. As a whole, Municipal Council and staff are striving to implement solutions that can be effectively sustained for years to come.

I want to take this time to thank Municipal Staff for their hard work in drafting this proposal and for all of the effort being put into the SDRs to assist Council in making the decisions necessary to move our Municipality forward and begin to close the gap in our capital funding requirements.

I remind all that this document is a proposal, and Council will be going through it thoroughly prior to making final decisions. If you have read this far, I thank you, and ask that that you continue turning the pages to see what we have been up to and the challenges yet to come. I encourage you to attend one of the four Community Open House Public Information Sessions being hosted the first week of December, to offer feedback and receive information.

Sincerely,

Jamie McPherson
Mayor





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 DUELLET
COUNCILLOR
LONGLAC WARD



ERIC PIETSCH
COUNCILLOR
GERALDTON WARD



CLAUDETTE TROTTIER
COUNCILLOR
BEARDMORE WARD



CHRIS WALTERSON
COUNCILLOR
GERALDTON WARD

GREENSTONE MUNICIPAL COUNCIL

VISION

Greenstone strives to be an inviting and inclusive community of communities by fostering quality of life for all in an economically sustainable way.

MISSION

Through collaboration and connection with rights holders, communities, and other partners, we will balance Greenstone's needs and expectations by adapting policies and programs to economic realities.

OUR CORE VALUES

- **Pride** – we will be proud of our Municipality and each community within its boundaries.
- **Inclusivity and collaboration** – we will cultivate an environment of trust and respect, and we will strive to ensure that all our plans, policies and activities are inclusive and reflective of the diverse community we strive to be.
- **Fiscal responsibility** – we will demonstrate fiscal responsibility in all activities of the Municipality. We will make the best use of our resources to achieve the best possible results.
- **Communication** – we will share clear, timely, and relevant information with one another, our citizens, and visitors.
- **Environmental stewardship** – we protect and celebrate our natural environment and the habitat it provides, while maintaining our municipal assets.

GOALS AND OBJECTIVES

1. **Build Financial Capacity**
2. **Asset Management**
3. **Business Development**
4. **Community Safety and Well Being**
5. **Fire and Emergency Services**
6. **Indigenous Community Engagement and Partnerships**



2024 COUNCIL PRIORITIES

The 2024 Council Priorities have been set through the development of the Strategic Plan. While all actions taken by Council and Staff cannot be directly related back to the Plan, it is the intention that the Plan be at the forefront when setting goals and making decisions. Departmental goals for 2024 shall also reference correlation to goals set by Council in the Strategic Plan wherever possible. It is important to note the Plan is a multi year document and not all objectives can be met in 2024.

BUILD FINANCIAL CAPACITY

To create the financial capacity to invest in capital infrastructure and equipment to meet service level expectations and statutory requirements, and to allow flexibility to enhance existing and future service delivery options.

Objectives:

- 1.1 Service Delivery Reviews
- 1.2 Develop a financial strategy to fully fund the infrastructure deficit
- 1.3 Develop 10-year tax rate projections to create sustainable tax levy revenues
- 1.4 Communicate the budget challenges and strategies through a variety of formats to assist residents in understanding the budget strategies

ASSET MANAGEMENT

To manage current and future municipal capital assets on a life-cycle basis, meeting levels of service expectations while mitigating risk factors in an effective and cost-efficient manner. Consistent with the Strategic Asset Management Policy, the commitment to the stewardship of municipal delivery standards, life-cycle maintenance, or disposal if appropriate infrastructure assets demonstrates accountability and transparency using best practices in asset management.

Objectives:

- 2.1 With the completion of a number of asset condition assessments contemplated or underway, revise the Asset Management Plan to provide the best quality of information for financial models and long-term decision making.
- 2.2 Assess and optimize the use of buildings through a business plan including service.
- 2.3 Enhance and expand current and future levels of service, as contemplated by the asset management legislation, to support the long-term decision making for operating and capital management.
- 2.4 Expand the currently approved Geographic Information System (GIS) technician role to include assisting with the asset register maintenance and develop spatial modeling for asset maintenance and emergency management.
- 2.5 Review the infrastructure and equipment recommendations of the Fire Master Plan.
- 2.6 Develop 20-year fleet replacement and major maintenance plan for Fire Services and fund sufficiently to ensure effective and efficient service delivery.



2024 COUNCIL PRIORITIES

BUSINESS DEVELOPMENT

To develop strategies to create opportunity for business development within Greenstone that will attract and retain resident businesses, encourage workers and service providers to locate in Greenstone, and support the provision of enhanced services and the well-being of staff within the municipality.

Objectives:

- 3.1 Complete the Housing Strategy recognizing that a lack of sufficient available housing, of the desired form and quality and accessibly priced, has been identified as a significant constraint to attracting and retaining workers and small business operators.
- 3.2 Complete the Zoning By-law revisions to expand the planning control of residential and business use properties to meet the goals of the Official Plan.
- 3.3 Apply a range of planning controls and incentives to foster the enhancement of the Hwy 584/ Main Street corridor.
- 3.4 Assess key attraction factors for new workers and service providers. Consider housing, community services, recreational programs and facilities, educational opportunities for youth, and other factors. Develop strategies to encourage and support the enhancement of worker attraction, including immigration.
- 3.5 Assess the key retention factors for existing members of the community and develop objectives and strategies to retain that portion of the population that is actively involved in services to the community.
- 3.6 Implement effective Property Standards enforcement as a basis to beautification and instilling pride in the community.

COMMUNITY SAFETY AND WELL BEING

To work collaboratively with all sectors to commit to a long-term vision of community safety, well-being and inclusivity.

Objectives:

- 4.1 Develop and implement a Community Safety and Well Being Plan (CSWBP) in accordance with the Police Services Act for the Municipality of Greenstone.
- 4.2 Assess the effectiveness of the CSWBP related to risk-focused planning rather than incident driven action.



2024 COUNCIL PRIORITIES

FIRE AND EMERGENCY SERVICES

To ensure that the delivery of fire and emergency services meets the legislative requirements while achieving the desired levels of service approved by Council, in a cost effective manner with regard to the health, safety, and professional training of fire and emergency services personnel.

Objectives:

5.1 Address key issues arising from the Community Risk Assessment and Fire Master Plan at the earliest opportunity and optimize and improve the Fire and Emergency Services fleet. This is both tactical in the near term and strategic, given the length of time involved to achieve the objectives that are prioritized in the business plan. The provision of certain vehicles may require a prioritization in advance of a business plan.

INDIGENOUS COMMUNITY ENGAGEMENT AND PARTNERSHIPS

To strengthen meaningful engagement with Indigenous organizations and communities by co-developing consistent and respectful approaches to consultation and decision making processes and leveraging lessons learned through these collaborative efforts. The Municipality will also work to enhance public awareness and dialogue through sharing of stories and local knowledge of Indigenous communities and partners.

Objectives:

6.1 Review names of Municipal roads that are not aligned with Reconciliation objectives and rename roads through a truth and reconciliation lens.

6.2 Ongoing Council and staff training to increase knowledge of Indigenous engagement and truth and reconciliation.

6.3 Recognize, acknowledge, and increase public awareness of truth and reconciliation and the impacts to Indigenous peoples.

6.4 Expand inclusion of Indigenous ceremonies, practices, and protocols into official Municipal events.

6.5 Develop consultation and communication protocols for formal Government to Government relationships with interested local Indigenous governments.

MESSAGE FROM THE C.A.O.

We are pleased to present the 2024 Operating and Capital budgets for Council's consideration. The Budget has been compiled based on Council's Strategic Priorities, Service Delivery Reviews, and public input undertaken for these initiatives.

Municipalities across Ontario, and Canada, are facing inflation that continues to be higher than it has historically been for a generation (and Municipal inflation tends to run much higher than consumer inflation most years). Across Canada, we are seeing a demographic shift mixed with a strong economy where employers in all regions, across nearly all industries or sectors, are having difficulties recruiting enough staff. The Municipality is not immune to this either. And as noted in previous budget processes, our equipment and infrastructure are ageing, leading to more breakdowns and interruptions of service. Furthermore, we are still experiencing significant supply chain issues, meaning new equipment can take several years to get in or repair parts that used to be available overnight are not available for several months.

With our ageing equipment and infrastructure, the Municipality annually has a \$5.6 million gap between what we should be spending on capital, and what we have been able to. This is equivalent to \$2,156 per household and the figure does not consider a significant portion of our assets. Therefore, the actual amount is much higher. The 2024 Budget works to reduce that gap and re-invest in Capital and improved operations, however, there is still a significant distance to go.

Council has undertaken Service Delivery Reviews (SDR) over the last half of 2023 and through 2024. The SDR process focuses on setting priorities and, where possible, reducing the cost of delivery (to the Municipality) while maintaining or improving services and service levels. At times, service levels may have to be cut. This is to help ensure we address our strategic imperatives of building financial capacity, while maintaining our assets. Council has made some very difficult decisions as part of this process. However, the benefits are seen in this budget where we can propose an average tax increase that is significantly less than inflation (and significantly less than most other Municipalities are proposing), while increasing funds for capital or improving the efficiency of operations. There is still a lot of work to be done and the SDR's will continue to be a priority through 2024. We have budgeted to meet the needs of the operations for the Municipality for 2024. Having said that, there are significant items on the horizon that we are not yet setting enough money aside for to ensure the long term financial sustainability of the Municipality or its services. An example of this is the landfill and the need to build a reserve.

As a result of what we heard at the SDR Community Open House Information Sessions, the Municipality will be bringing forward a new Property Standards By-law for Council consideration and passage prior to year end.

A full review of enhancement of Property Standards Enforcement will be undertaken by February 2024.

SERVICE DELIVERY REVIEWS

By July 2025, Asset Management Planning legislation requires municipalities to determine current and future levels of service, the costs associated with that level of service and a plan to fund it. The legislation will, in essence, require municipalities to "live within their own means" by setting levels that are affordable and attainable long term. Not being compliant with this requirement will affect Municipal transfer funding. As well, capital funding programs have been shifting to take into account a Municipality's strategy in closing the asset gap and current state of funding their assets (i.e. the more the Municipality is addressing the deficit, the more likely a funding application is to be approved. The less a Municipality is working to close the gap, the less likely they are to be approved for funding).

Council directed staff to undertake Service Delivery Reviews on all Municipal services. The Service Delivery Review (SDR) is an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to provide it.

Service delivery review involves asking ten questions about service improvements and expenditure management:

1. Do we really need to continue to be in this business/service?
2. What do citizens expect of the service and what outcomes does council want for the service?
3. How does current performance compare to expected performance?
4. Do the activities logically lead to the expected outcomes?
5. How is demand for the service being managed?
6. What are the full costs and benefits of the service?
7. How can benefits and outputs of the service be increased?
8. How can the number and cost of inputs be decreased?
9. What are the alternative ways of delivering the service?
10. How can a service change best be managed, implemented and communicated?

The SDRs completed in 2023 have impacted this current budget, and will continue to impact the Municipality for years to come. All completed SDRs can be found on the Municipal Website.

SERVICE DELIVERY REVIEWS

SDR SCHEDULE

2023 Q3

Transit - June 26, 2023 **COMPLETED**
Leases and Agreements - June 26, 2023 **COMPLETED**
Recreation Programming - July 10, 2023 **COMPLETED**
Building Services - August 14, 2023 **COMPLETED**
Campgrounds and Marina - September 11, 2023 **COMPLETED**
Winter Control - September 25, 2023 **COMPLETED**

2023 Q4

CAO & General Admin - October 10, 2023 **COMPLETED**
Payroll & Benefit Administration - October 23, 2023 **COMPLETED**
Playgrounds - November 14, 2023 **COMPLETED**
Daycare Services - November 27, 2023
Fire Services Fleet Management - December 11, 2023
Public Works Fleet Management - December 11, 2023

2024 Q1

Clerks Office - January 15, 2024
Tourism - February 12, 2024
Planning Services - February 26, 2024
Greenspace - February 26, 2024
Public Works - March 11, 2024
Information Technology - March 25, 2024

2024 Q2

Library Services
Fire Suppression
Rebate Programs
Environmental Services
Facility Services
Elderly Assistance

2024 Q3

Corporate Services
By-Law Enforcement
Airports
Cemeteries
Community Centres
Economic Development

2024 Q4

Service Agreements and Partnerships
Revenue Collection
Fire Education and Prevention
Waste Management
Storm Water Management & Storm Sewers
Adult and Transitional Support

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 Anishinaabek 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, five sewer or wastewater treatment facilities, two federally regulated airports in Geraldton and Nakina, four municipal administration buildings, four public works garages, a marina, three active landfills, four campgrounds, four sport complexes, four fire stations, five cemeteries, six greenspace parks, twenty-one 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.

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 Operating Budget proposes a net levy increase of \$120,336 or 0.70%. incorporating a projected \$108,225 decrease in non-tax revenues and an increase of \$12,111 in expenses. The net of revenue over expenses would provide a contribution to fund capital, debt and one-time special projects of \$3.74 million (rounded) representing an increase over 2023 funding levels of \$529,477 or a 3.07% levy increase. For the first time in many years, Greenstone is anticipating significant new tax revenue from assessment growth of \$297,000 which will reduce the impact on the existing taxpayer by -1.72%. The total operating and capital needs, less new assessment revenue, results in a proposed overall tax levy increase of 2.05% for existing property owners.



OPERATING BUDGET OVERVIEW

Aside from the new assessment growth, revenue increases have been largely muted in 2024 with some improvements in airport revenues due to higher demand, and additional campground revenues due to fee increases as directed by Council following the Service Delivery Review. It should also be noted that reduced corporate revenues (-\$90k) have been projected in both Ontario Municipal Partnership Funding (OMPF) and Interest & Penalties on outstanding taxes as a reflection of better tax collection processes, along with minor overall reductions in Ministry of Transportation (MTO) revenues within the Fire Services department.

In a year where the inflation rate was over 4% (September to August), staff have developed a budget that has contained overall expenses resulting in a modest increase of \$7k or 0.04%. The largest drivers of expense changes include increases in wages, benefits and payroll overhead (\$195k), contractors (\$75k), enhanced transit (\$53k) and external levies (\$130k). Increases have been mitigated for 2024 given the significant decrease in insurance premiums (-\$322k) and as a result of decisions from the SDR process, net reductions relating to the operation of the pool (-\$31k) and MacLeod Park (-\$60k) in 2024 and beyond. There is still long-term concern for vehicles and equipment, reflecting ageing assets that are beyond the normal useful life since the budget includes \$1M+ for operations of the fleet. Similarly, the issues with facilities are well known and will continue to impact future maintenance and insurance premiums if not addressed in the near future.

Given the earlier timing of the budget, some of the estimates are based on expected increases from outside partners as we have not yet received projected levies. This can cause some potential risk to the budget. As well, the budget has been based on a “same service” approach except for enhanced transit services which were approved through the SDR process. Staff are aware that the Library will be requesting added funding of \$21k to enhance their service which is not included in the current tax levy projection.

BUDGET PRESSURES

Greenstone also faces significant external budget pressures:

- External levies increase by \$128k representing 0.76% on the levy. Significant levy items include the OPP at +\$71k, DSSAB at +\$25k, Ambulance at +\$19k and the library at +\$14k. Offsetting this increase is a reduction in the transfer to the user rate budget (water and sewer) of -\$62k.
- Fuel and utility costs have generally flatlined, with repairs and maintenance increasing by \$101k offset by vehicle & equipment costs being reduced by -\$87k as the Municipality starts to invest more in fleet replacement.
- Although the municipal insurance package had increased significantly in prior years, completion of a re-marketing of the plan in 2023 has reduced the premiums for 2024 substantially with savings reflected in this budget of approximately \$322k. It is hopeful that the new provider will be able to maintain stability in premiums when coupled with the Municipality’s commitment to risk management.

OPERATING BUDGET OVERVIEW

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. 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.

Council adopted by-laws in 2023 to establish 21 discretionary Reserve Funds which will be used in future years to assist in funding capital budget needs so that annual peaks and valleys will be smoothed out.

FUTURE OUTLOOK – 2025 AND 2026 BUDGET PROJECTIONS

New this year, staff have completed a three-year operating budget process. Although the intent is to pass only the 2024 estimates, each departmental overview will include the approved 2023, proposed 2024 budget and projected 2025 and 2026 estimates. As well, the departmental budget will provide greater details into the “divisional” or “functional” areas of each department which generally coincides with the financial information provided through the Service Delivery Review process.

The table below highlights the departmental projections based on this new approach.

Department	Approved 2023	Proposed 2024	Projected	
			2025	2026
CAO & ADMINISTRATION	\$ 1,299,645	\$ 1,354,490	\$ 1,350,456	\$ 1,401,591
CORPORATE SERVICES	\$ 1,569,763	\$ 1,557,375	\$ 1,558,925	\$ 1,584,800
FIRE SERVICES	\$ 803,130	\$ 825,583	\$ 833,831	\$ 865,761
PROTECTIVE SERVICES	\$ 224,150	\$ 318,640	\$ 281,105	\$ 284,350
PUBLIC SERVICES	\$ 7,111,455	\$ 6,780,970	\$ 6,953,115	\$ 7,245,683
COMMUNITY SERVICES	\$ 521,080	\$ 650,675	\$ 742,054	\$ 809,889
ECONOMIC DEVELOPMENT	\$ 421,975	\$ 420,450	\$ 446,625	\$ 439,575
EXTERNAL LEVIES	\$ 4,424,174	\$ 4,497,725	\$ 4,520,575	\$ 4,543,000
CORPORATE REVENUES	\$ (2,345,300)	\$ (2,255,500)	\$ (2,185,700)	\$ (2,118,400)
TOTAL	\$ 14,030,072	\$ 14,150,408	\$ 14,500,985	\$ 15,056,249
ANNUAL INCREASE		\$ 120,336	\$ 350,577	\$ 555,264

It should be noted that at this time staff are projecting steady operating budget increases resulting in levy impacts of 2% to 3% annually. As has been the case for several prior budget cycles, the long-term pressures will continue to be within the capital funding needed to maintain the existing assets that are used to provide services to the taxpayer.

OPERATING BUDGET OVERVIEW

RATE SUPPORTED WATER AND WASTEWATER BUDGET

The 2024 Rate Supported Water and Wastewater Services budget is also being presented to Council at the November 27, 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 which is being reduced by -\$63k in 2024.

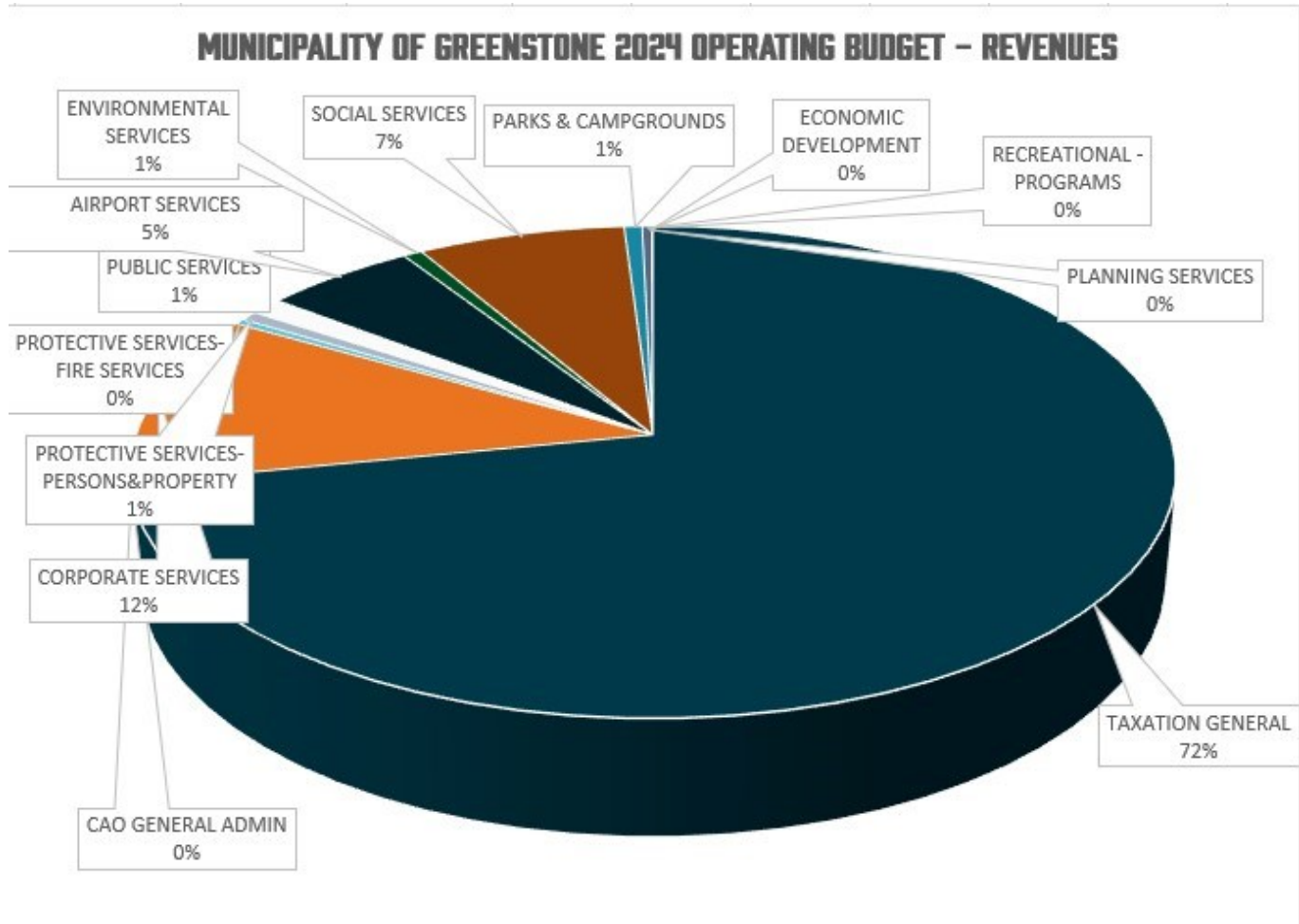
The separation of the rate supported budget is a step in the process of developing a long-term financial plan for Greenstone, and to meet the statutory requirement for at least a ten-year capital plan for municipal infrastructure. Water, Wastewater, and Storm Sewers are critical infrastructure to meet the needs of the urban service areas.

Water and Wastewater are also highly regulated with considerable liability should anything go wrong.



REVENUE (OPERATING)

Projected Revenues have decreased year over year by \$108k. The most significant decrease is from the penalty and interest on taxes (-\$55k) from enhanced tax collection efforts, OMPF grant funding (-\$35k), Fire Services revenues (-\$27k) and Community Services grants (-\$11k). Airports (+\$16k) and campgrounds (+\$28k) have seen some positive movement with most other services muted.



REVENUES	Budget 2023	Budget 2024	Budget Change \$	Budget Change %
TAXATION GENERAL	17,241,238	17,885,502	644,264	3.7%
CAO GENERAL ADMIN	500	500	0	0.0%
CORPORATE SERVICES	2,895,972	2,848,325	-47,647	-1.6%
PROTECTIVE SERVICES-FIRE SERVICES	120,200	92,925	-27,275	-22.7%
PROTECTIVE SERVICES-PERSONS&PROP	146,400	154,000	7,600	5.2%
PUBLIC SERVICES	261,140	287,575	26,435	10.1%
AIRPORT SERVICES	1,335,500	1,351,500	16,000	1.2%
ENVIRONMENTAL SERVICES	170,200	170,200	0	0.0%
SOCIAL SERVICES	1,857,383	1,848,315	-9,068	-0.5%
PARKS & CAMPGROUNDS	254,100	159,800	-94,300	-37.1%
RECREATIONAL - PROGRAMS	62,600	84,900	22,300	35.6%
ECONOMIC DEVELOPMENT	4,000	2,500	-1,500	-37.5%
PLANNING SERVICES	7,950	7,150	-800	-10.1%
TOTAL REVENUE	24,357,183	24,893,192	536,009	2.2%

EXPENDITURES (OPERATING)

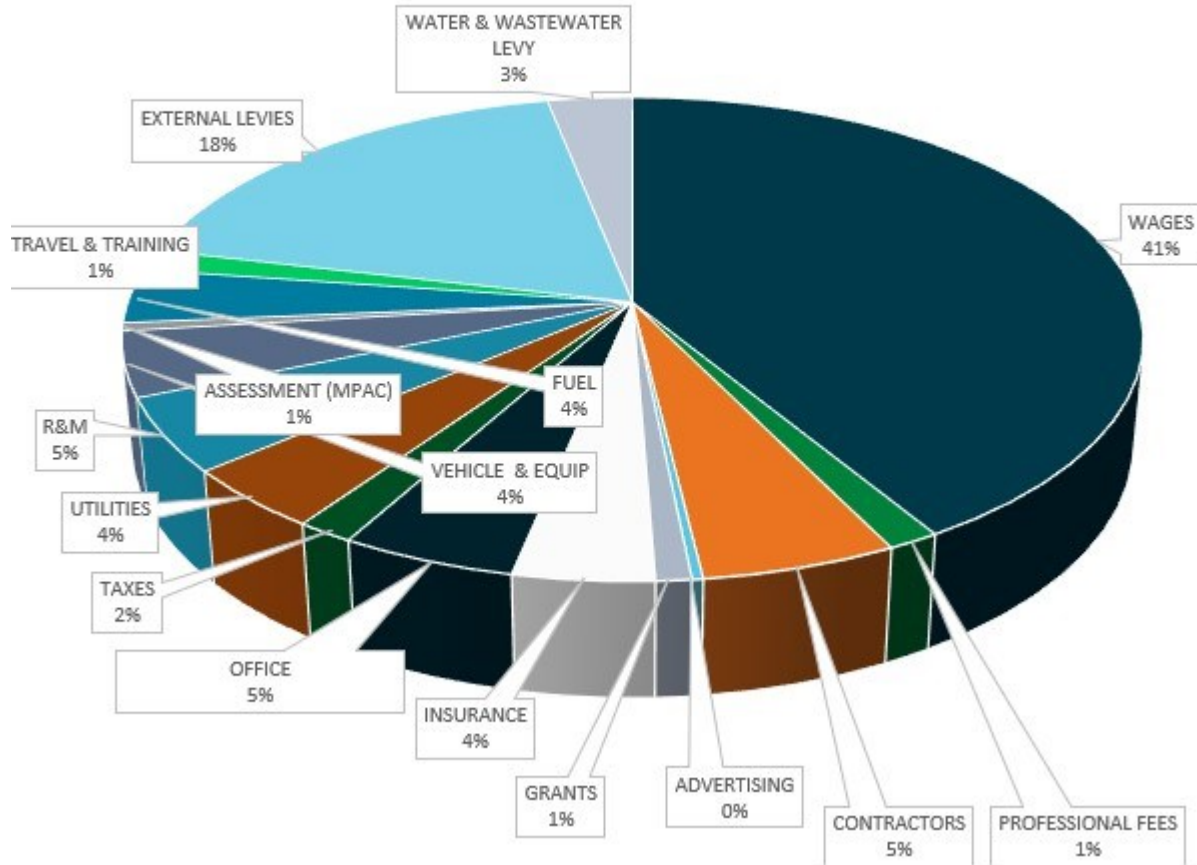
The projected total increase in expenses is approximately 0.07% or \$12k driven by a combination of external and internal factors.

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, benefits, and payroll overhead increased \$195k overall largely due to the Cost-of-Living Adjustment (COLA) negotiated at 2.4%.
- Contractor costs are up \$75k generally because of inflationary increases within contracted services at the airports, landfill expenses for environmental works and higher rural snow plowing and windrow removal contracts.
- Professional Fees are up \$70k due to the increased cost of legal relating to Property Standards enforcement.
- Pool operating costs of \$107k have been reduced to a \$73k contribution to reserve.
- External Levies: significant increases of \$128k primarily for policing, DSSAB, library and EMS. Offset by a decrease of \$62k for the transfer of funding to support the user rate budget.
- The enhancement of transit services, as approved through the recent SDR will increase costs by \$53k.
- Fuel is up \$17k with utility costs down \$11k offsetting each other.
- Repairs and maintenance are increasing by \$101k offset by vehicle & equipment costs being reduced by \$87k as the municipality starts to invest more in fleet replacement.
- Insurance premium decrease of \$322k. Although the package has decreased substantially there are some significant shifts in costs between areas that historically had not been allocated a portion of the insurance costs. The new insurer now provides a breakdown of the liability, errors & omissions, and general insurance premiums for specific functions such as IT, Council, Building Services, Daycare Services, etc. which historically had all been bunched together under one Corporate Services line item. This redistribution of expenses has been done to better reflect the true cost of providing those services and to ensure compliance with audit and financial reporting standards. It is important to note that the decrease in the insurance premium is largely based on the Municipality's commitment to mitigate risk in multiple areas.

EXPENDITURES (OPERATING)

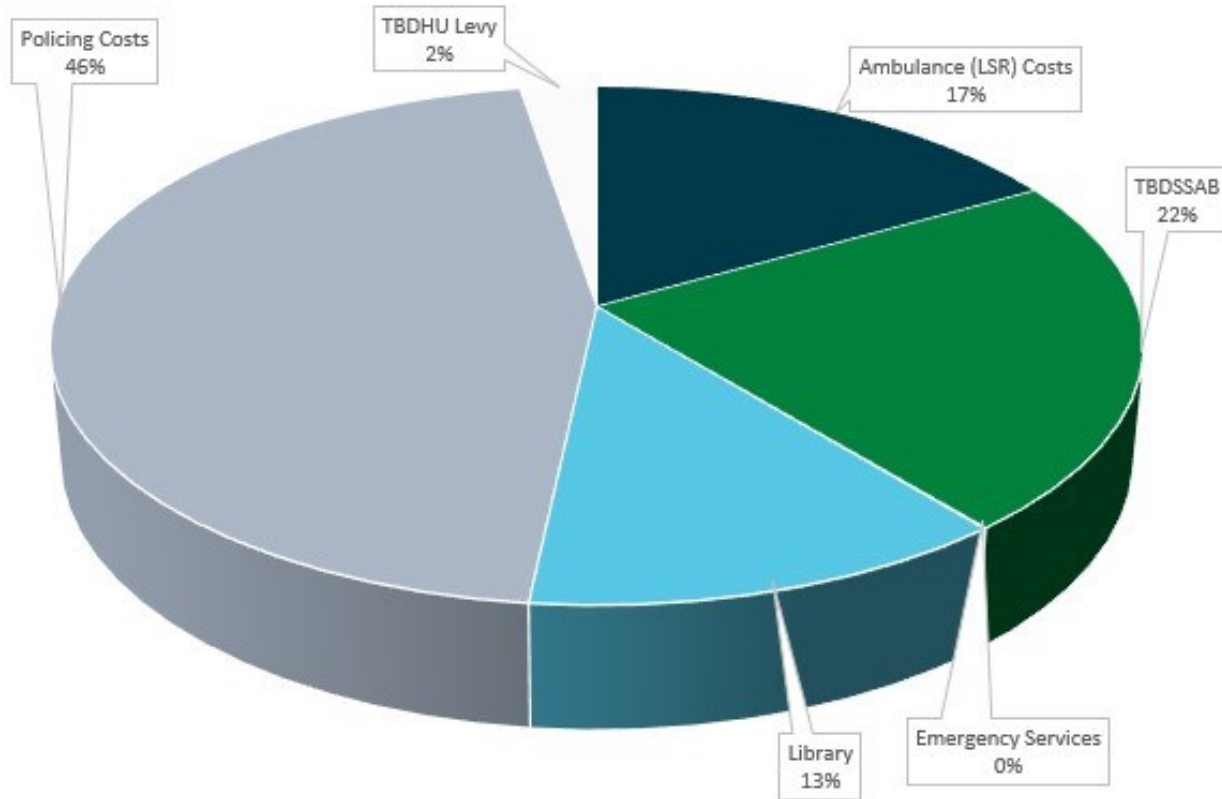
EXPENSES BY TYPE - 2024 BUDGET



Expenses by Type	Budget 2023	Budget 2024	Budget Change \$	Budget Change %
<u>Operating</u>				
WAGES	8,528,941	8,724,033	195,092	2.3%
PROFESSIONAL FEES	271,100	301,800	30,700	11.3%
CONTRACTORS	1,066,100	1,141,000	74,900	7.0%
ADVERTISING	70,500	63,000	-7,500	-10.6%
GRANTS	184,230	208,009	23,779	12.9%
INSURANCE	1,141,980	819,500	-322,480	-28.2%
OFFICE	1,071,142	1,023,791	-47,351	-4.4%
TAXES	370,375	331,475	-38,900	-10.5%
UTILITIES	888,345	877,025	-11,320	-1.3%
R&M	943,050	1,044,375	101,325	10.7%
VEHICLE & EQUIP	1,001,185	913,640	-87,545	-8.7%
ASSESSMENT (MPAC)	114,415	115,000	585	0.5%
FUEL	746,500	763,900	17,400	2.3%
TRAVEL & TRAINING	307,480	297,775	-9,705	-3.2%
<u>External Levies</u>				
EXTERNAL LEVIES	3,721,685	3,854,975	133,290	3.6%
WATER & WASTEWATER	718,989	656,750	-62,239	-8.7%
Total Expenses	21,146,017	21,136,048	-9,969	0.0%

EXTERNAL LEVIES

EXTERNAL LEVIES 2024 OPERATING BUDGET

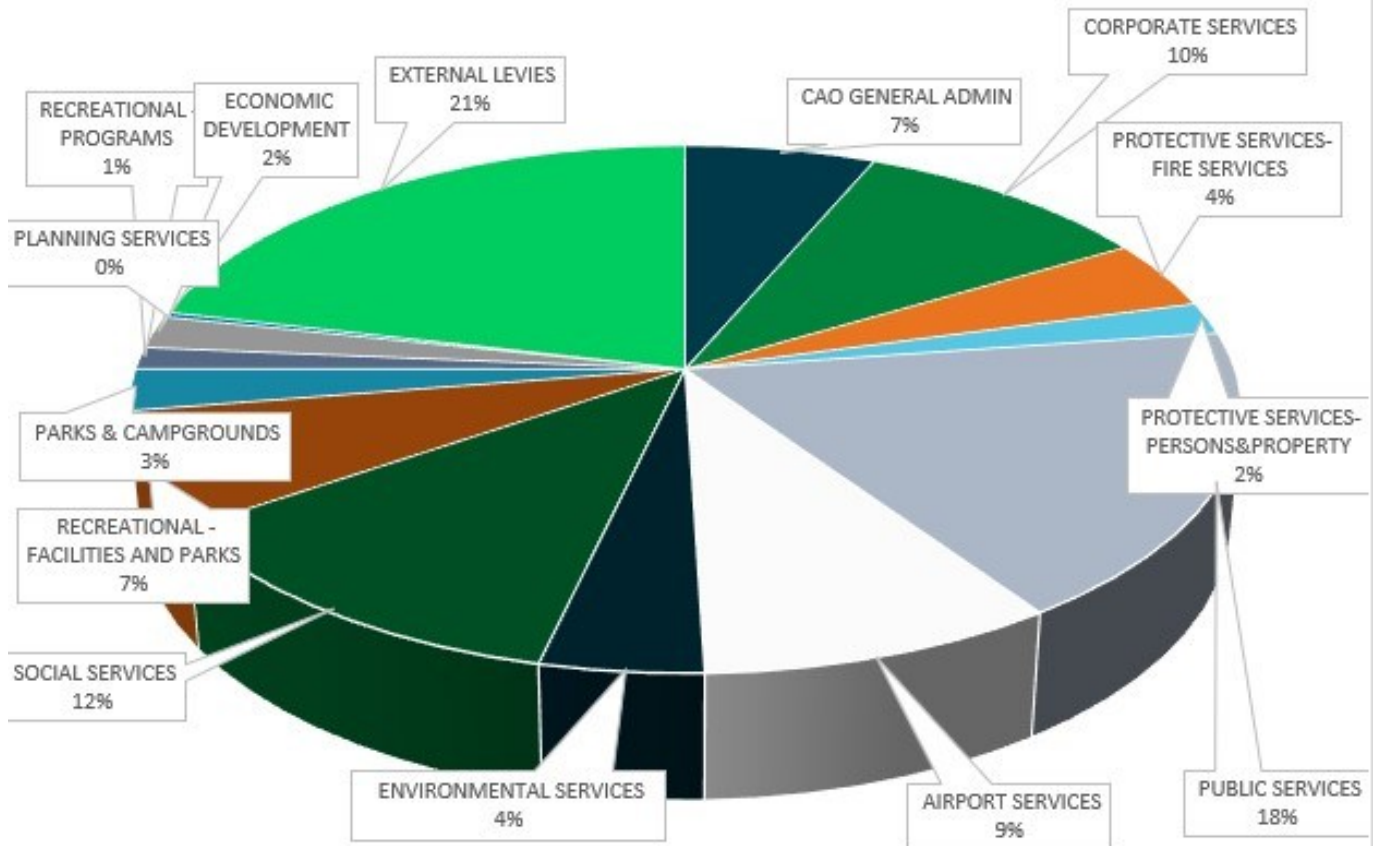


Municipality of Greenstone				
2024 Operating Budget - External Levies				
Expenses by Type	Budget 2023	Budget 2024	Budget Change \$	Budget Change %
<u>Operating</u>				
AMBULANCE (LSR) COS	629,750	648,650	18,900	3.0%
TBDSSAB	831,500	856,450	24,950	3.0%
EMERGENCY SERVICES	2,000	2,000	-	0.0%
LIBRARY	466,750	486,300	19,550	4.2%
POLICING COSTS	1,692,600	1,761,000	68,400	4.0%
TBDHU LEVY	99,085	100,575	1,490	1.5%
Total Expenses	3,721,685	3,849,425	127,740	3.4%

NOTE: External Levies are estimated and may be subject to change.

DEPARTMENTAL SUMMARY

MUNICIPALITY OF GREENSTONE 2024 OPERATING BUDGET – EXPENSES



Municipality of Greenstone 2024 Operating Budget				
Expenses by Department	Budget 2023	Budget 2024	Budget Change \$	Budget Change %
CAO GENERAL ADMIN	1,300,145	1,354,990	54,845	4.2%
CORPORATE SERVICES	2,103,935	2,136,200	32,265	1.5%
PROTECTIVE SERVICES-FIRE SERVICES	923,330	896,458	- 26,872	-2.9%
PROTECTIVE SERVICES-PERSONS&PROPERTY	326,285	415,540	89,255	27.4%
PUBLIC SERVICES	3,805,450	3,749,625	- 55,825	-1.5%
AIRPORT SERVICES	1,841,745	1,912,650	70,905	3.8%
ENVIRONMENTAL SERVICES	764,660	872,475	107,815	14.1%
SOCIAL SERVICES	2,378,463	2,498,990	120,527	5.1%
RECREATIONAL - FACILITIES AND PARKS	1,635,820	1,479,030	- 156,790	-9.6%
PARKS & CAMPGROUNDS	739,120	536,440	- 202,680	-27.4%
RECREATIONAL - PROGRAMS	408,200	284,725	- 123,475	-30.2%
ECONOMIC DEVELOPMENT	425,975	422,950	- 3,025	-0.7%
PLANNING SERVICES	52,215	64,250	12,035	23.0%
EXTERNAL LEVIES	4,440,674	4,511,725	71,051	1.6%
TOTAL EXPENSES	21,146,017	21,136,048	-9,969	0.0%

DEPARTMENTAL SUMMARY

DEPARTMENTAL PROJECTIONS

Department	Approved 2023	Proposed 2024	Projected	
			2025	2026
CAO & Administration				
CAO/General Administration	649,130	606,700	614,300	623,700
Human Resources	148,975	175,575	179,000	180,425
Council	373,435	435,800	420,966	430,591
Clerks Office	115,120	121,615	121,090	151,425
Records Management	12,985	14,800	15,100	15,450
TOTAL CAO & ADMINISTRATION	1,299,645	1,354,490	1,350,456	1,401,591

Department	Approved 2023	Proposed 2024	Projected	
			2025	2026
Corporate Services				
Corporate Services	924,448	927,800	957,100	994,750
Revenue Collection	449,915	402,475	388,475	368,925
Geraldton Trailer Park	-66,250	-61,250	-62,050	-61,900
Information Technology	261,650	288,350	275,400	283,025
TOTAL CORPORATE SERVICES	1,569,763	1,557,375	1,558,925	1,584,800

Department	Approved 2023	Proposed 2024	Projected	
			2025	2026
Public Services				
Public Works	3,227,570	3,147,575	3,218,972	3,350,362
Airports	506,245	561,150	576,477	639,131
Waste Management	594,460	702,275	722,380	745,320
Corporate Facilities	463,010	466,975	487,605	508,060
Cemeteries	-14,565	-15,050	-14,440	-13,830
Recreation & Programming	396,100	272,225	276,265	281,030
Recreational Facilities - General	66,965	50,475	52,520	54,695
Beardmore Community Centre	244,505	199,175	204,575	210,600
Geraldton Community Centre	436,325	369,855	379,005	389,055
Longlac Sportsplex	431,110	400,675	410,675	422,200
Nakina Community Centre	274,710	249,000	255,750	263,250
Parks & Campgrounds - Greenspace	283,385	297,800	303,110	312,645
Cordingley Lake Campground	2,170	-925	-900	-875
Macleod Park	59,980	0	0	0
High Hill Harbour	22,400	14,150	14,260	14,295
Poplar Lodge Park	79,470	63,990	64,880	66,345
Riverview Campground & Lakeside Centre	37,615	1,625	1,980	3,400
TOTAL PUBLIC SERVICES	7,111,455	6,780,970	6,953,115	7,245,683

DEPARTMENTAL SUMMARY

DEPARTMENTAL PROJECTIONS

Department	Approved 2023	Proposed 2024	Projected	
			2025	2026
Community Services				
Community Services Administration	142,779	97,700	103,675	111,075
Transit	4,553	53,638	56,613	59,638
Elderly Assistance	79,084	65,184	70,979	75,780
Adult & Transitional Support Services	85,873	64,353	80,553	98,428
Daycare Services	208,791	369,800	430,234	464,969
TOTAL COMMUNITY SERVICES	521,080	650,675	742,054	809,889

Department	Approved 2023	Proposed 2024	Projected	
			2025	2026
Protective Services				
Building Services	132,195	157,625	163,975	173,500
Planning Services	44,265	57,100	57,725	54,500
Animal Control	40,140	36,165	36,555	38,400
Property Standards	7,550	67,750	22,850	17,950
TOTAL PROTECTIVE SERVICES	224,150	318,640	281,105	284,350

Department	Approved 2023	Proposed 2024	Projected	
			2025	2026
Fire Services				
Administration - Greenstone	312,080	332,500	339,656	348,561
Fire Halls	0	0	0	0
Beardmore	92,610	110,275	96,400	100,350
Geraldton	70,690	59,450	63,625	68,125
Longlac	198,275	210,483	218,950	227,925
Nakina	99,955	98,900	103,675	108,725
Caramat	29,520	13,975	11,525	12,075
TOTAL FIRE SERVICES	803,130	825,583	833,831	865,761

Department	Approved 2023	Proposed 2024	Projected	
			2025	2026
Economic Development				
Economic Development	313,720	313,550	337,225	328,200
Tourism	108,255	106,900	109,400	111,375
TOTAL ECONOMIC DEVELOPMENT	421,975	420,450	446,625	439,575

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GENERAL ADMINISTRATION

The General Administration division encompasses the budget for:

1. Municipal Council
2. The Office of the Chief Administrative Officer
3. Human Resources
4. The Office of the Clerk



MUNICIPAL COUNCIL

The principal job of a Council member is to make policy for the governance of the Municipality and its populace. The principal forum for local government policy making is the Council Meetings.

Under Section 224 of The Municipal Act, it is the role of council:

1. to represent the public and to consider the well-being and interests of the municipality;
2. to develop and evaluate the policies and programs of the municipality;
3. to determine which services the municipality provides;
4. to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;
5. to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
6. to maintain the financial integrity of the municipality; and
7. to carry out the duties of Council under this or any other Act.

No one Member of Council has the authority to make decisions, nor act individually. All decisions that are required to be made by Council **MUST** be made by the majority and **MUST** be done by Resolution or By-law. By-laws and Resolutions can only be passed at an Official Meeting of Council.

ACCOMPLISHMENTS [2023—AS OF OCTOBER]

- Completion of the Strategic Plan
- 70 By-laws Passed and enacted
- 388 Motions passed
- Approximately 102 municipal facilities viewed and/or visited over a 3 day tour
- \$7,000.00 in scholarship funds awarded
- \$65,756 contributed to local volunteer organizations/events (this does not include in-kind donations; i.e. supply of tents, facilities, tables, chairs, staff assistance)



OFFICE OF THE CAO

The Chief Administrative Officer (CAO) is the only employee of Council. The CAO is responsible to Council as their lead Policy Advisor, as well as for the day to day management of the Municipal Corporation, including the implementation of Council directions and Policies and in accordance with Provincial Legislation.

The CAO leads and directs the senior management team and is responsible to approve all reports submitted to Council. They are responsible to promote, communicate, and advance Council's vision, values, priorities, and objectives to Directors and staff. They ensure department strategies, plans, and initiatives are aligned with Council's mission, vision, core values and goals.

The CAO oversees the preparation of annual operational plans and the municipal budget, and once the budget is approved by Council, works with the Director of Corporate Services and other Senior Staff to allocate funds and monitor expenditures and revenues to ensure financial accountability.

The budget for the Office of the CAO includes, among other things, an executive assistant, the HR Department and all legal fees for the Municipality.

OBJECTIVES FOR 2024

- Development of a comprehensive Health and Safety plan to ensure the Municipality is compliant with the Occupational Health and Safety Act
- Undertake a full compensation review
- Perform a complete review of the Complaints Policy
- Ensure the Service Delivery Reviews are completed by all departments as per the schedule set by Council (Obj 1.1)
- Review enhancement of Property Standards Enforcement by February 2024





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, consultants, 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 processes and efficiencies at all levels leads to effective service delivery.

STATISTICS [2023 AS OF OCTOBER]:

- 32 Council Agendas published
- 573 views on live streaming
- 499 views on archived streams
- 271 hours of live streaming, 476 hours of archived streams (all streaming data (live and archived) includes staff views)
- 41 public documents commissioned
- 13 marriage licences issued
- 6 lottery licences issued
- 14693 public Council portal visits
- 1401 2023 agendas viewed



OBJECTIVES FOR 2024:

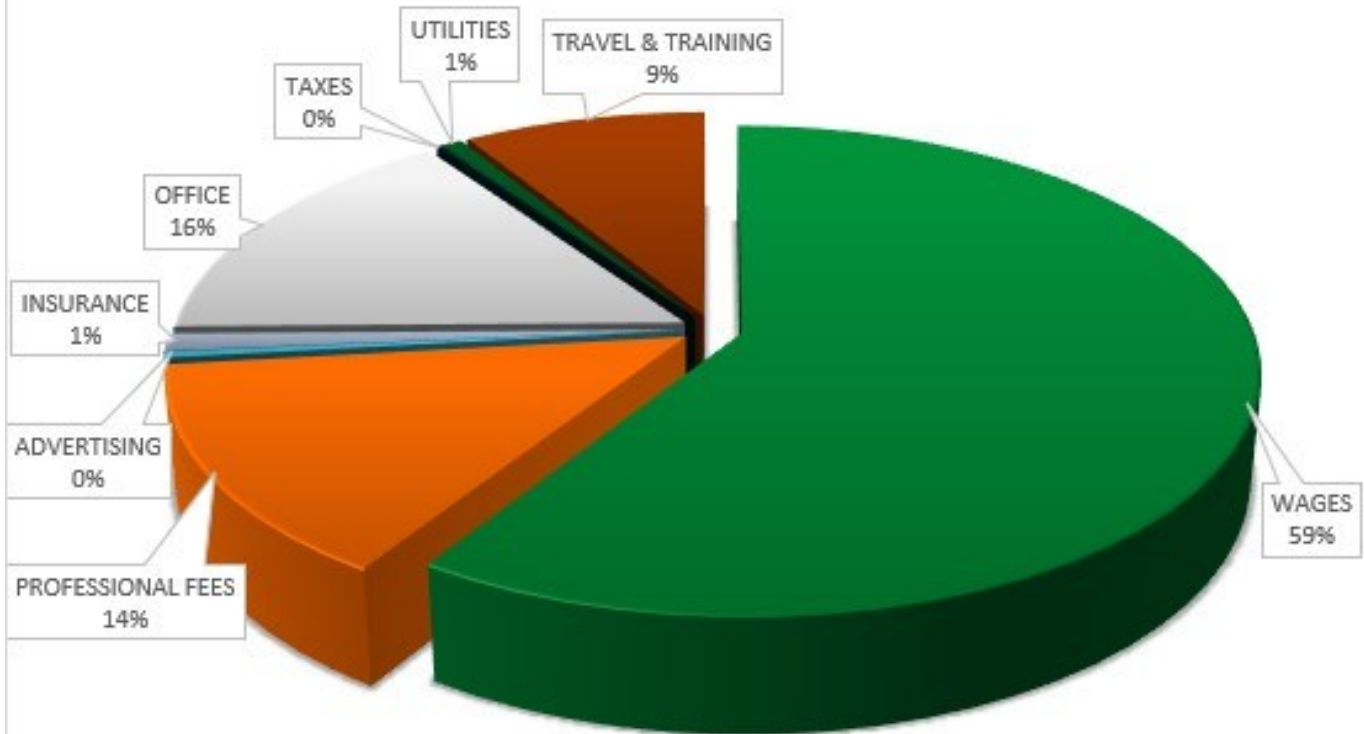
- Continued improvements on moving corporate documents online for convenient public viewing
- Continuing work transforming and ensuring new Council permanent records are formatted into accessible documents in accordance with AODA requirements
- Multi-Year Accessibility Plan Review and Update
- Procedure By-law Review and Update
- Development of a new inclusive Flag Policy (Obj 6.3)
- SDR for Clerk's Office (Obj 1.1)



GENERAL ADMINISTRATION

MUNICIPAL COUNCIL, OFFICE OF THE CAO, HUMAN RESOURCES, OFFICE OF THE CLERK

CAO & GENERAL ADMINISTRATION 2024 OPERATING BUDGET



Municipality of Greenstone				
2024 Operating Budget				
CAO GENERAL ADMINISTRATION	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	768,275	800,775	-32,500	-4.2%
PROFESSIONAL FEES	215,000	191,150	23,850	11.1%
ADVERTISING	5,500	5,500	0	0.0%
INSURANCE	0	15,525	-15,525	0.0%
OFFICE	191,090	210,465	-19,375	-10.1%
TAXES	1,500	1,500	0	0.0%
UTILITIES	9,800	10,375	-575	-5.9%
TRAVEL & TRAINING	108,980	119,700	-10,720	-9.8%
EXPENDITURES	1,300,145	1,354,990	-54,845	-4.2%
REVENUES	-500	-500	0	0.0%
Surplus (Deficit)	1,299,645	1,354,490	-54,845	-4.2%

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, asset management and Information Technology support.

ACCOMPLISHMENTS [2023—AS OF OCTOBER]

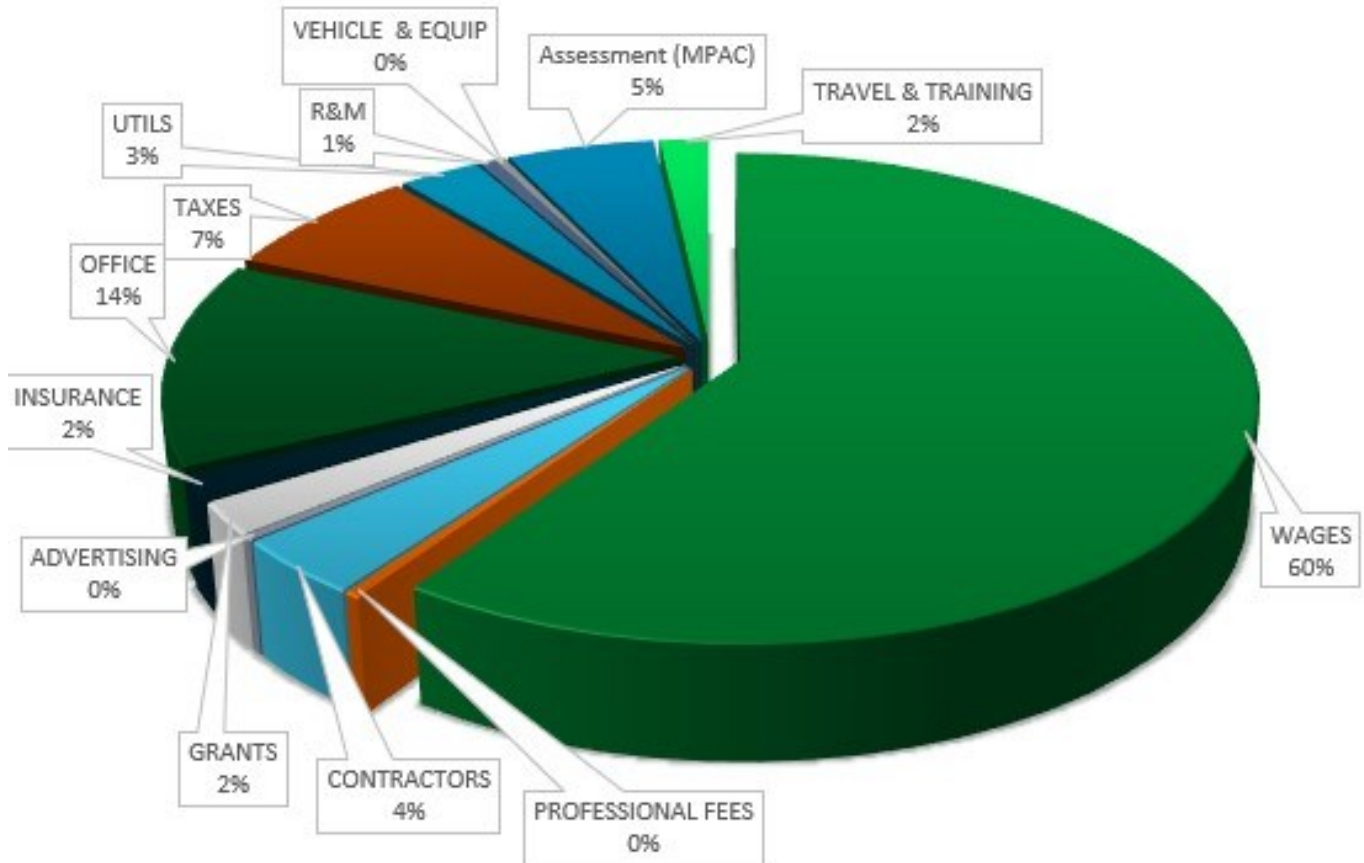
- Completion of Facility Condition Assessments on 55 corporate buildings and a new Road Assessment of entire network which will provide new/refreshed data to better inform the Asset Management Plan
- Developed several new policies (all approved by Council): Internal Financial Controls, Water Rate Relief, Information Technology Acceptable Use, Municipal Leases, Tax Collection
- Implemented and soft launched new online time and attendance payroll software to all user groups
- Full implementation and integration of online Bids & Tenders portal for all procurement over \$25,000
- Finalized tax sale process on 27 properties, vested 12 properties and completed historical account write-offs of five account reducing overall tax receivables by over \$376,000
- Administered more than 115 properties through collections process using local credit bureau resulting in 52 accounts being fully paid and 11 more on payment plans reducing overall tax receivables by over \$167,000

OBJECTIVES FOR 2024

- Enhance asset management planning by:
 - ⇒ Integrating all KPI's and Service Level expectations developed through the SDR process into the Asset Management Plan (AMP) to ensure compliance by July 2025 deadline (Obj 2.1)
 - ⇒ Completing, then implementing recommendations from the IT Service Delivery Review (Obj 2.1)
 - ⇒ Integrating data from Roads Needs Study into AMP software and GIS database (Obj 2.1)
 - ⇒ Integrating data from Facility Condition Assessment into AMP software and GIS database (Obj 2.1)
 - ⇒ Integration of Fleet Management Strategy and Policy into AMP outcomes (Obj 2.1 and 2.6)
 - ⇒ Assist with the completion of the Recreation Master Plan and Playground Plan by integrating outcomes into the AMP (Obj 2.1)
- Complete remaining departmental SDR's (Information Technology, Cemeteries, Corporate Services, and Revenue Collection) and maintain active involvement and provide analytical resources in the completion of all remaining SDR throughout organization (Obj 1.1)
- Continue active collection process for outstanding tax, water, and general receivables
- Implement new cemetery management software to ensure security of data and comply with Bereavement Authority of Ontario

CORPORATE SERVICES

CORPORATE SERVICES 2024 OPERATING EXPENSES



Municipality of Greenstone				
2024 Operating Budget				
Corporate Services	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	1,226,050	1,271,250	-45,200	-4%
PROFESSIONAL FEES	15,000	9,500	5,500	37%
CONTRACTORS	73,000	80,000	-7,000	-10%
ADVERTISING	7,000	7,000	0	0%
GRANTS	46,050	46,050	0	0%
INSURANCE	24,720	35,800	-11,080	-45%
OFFICE	269,450	290,800	-21,350	-8%
TAXES	211,250	159,700	51,550	24%
UTILS	59,200	62,400	-3,200	-5%
R&M	7,500	12,500	-5,000	-67%
VEHICLE & EQUIP	10,000	8,000	2,000	20%
Assessment (MPAC)	114,415	115,000	-585	-1%
TRAVEL & TRAINING	40,300	38,200	2,100	5%
EXPENDITURES	2,103,935	2,136,200	-32,265	-2%
REVENUES	-2,895,972	-2,848,325	-47,647	2%
Surplus (Deficit)	-792,037	-712,125	-79,912	10%

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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

NOTE: In addition to the Departmental Objectives for 2024 listed in the following pages, the Director of Public Services is also responsible for the following SDRs:

- ⇒ Greenspace
- ⇒ Public Works
- ⇒ Environmental Services
- ⇒ Facility Services
- ⇒ Community Centres
- ⇒ Cemeteries
- ⇒ Airports
- ⇒ Waste Management
- ⇒ Stormwater Management/Storm Sewers



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 (2023—AS OF OCTOBER)

- Vac truck purchased
- 4 demolitions completed
- Repaired 35 waterline breaks (does not include curb stop repairs or main line valve repairs)
- 4 hydrant replacements
- Purchased a wheel loader and a tool cat loader/sander to replace ageing equipment
- Combination plough/sander purchased to ensure delivery of service levels
- 1st Street East (Geraldton Ward) paving project completed
- Continuation of Centennial storm sewer work to allow for better drainage in Longlac Ward



OBJECTIVES FOR 2024:

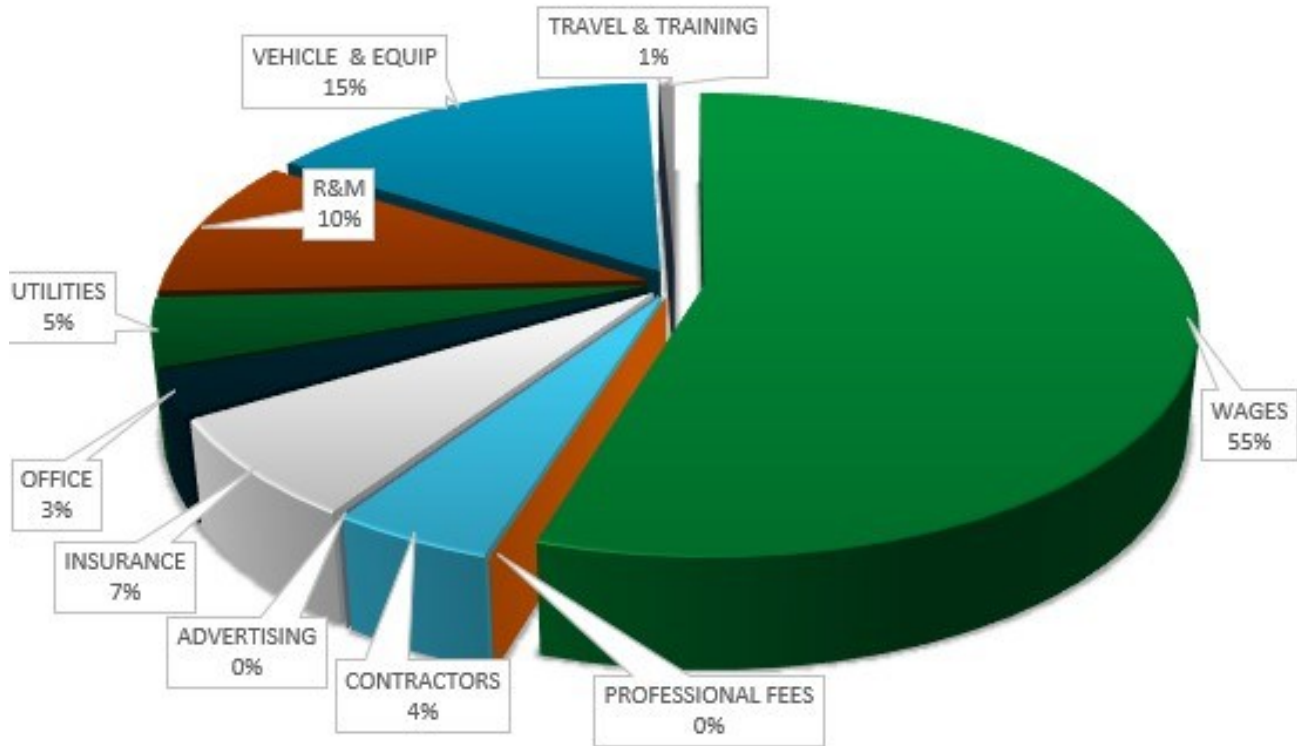
- Improve the condition of the municipal fleet (Obj 1.1)
- Clarify municipal road service standards by updating and communicating level of service policies (Obj 1.1)
- Develop and advertise formalized snowplowing and waste collection routes (Obj 1.1)
- Prepare a “Report Card” for road infrastructure condition using information collected in the 2023 Road Condition Assessments (Obj 1.4)
- Improve communications regarding in-year Capital Infrastructure Projects and their progress by publishing this information on the municipal website (Obj 1.4)



PUBLIC WORKS

A DIVISION OF PUBLIC SERVICES

PUBLIC SERVICES 2024 OPERATING BUDGET



Municipality of Greenstone				
2024 Operating Budget				
PUBLIC SERVICES	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	2,010,015	2,055,675	-45,660	-2.3%
PROFESSIONAL FEES	1,100	1,150	-50	-4.5%
CONTRACTORS	155,600	169,600	-14,000	-9.0%
ADVERTISING	5,000	2,000	3,000	60.0%
INSURANCE	352,735	264,950	87,785	24.9%
OFFICE	112,550	110,550	2,000	1.8%
UTILITIES	176,250	178,800	-2,550	-1.4%
R&M	337,600	367,500	-29,900	-8.9%
VEHICLE & EQUIP	634,600	576,600	58,000	9.1%
FUEL	0	0	0	0.0%
TRAVEL & TRAINING	20,000	22,800	-2,800	-14.0%
EXPENDITURES	3,805,450	3,749,625	55,825	1.5%
REVENUES	-261,140	-287,575	26,435	-10.1%
Surplus (Deficit)	3,544,310	3,462,050	82,260	2.3%

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, five sewer or wastewater treatment facilities, sewage lagoons, a communal septic field, and four landfills.

STATISTICS AND ACCOMPLISHMENTS [2023—AS OF OCTOBER]:

- 12 of 25 Capital Projects completed (10 in progress, 3 carried over)
- Ongoing Environmental Assessment (EA) process for a new Municipal Waste Management Strategy. 17 key stakeholder meetings held to date
- The Geraldton WPCP upgrades will be completed and commissioned by end of 2023

OBJECTIVES FOR 2024:

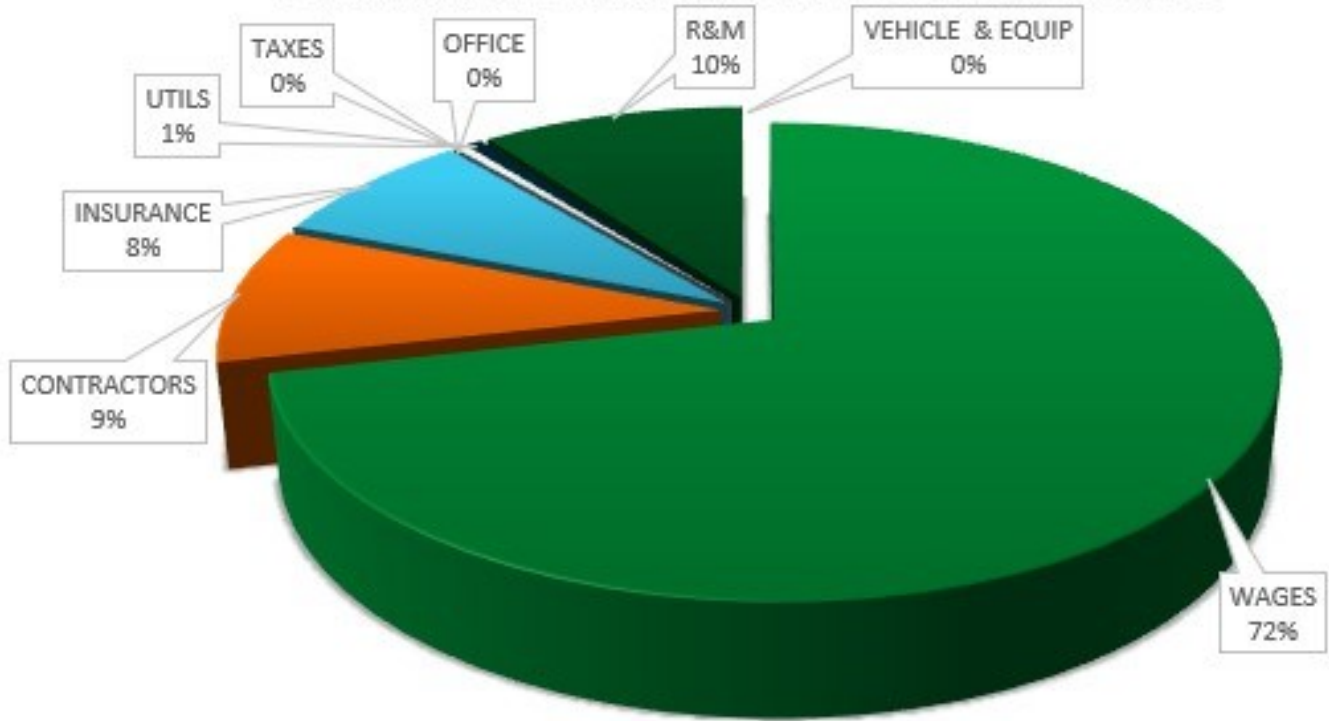
- Completion of the Longlac and Nakina Dechlorination Projects (Obj 2.3)
- Completion of the Longlac Water Treat Plant Filter Upgrade Project (Obj 2.3)
- Rehabilitation of two water towers (Obj 2.3)
- Continue the Environmental Assessment process for a Municipal Waste Management Strategy (Obj 2.3 & 6.5)



ENVIRONMENTAL SERVICES

A DIVISION OF PUBLIC SERVICES

ENVIRONMENTAL SERVICES 2024 OPERATING EXPENSES



Municipality of Greenstone 2024 Operating Budget				
ENVIRONMENTAL SERVICES	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	783,630	623,425	160,205	20%
CONTRACTORS	109,200	81,700	27,500	25%
INSURANCE	145	70,400	-70,255	-48452%
OFFICE	3,200	0	3,200	100%
TAXES	3,675	3,950	-275	-7%
UTILS	90,650	5,350	85,300	94%
R&M	217,100	87,650	129,450	60%
VEHICLE & EQUIP	2,200	0	2,200	100%
EXPENDITURES	1,209,800	872,475	337,325	28%
REVENUES	-4,938,700	-170,200	-4,768,500	97%
Surplus (Deficit)	-3,728,900	702,275	-4,431,175	119%

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 and is operated by the Loomex Group. 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 the Nakina Ward and is also 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 (2023-AS OF OCTOBER):

- Completion of line painting at both Municipal Airports
- Completion of fuel testing safety facility
- Renaming of the Greenstone Regional Airport to the Renald Y. Beaulieu Greenstone Regional Airport
- 4,484 Total Passenger Movements (176 Medevacs)
- 345,968 lt. of Jet A-1 sold, 21,258 lt. of AvGas sold



OBJECTIVES FOR 2024:

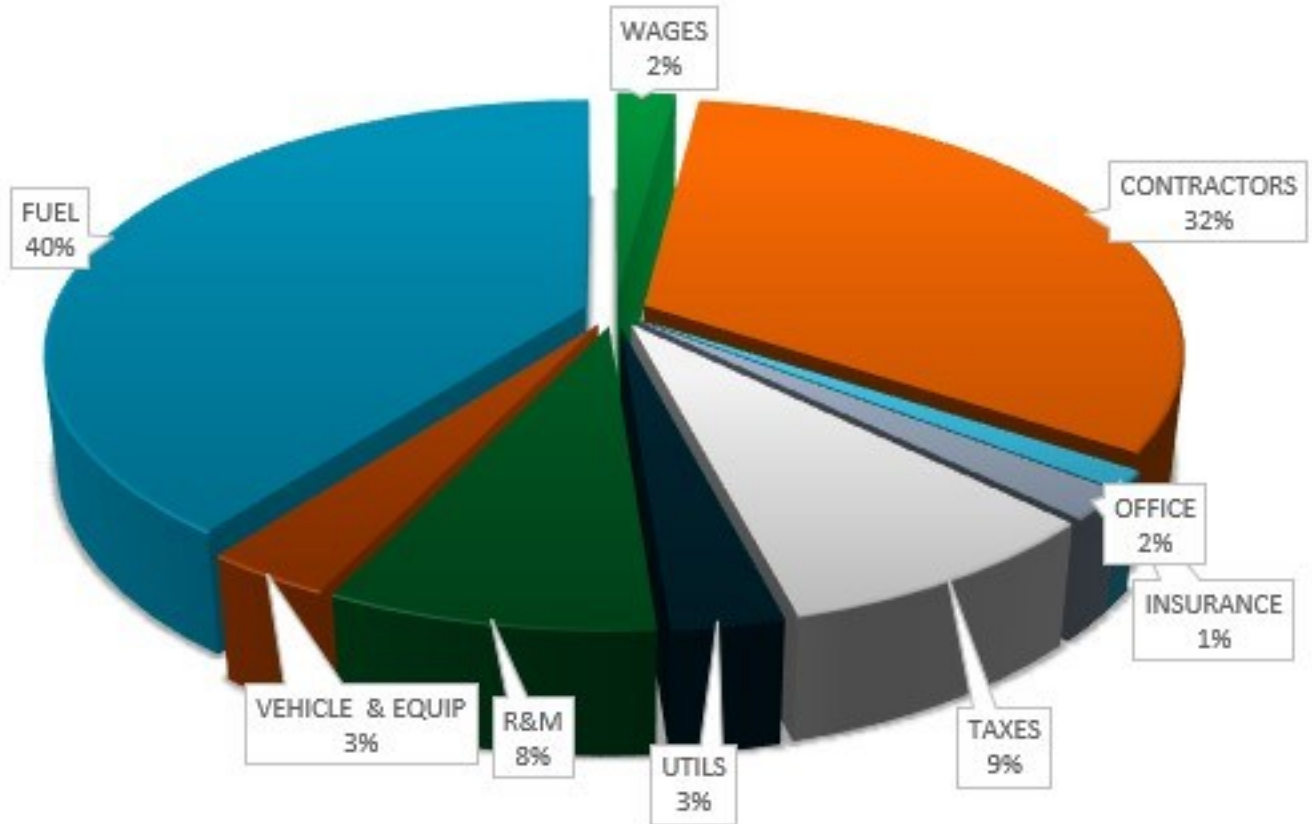
- Completion of an Airports Assistance Program (ACAP) application for a new plow truck for the Nakina Airport
- Purchase a fuel truck for the Renald Y. Greenstone Regional Airport



AIRPORTS

A DIVISION OF PUBLIC SERVICES

AIRPORT 2024 OPERATING EXPENSES



Municipality of Greenstone				
2024 Operating Budget				
AIRPORT SERVICES	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	38,795	40,000	-1,205	-3%
CONTRACTORS	573,050	615,275	-42,225	-7%
INSURANCE	104,400	22,925	81,475	78%
OFFICE	45,600	35,700	9,900	22%
TAXES	152,500	164,850	-12,350	-8%
UTILS	37,600	54,600	-17,000	-45%
R&M	85,400	158,500	-73,100	-86%
VEHICLE & EQUIP	57,900	61,900	-4,000	-7%
FUEL	746,500	758,900	-12,400	-2%
EXPENDITURES	1,841,745	1,912,650	-70,905	-4%
REVENUES	-1,335,500	-1,351,500	16,000	-1%
Surplus (Deficit)	506,245	561,150	-54,905	-11%

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: 21 playgrounds, 5 cemeteries, 4 fire stations, 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 (2023—AS OF OCTOBER):

- Completed 15 Capital Projects, including:
 - ⇒ Poplar Lodge Park Pier Rehabilitation
 - ⇒ Nakina Ward Office roof
 - ⇒ Geraldton Library roof
 - ⇒ Longlac PW roof and fascia
 - ⇒ HHH Kiosk roof soffit and fascia
- Completion of a Comprehensive Facilities Review (to be presented to Council December 11, 2023)

OBJECTIVES FOR 2024:

- Nakina Arena Brine Pump Replacement (Obj 2.2)
- Longlac Sportsplex Structural Upgrades and Roof Replacement Completion (Obj 2.2)
- Mechanical upgrades to the Longlac Curling Club and Longlac Sportsplex Arena Ice Plants (Obj 2.2)
- Engineering study of the Beardmore Snowman (Obj 2.2)
- Review all municipal facilities and prepare a sustainable business plan in follow-up of the 2023 Facility Condition Assessments (Obj 2.2)
- Incorporate Facility Assets into the Asset Management Plan to meet the next legislated deadline of July 2024 (Obj 2.1)



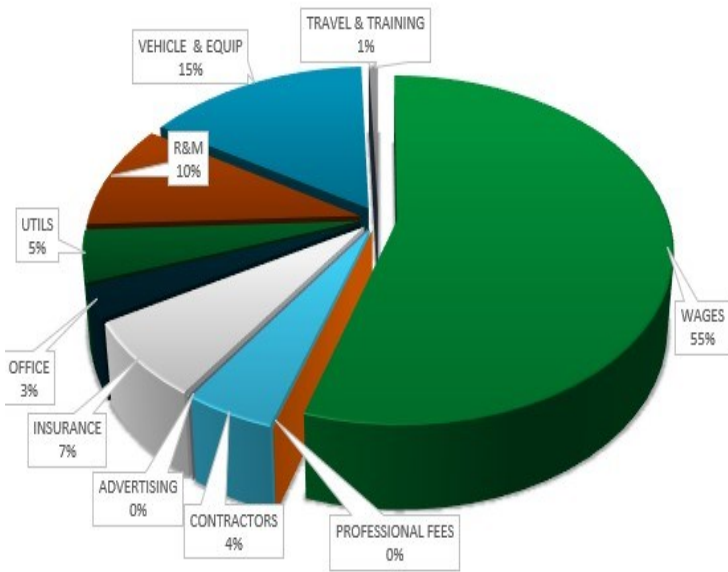
RECREATIONAL- FACILITIES & PARKS

A DIVISION OF PUBLIC SERVICES

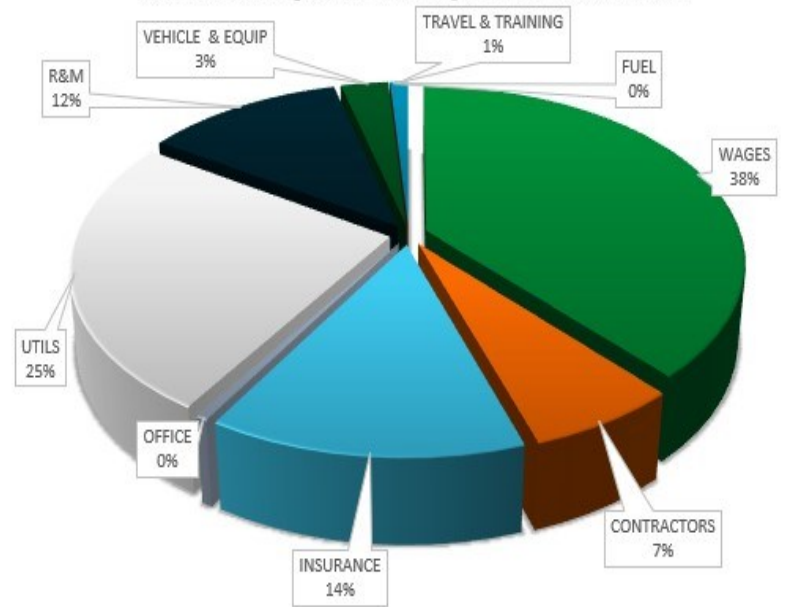
2024 Operating Budget

RECREATIONAL - FACILITIES AND PARKS	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	542,640	568,075	-25,435	-5%
CONTRACTORS	97,400	97,200	200	0%
INSURANCE	379,050	200,025	179,025	47%
OFFICE	7,830	7,730	100	1%
UTILS	374,900	372,300	2,600	1%
R&M	176,200	175,500	700	0%
VEHICLE & EQUIP	41,800	42,200	-400	-1%
FUEL	0	0	0	0%
TRAVEL & TRAINING	16,000	16,000	0	0%
EXPENDITURES	1,635,820	1,479,030	156,790	10%
REVENUES	0	0	0	0
Surplus (Deficit)	1,635,820	1,479,030	156,790	10%

PUBLIC WORKS 2024 OPERATING EXPENSES



RECREATIONAL FACILITIES 2024 OPERATING EXPENSES



PARKS & CAMPGROUNDS	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	308,685	320,725	-12,040	-4%
CONTRACTORS	30,500	28,000	2,500	8%
ADVERTISING	1,000	300	700	70%
INSURANCE	70,485	21,950	48,535	69%
OFFICE	141,300	5,200	136,100	96%
TAXES	1,450	1,475	-25	-2%
UTILS	25,700	19,200	6,500	25%
R&M	104,500	93,500	11,000	0%
VEHICLE & EQUIP	55,500	46,090	9,410	17%
EXPENDITURES	739,120	536,440	202,680	27%
REVENUES	-254,100	-159,800	-94,300	37%
Surplus (Deficit)	485,020	376,640	108,380	22%

PARKS AND RECREATION

A DIVISION OF PUBLIC SERVICES

The Municipality of Greenstone’s Parks Recreation Department is responsible for the following recreation programming: day camp programs, coordinating of municipal baseball, soccer, volleyball, basketball, pickle ball, badminton, and shinny. This department also coordinates programming led by 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 Riverview Campground. In addition all facility bookings, bookings of special events at any municipal facility or park.

STATISTICS AND ACCOMPLISHMENTS (2023-AS OF OCTOBER):

- 33 children participated in the Municipal Soccer Program
- 125 children participated in the Municipal Baseball Program
- 10 recreation programs offered in 2023 via school gymnasium partnerships
- 2 Learn to Skate Programs
- Occupancy rates for campgrounds:
 - ⇒ Poplar Lodge Park: 97% elec., 24% non-elec
 - ⇒ Cordingley Lake: 33% elec., 0.5% non-elec.
 - ⇒ Riverview: 51% elec., 26% non-elec.
 - ⇒ MacLeod Park: 53.3% total (breakdown not available)



Photo courtesy of Tom Thompson

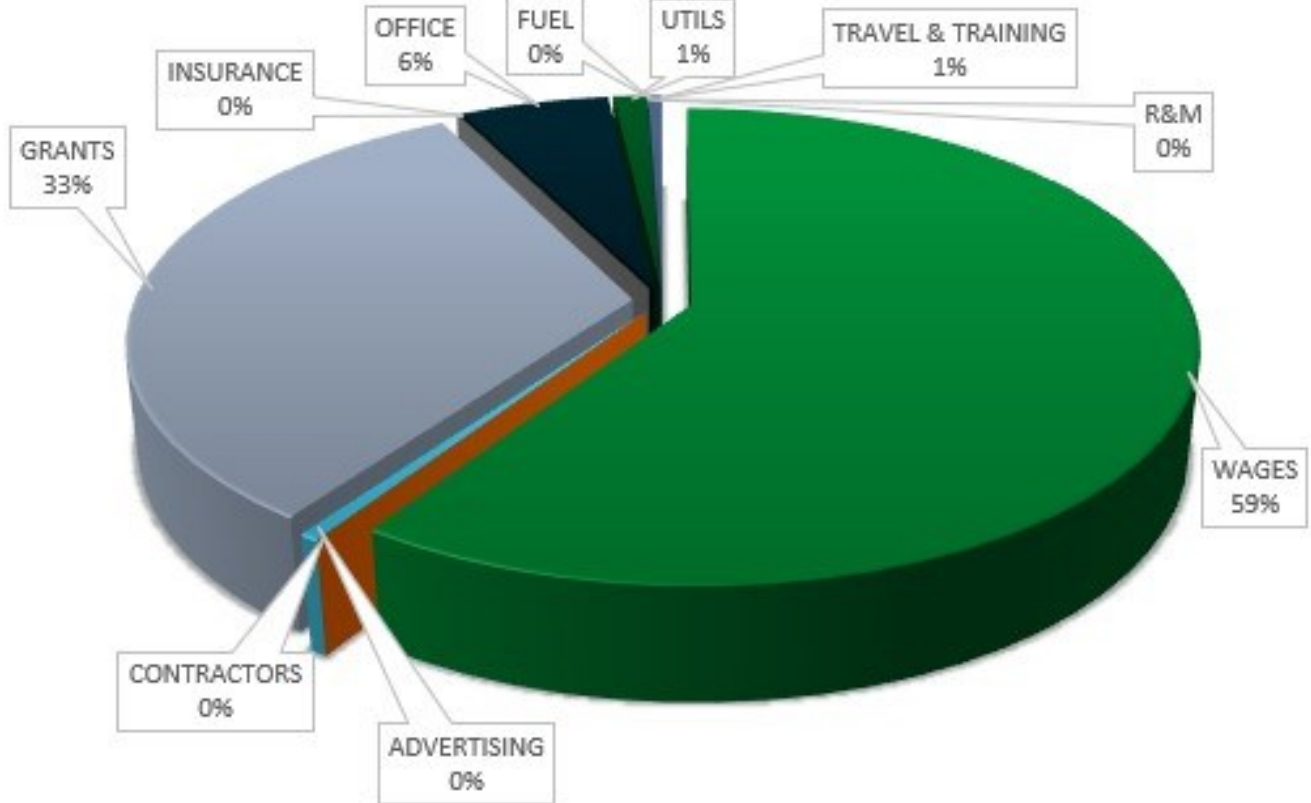
OBJECTIVES FOR 2024:

- Development of a Recreation Master Plan (Obj 3.4 & 3.5)
- Implement online reservation system for campgrounds (Obj 2.3)
- Partner with new organizations to increase activities and recreation in our communities
- Continue improvement and expansion of the online registration system (Obj 2.3)
- Development of a Playground Renewal Plan including public consultation (Obj 2.2)

RECREATION PROGRAMMING

A DIVISION OF PUBLIC SERVICES

RECREATIONAL – PROGRAMS 2024 OPERATING EXPENSES



Municipality of Greenstone				
2024 Operating Budget				
RECREATIONAL - PROGRAMS	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	227,800	168,975	58,825	25.8%
CONTRACTORS	4,500	0	4,500	100.0%
ADVERTISING	3,500	1,500	2,000	57.1%
GRANTS	105,400	93,000	12,400	11.8%
INSURANCE	0	0	0	0.0%
OFFICE	20,900	16,150	4,750	22.7%
UTILITIES	18,000	3,600	14,400	80.0%
R&M	5,000	0	5,000	0.0%
FUEL	0	0	0	0.0%
TRAVEL & TRAINING	23,100	1,500	21,600	93.5%
EXPENDITURES	408,200	284,725	123,475	30.2%
REVENUES	-62,600	-84,900	22,300	-35.6%
Surplus (Deficit)	345,600	199,825	145,775	42.2%

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 (2023-AS OF OCTOBER)

- Geraldton EarlyON served 53 families with 72 children total through indoor, outdoor, virtual, and take-home activities
- Geraldton EarlyON ran three 5-week sessions of infant massage (one more scheduled)
- Elder Abuse Community Barbeque hosted in Geraldton had 84 participants (transportation was offered to all Wards)
- Elderly Person's Centre (Geraldton) had 142 registered participants and 510 in person activities offered as of September 30
- The Geraldton Family Resource Centre provided emergency shelter services (as of September) to 26 women and 20 children. 87 women were served through the Outreach Program
- 186 food security visits occurred providing food to 87 adults and 99 children, from May to September, through funding provided by the District of Thunder Bay Social Services Administration Board
- Hosted a Seniors Active Living Fair - 96 attendees, 10 volunteers, 19 partners/exhibitors



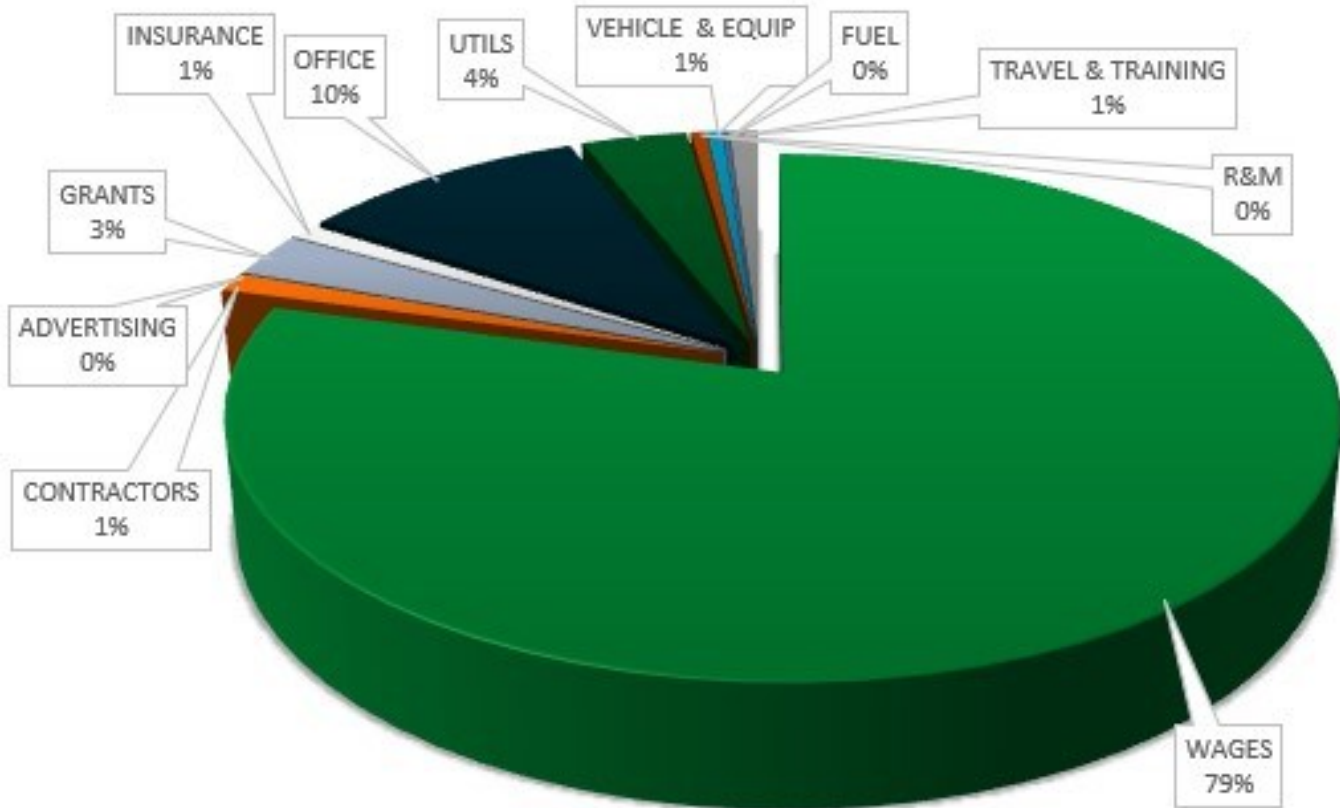
OBJECTIVES FOR 2024

- Geraldton EarlyON to provide more programming that is accessible to all parents in Greenstone
- Increase partnerships between Geraldton Elderly Person Centre and other service agencies to provide ongoing information to seniors
- Pilot the Greenstone Specialized Transit Program (Obj 2.3)
- Completion of the renaming of identified roads (Obj 6.1)
- Facilitation of Safe Spaces Training and 4 Seasons of Reconciliation Training for Council and all staff (Obj 6.2)
- Development of policy and protocols regarding Indigenous inclusion into official municipal events (Obj 6.4)
- Complete SDRs for Elderly Assistance and Adult & Transitional Support



COMMUNITY SERVICES

COMMUNITY SERVICES 2024 OPERATING EXPENSES



Municipality of Greenstone				
2024 Operating Budget				
COMMUNITY SERVICES	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	1,931,791	1,980,875	-49,084	-3%
CONTRACTORS	24,550	28,725	-4,175	-17%
ADVERTISING	0	200	-200	0%
GRANTS	32,780	68,959	-36,179	-110%
INSURANCE	48,990	24,050	24,940	51%
OFFICE	187,272	249,256	-61,984	-33%
UTILS	84,995	91,250	-6,255	-7%
R&M	19,000	13,000	6,000	32%
VEHICLE & EQUIP	23,385	13,000	10,385	44%
FUEL	0	5,000	-5,000	0%
TRAVEL & TRAINING	25,700	24,675	1,025	4%
EXPENDITURES	2,378,463	2,498,990	-120,527	-5%
REVENUES	-1,857,383	-1,848,315	-9,068	0%
Surplus (Deficit)	521,080	650,675	-129,595	-25%



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 50 Volunteer Firefighters, the total complement would be 82. The overall operation of the Greenstone Fire & Emergency is managed by the municipal Director of Fire Services/Fire Chief.

STATISTICS AND ACCOMPLISHMENTS (2023 AS OF OCTOBER)

- 145 total emergency calls for the Municipality
- Completion of a Community Risk Assessment and a Fire Master Plan
- Improved Fire Prevention and Public Education initiatives
- Utilized video series for public education online to increase reach
- Revised and standardized recruitment and advancement processes
- 10 Year capital plan completed
- Fleet SDR to be delivered by end of year 2023



OBJECTIVES FOR 2024:

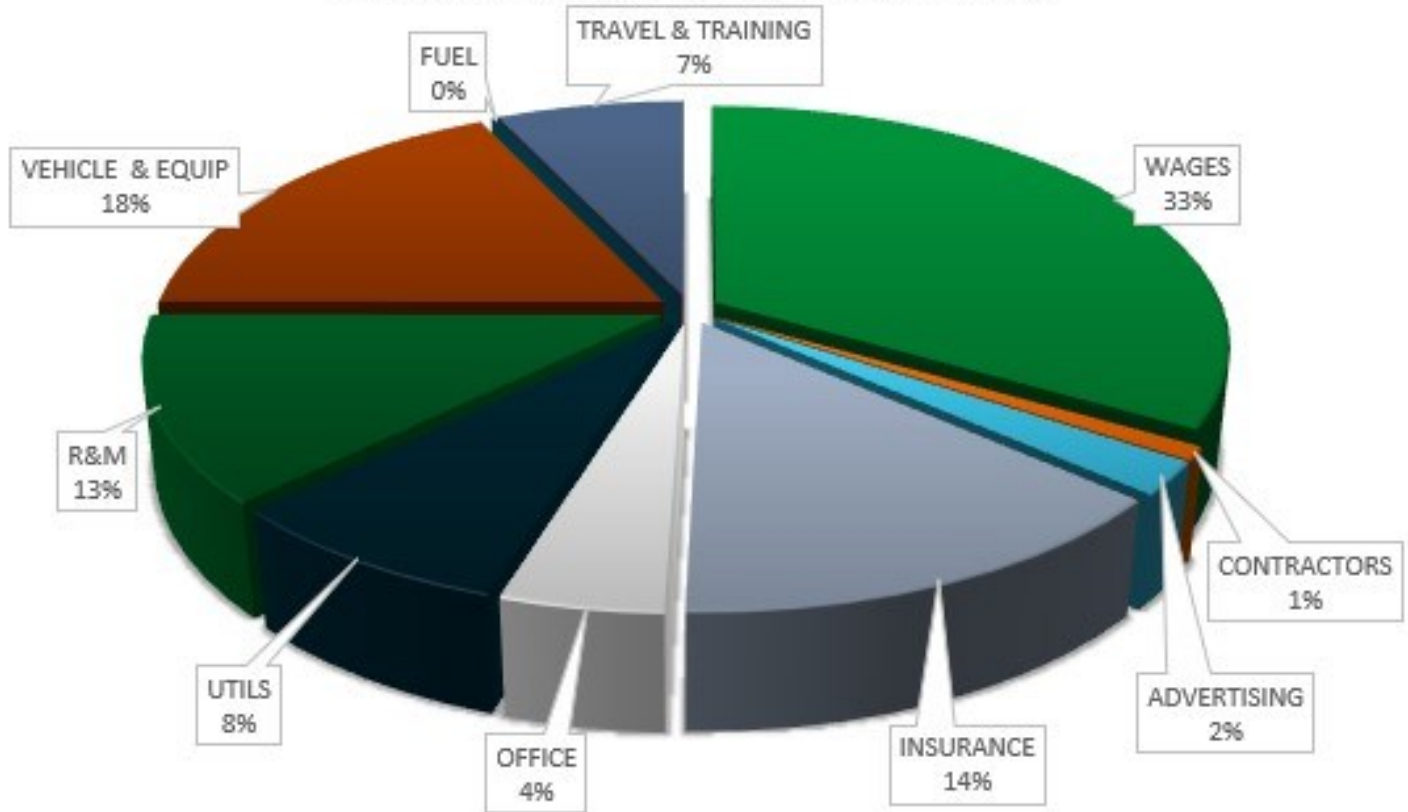
- Increase use of social media and video to generate interest in fire safety and recruitment
- Implement beginning of firefighter certification program (Obj 5.1)
- Acquire and utilize training aids and resources to facilitate current and future training (Obj 5.1)
- Develop formal smoke and carbon monoxide alarm program (Obj 5.1)
- Create formal public education program (Obj 5.1)
- Continue recruitment efforts identifying new opportunities (Obj 5.1)
- Revamp software, forms and processes to drive operational efficiency and enhance customer service (Obj 5.1)
- Complete SDRs for Fire Suppression and Fire Education and Prevention (Obj 1.1)





FIRE SERVICES

FIRE SERVICES 2024 OPERATING EXPENSES



Municipality of Greenstone				
2024 Operating Budget				
FIRE SERVICES	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	292,270	299,258	-6,988	-2%
CONTRACTORS	8,000	8,000	0	0%
ADVERTISING	20,000	20,000	0	0%
INSURANCE	142,910	125,300	17,610	12%
OFFICE	36,750	38,875	-2,125	-6%
UTILS	86,150	69,950	16,200	19%
R&M	99,250	111,225	-11,975	-12%
VEHICLE & EQUIP	175,000	160,850	14,150	8%
FUEL	0	0	0	
TRAVEL & TRAINING	63,000	63,000	0	0%
EXPENDITURES	923,330	896,458	26,872	3%
REVENUES	-120,200	-92,925	-27,275	23%
Surplus (Deficit)	803,130	803,533	-403	0%

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 [2023– AS OF OCTOBER]

- Enactment of a new comprehensive Zoning By-Law (November 2023)
- 37 building permits issued (\$21,731,037 in total construction value, \$62,192 in permit fees received)
- 29 demolition permits issued
- 245 lands inquiries
- 51 by-law complaints received (50 resolved)
- 44 property standards complaints received (36 resolved)

OBJECTIVES FOR 2024:

- Enactment of a new Property Standards By-law encompassing all of the wards within the Municipality of Greenstone (Obj 3.6)
- Review, adjustment and implementation of building permit fees
- Implementation of a new animal services delivery system (Obj 2.2 and 2.3)
- Implementation of an online building permit platform (Obj 2.3 and 3.1)
- Communication of the new comprehensive Zoning By-Law (Obj 3.1 and 3.2)
- Complete SDRs for Planning Services and By-law Enforcement (Obj 1.1)



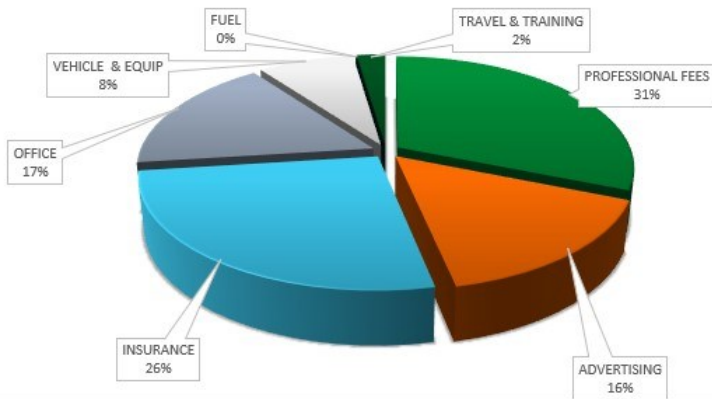
PROTECTIVE AND PLANNING SERVICES

Municipality of Greenstone

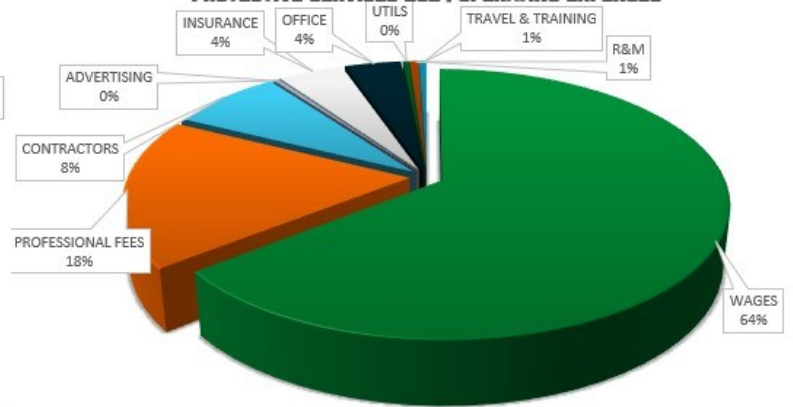
2024 Operating Budget

PROTECTIVE SERVICES	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	257,195	267,250	-10,055	-4%
PROFESSIONAL FEES	15,000	75,000	-60,000	-400%
CONTRACTORS	30,000	31,500	-1,500	-5%
ADVERTISING	1,500	1,500	0	0%
INSURANCE	540	18,275	-17,735	-3284%
OFFICE	9,850	15,715	-5,865	-60%
UTILS	3,200	1,800	1,400	44%
R&M	8,500	2,500	6,000	71%
TRAVEL & TRAINING	500	2,000	-1,500	-300%
EXPENDITURES	326,285	415,540	-89,255	-27%
REVENUES	-146,400	-154,000	7,600	-5%
Surplus (Deficit)	179,885	261,540	-81,655	-45%

PLANNING 2024 OPERATING EXPENSES



PROTECTIVE SERVICES 2024 OPERATING EXPENSES



PLANNING SERVICES	Budget 2023	Budget 2024	Budget Change	Budget Change %
PROFESSIONAL FEES	20,000	20,000	0	0%
ADVERTISING	12,000	10,000	2,000	17%
INSURANCE	4,615	16,900	-12,285	0%
OFFICE	11,100	10,850	250	2%
VEHICLE & EQUIP	3,000	5,000	-2,000	0%
FUEL	0	0	0	0%
TRAVEL & TRAINING	1,500	1,500	0	0%
EXPENDITURES	52,215	64,250	-12,035	-23%
REVENUES	-7,950	-7,150	-800	10%
Surplus (Deficit)	44,265	57,100	-12,835	-29%

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 (2023-AS OF OCTOBER):

- Completion of the Municipal Housing Strategy
- Implementation of the Available Lands Module on the Municipal website
- 862 visitors to the Tourist Information Centre
- 32 external communications (newspaper, radio, mail outs). 6 Community Open House Meetings held (4 more scheduled)
- Social media (FB-190) posts reached 202,828 viewers.
- Completed activity & financial reporting (provincial & federal) for 8 Transfer Payment Agreements
- Successful application to NOHFC for \$1.4 Million
- Application submitted to the Housing Accelerator Fund (\$2M)
- 3 additional applications to be submitted by year end



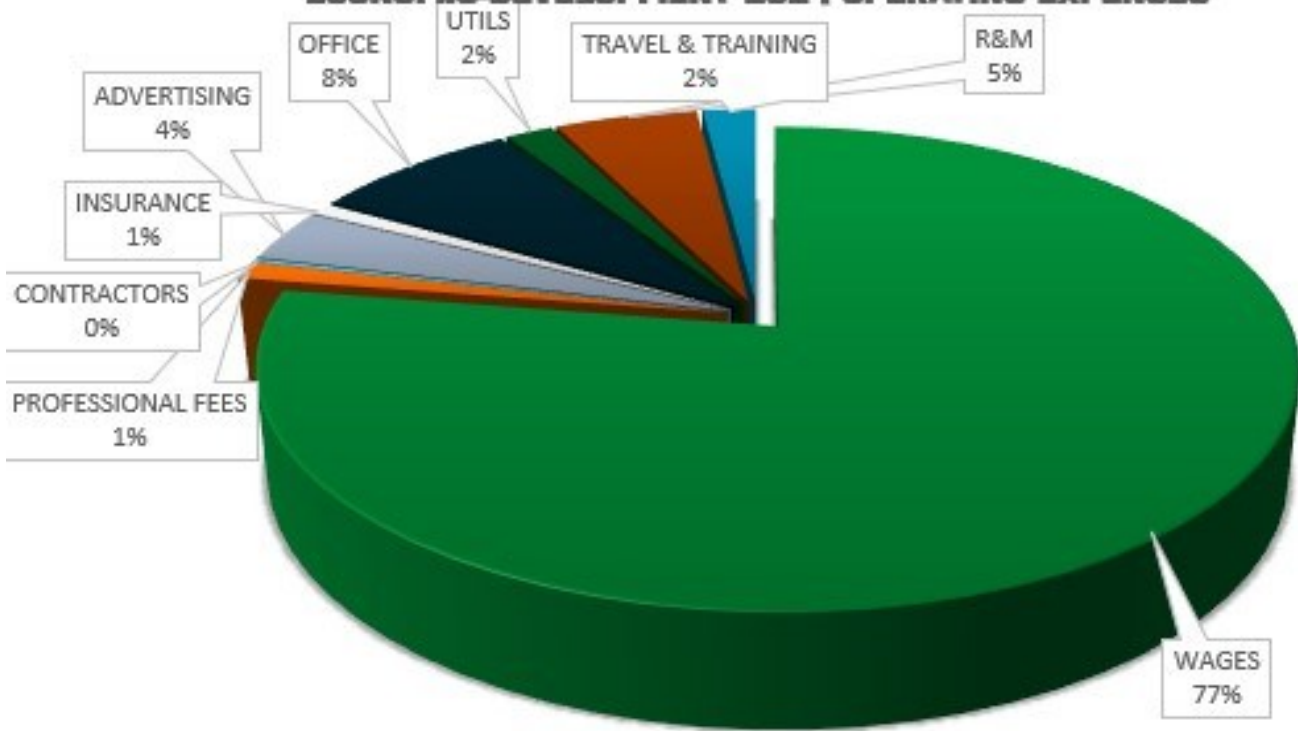
OBJECTIVES FOR 2024:

- Completion and enactment of revisions to the Municipal Grants and Resources Policy (Obj 6.3)
- Increased inclusion of Indigenous history and contributions of Indigenous peoples on the Municipal Website to help increase community knowledge (Obj 6.3)
- Implementation of Housing Strategy recommendations as per Council direction (awaiting funding announcement) (Obj 3.1)
- Development of a Beautification plan and budget based on the Strategy (Obj 3.5)
- Completion and enactment of revisions to the Policy for the Sale or Other Disposition of Land (Obj 3.1)
- Funding applications for Capital Projects as approved by Council
- Publication of a 2024 Budget Mailout summarizing the highlights of the budget (Obj 1.4)
- Complete SDRs for Tourism and Economic Development (Obj 1.1)



ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT 2024 OPERATING EXPENSES



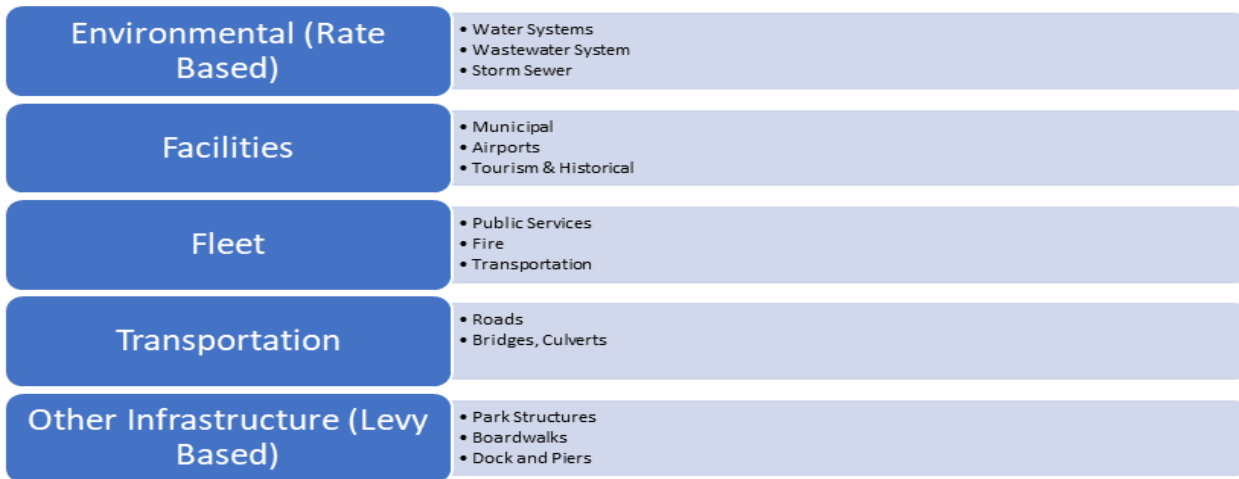
Municipality of Greenstone				
2024 Operating Budget				
ECONOMIC DEVELOPMENT	Budget 2023	Budget 2024	Budget Change	Budget Change %
WAGES	317,235	327,750	-10,515	-3%
PROFESSIONAL FEES	5,000	5,000	0	0%
CONTRACTORS	1,000	1,000	0	0%
ADVERTISING	15,000	15,000	0	0%
INSURANCE	13,390	3,400	9,990	0%
OFFICE	37,450	32,500	4,950	13%
UTILS	7,000	7,400	-400	-6%
R&M	21,500	22,500	-1,000	0%
TRAVEL & TRAINING	8,400	8,400	0	0%
EXPENDITURES	425,975	422,950	3,025	100%
REVENUES	-4,000	-2,500	-1,500	200%
Surplus (Deficit)	421,975	420,450	1,525	0%

CAPITAL BUDGET OVERVIEW

Infrastructure management is the greatest single challenge for Greenstone, increasing with the development of the Greenstone Gold Mine operation. The later requires an expansion and/or replacement of some infrastructure but the ageing 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 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

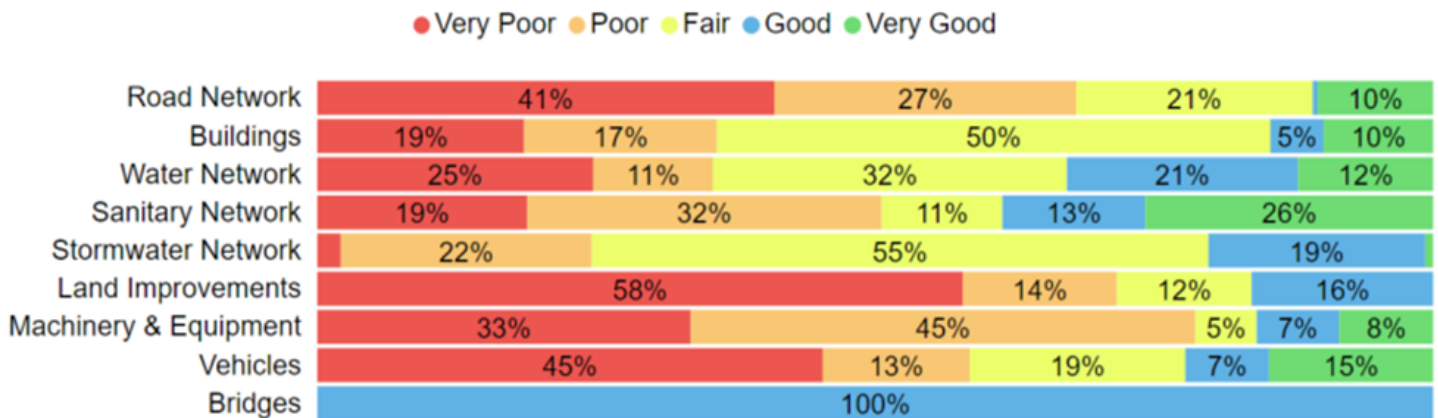
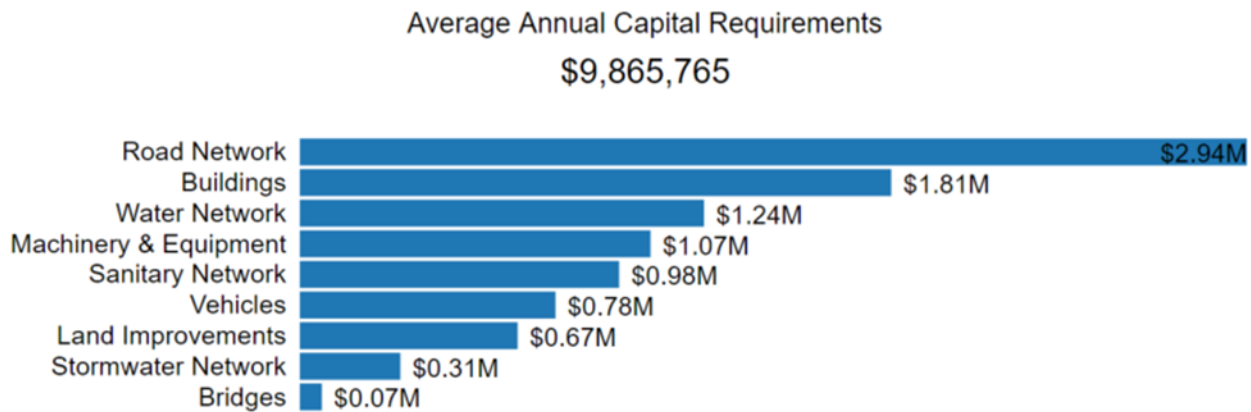


Figure 2 is a snapshot as of 2020 illustrating that 47% of the \$187M in tax funded assets are in a poor to very poor condition. The AMP provides financial information in Section 7 of the report, indicating that an annual expenditure of \$9.9 million (\$7.7M Tax supported) is required for asset investment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

As well, 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 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 revised Strategic Plan that addresses the new mining operation and strategic opportunities for the community.
2. A Fire Master Plan was completed in the spring of 2023 from which a 20-year fleet, equipment and facility plan will assist with lifecycle management.
3. A Roads Condition Assessment will be completed in December 2023. This will inform and assess of condition and the 5, 10 and 20-year capital requirements.
4. A Facility Condition Assessment for 55 of the most critical building assets will be completed in December 2023. This will develop an assessment 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 included a full review of the Ontario Building Code compliance, accessibility needs and will provide valuable data long term maintenance, rehabilitation and replacement costs.
5. A Fire and Life Safety Audit on more than 40 facilities will be finalized by December 2023. This will provide valuable information on exterior and interior deficiencies in relation to the Ontario Fire Code and will provide recommendations on short, medium and long term projects to correct issues.
6. Implementation of new GIS software that will link directly to the AMP database allowing a visual representation of all asset types and classes.

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 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.
5. A revised AMP that factors the result of the soon-to-be-completed 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.
6. 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:

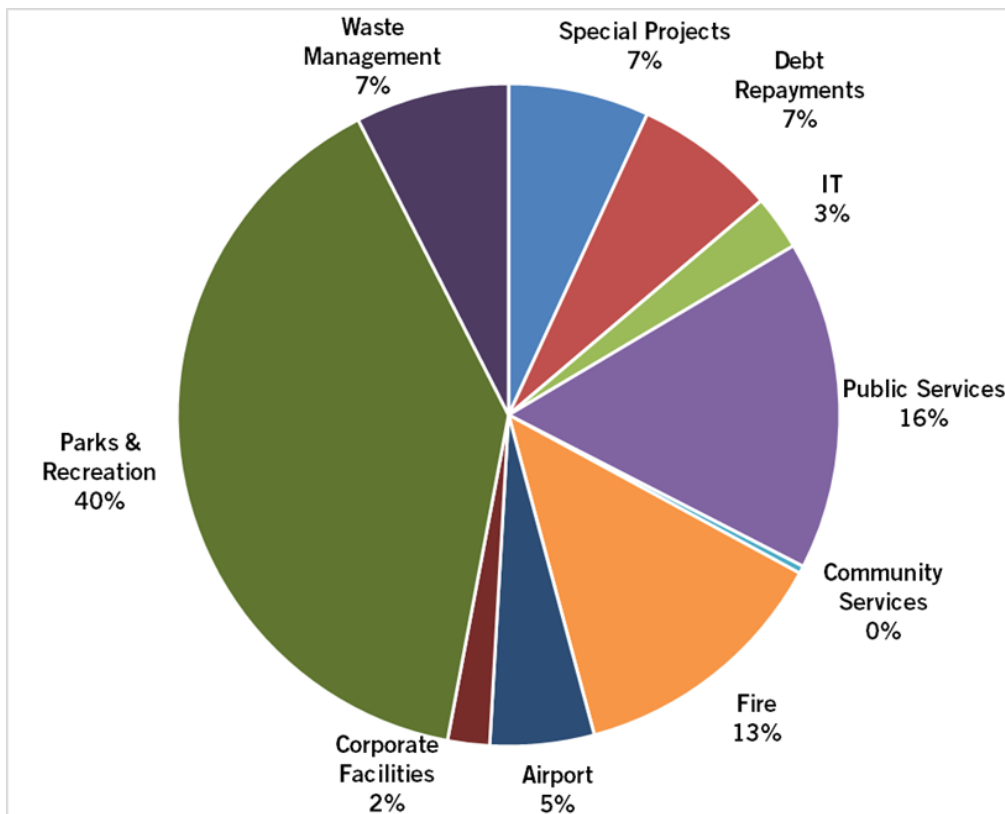
The 2024 Draft Capital Budget proposes \$8,332,347 of total expenditures. The 2024 capital project list is provided in Appendix A to this document and provides information on the total projected expense and the funding sources.

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 2024 budget also 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 \$577,300, 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

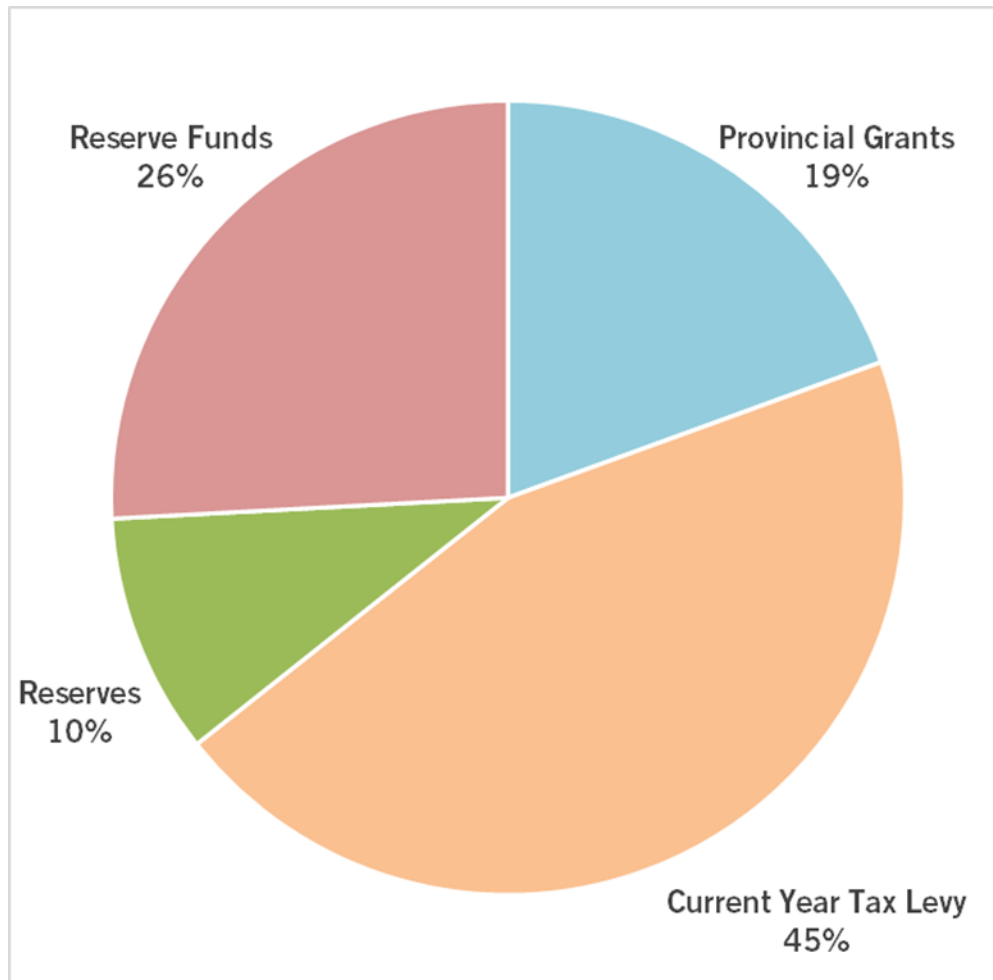


CAPITAL BUDGET OVERVIEW

SOURCES OF FUNDING

The source of funding provides an illustration of the 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 NORDS grant of \$180k has been allocated towards the Geraldton Main Street Rehabilitation Project. More than \$1.4M in NOHFC funding has been allocated towards rehabilitation of the Longlac Sportsplex and Nakina Community Centre (mechanical upgrades). 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.

CAPITAL BUDGET OVERVIEW

LONG TERM CAPITAL NEEDS

Beyond the 2024 budget of \$8.3M in projects, staff have developed a high-level long-term capital plan for 2025 to 2028 incorporating known project demands, future asset rehabilitations, Fire Master Plan recommendations along with draft initial data from the Roads Need Study and Facility Condition Assessment. The chart below illustrates the long term needs of the Municipality. Although some of these projects may be eligible for grant funding, the expectation is that the majority of the needs must be met through the annual tax levy in combination with long term debt to bridge any gaps.

	2025	2026	2027	2028
Special Projects	\$ 220,000	\$ 500,000	\$ 120,000	\$ 165,000
Debt Repayments	\$ 500,327	\$ 500,327	\$ 275,320	\$ 275,321
IT	\$ 87,000	\$ 67,000	\$ 37,000	\$ 180,000
Fire	\$ 550,000	\$ 695,000	\$ 830,000	\$ 800,000
Airport	\$ 360,000	\$ 610,000	\$ 8,000,000	\$ 400,000
Facilities	\$ 4,256,816	\$ 5,200,328	\$ 2,894,173	\$ 1,735,621
Parks & Recreation	\$ 2,307,980	\$ 620,000	\$ 120,000	\$ 100,000
Public Services	\$ 8,018,619	\$ 8,363,978	\$ 6,498,743	\$ 4,925,512
Waste Management	\$ 500,000	\$ 4,500,000	\$ 5,000,000	\$ 500,000
Total Annual Needs	\$ 16,800,742	\$ 21,056,633	\$ 23,775,236	\$ 9,081,454

It is anticipated that this long term plan will be refined in greater detail as part of the updated AMP in 2025 and upon acceptance of the final Roads Need Study and Facility Condition Assessment reports by Council.

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SCHEDULES



MUNICIPALITY OF
GREENSTONE

2024 CAPITAL BUDGET PROJECTS APPENDIX “A”

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Greenstone 2024 Tax Supported Capital Plan

Project Name	2024 Expense	Federal Grants	Provincial Grants	Current Year Tax Levy	Reserves	Reserve Funds
Hwy 584 Rehabilitation (2009)	\$ 133,979	\$ -	\$ -	\$ 133,979	\$ -	\$ -
Geraldton Admin Building (2015)	\$ 218,312	\$ -	\$ -	\$ 218,312	\$ -	\$ -
Roads & Equipment (2014 & 2016)	\$ 225,007	\$ -	\$ -	\$ 225,007	\$ -	\$ -
Total Debt Repayments	\$ 577,298	\$ -	\$ -	\$ 577,298	\$ -	\$ -
Health and Safety Review	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -
Compensation Review	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -
Council Chamber Chairs	\$ 13,000	\$ -	\$ -	\$ 13,000	\$ -	\$ -
Fire Driver Certification	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -
IT Service Delivery Review	\$ 30,000	\$ -	\$ -	-	-	\$ 30,000
Playground Equipment Deficiency Repairs	\$ 39,200	\$ -	\$ -	-	-	\$ 39,200
Playground Master Plan	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Recreation Master Plan	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Landfill Surveys	\$ 20,000	\$ -	\$ -	-	-	\$ 20,000
Traffic Count Study	\$ 50,000	\$ -	\$ -	-	\$ 50,000	\$ -
Wayfinding Sign Installation	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -
Sign Reflectivity Inspections and Replacement	\$ 20,000	\$ -	\$ -	\$ 15,000	\$ 5,000	\$ -
Geraldton Landfill Closure	\$ 80,500	\$ -	\$ -	-	-	\$ 80,500
Roadside Safety Device Audit	\$ 60,000	\$ -	\$ -	-	\$ 60,000	\$ -
Total Special Projects	\$ 572,700	\$ -	\$ -	\$ 288,000	\$ 115,000	\$ 169,700
Community Garden	\$ 30,600	\$ -	\$ 30,600	-	-	-
Total Elderly Care	\$ 30,600	\$ -	\$ 30,600	\$ -	\$ -	\$ -
Computer Replacement Program	\$ 37,000	\$ -	\$ -	\$ 37,000	\$ -	\$ -
Council Streaming	\$ 10,000	\$ -	\$ -	-	-	\$ 10,000
Cemetery Software	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Phone System	\$ 55,000	\$ -	\$ -	-	\$ 55,000	\$ -
Ethernet Internetworking	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Total - IT	\$ 222,000	\$ -	\$ -	\$ 157,000	\$ 55,000	\$ 10,000
Fire Communication System Upgrade	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Fire PPV Fans	\$ 18,000	\$ -	\$ -	-	\$ 18,000	\$ -
Fire PPE Extractor	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Fire Firefighter PPE	\$ 40,000	\$ -	\$ -	-	-	\$ 40,000
Fire SCBA Replacement	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Fire Emergency Pump 302 Replacement	\$ 550,000	\$ -	\$ -	-	-	\$ 550,000
Fire Training Facility	\$ 62,500	\$ -	\$ -	\$ 15,000	\$ 47,500	\$ -
Fire Engineering Services - Station 5	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -

Project Name	2024 Expense	Federal Grants	Provincial Grants	Current Year Tax Levy	Reserves	Reserve Funds
Fire Masterplan Implementation - Fleet	\$ 175,000	\$ -	\$ -	\$ 175,000	\$ -	\$ -
Fire Generator Backup - Station 4	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Total - Fire	\$ 1,075,500	\$ -	\$ -	\$ 420,000	\$ 65,500	\$ 590,000
Greenstone Regional Airport Transfer Switch	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -
Nakina Airport Term Double Doors	\$ 38,200	\$ -	\$ -	\$ 38,200	\$ -	\$ -
Greenstone Regional Airport Fuel Truck	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Total - Airport	\$ 423,200	\$ -	\$ -	\$ 38,200	\$ 35,000	\$ 350,000
Storm Water Management	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Total - Bridges and Culverts	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Beardmore Snowman Engineering Study	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ -	\$ -
101 Bayview House Renovation	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Lakeside Centre Roof Replacement	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Geraldton Admin Office Lockstone Repair	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Nakina PW Garage Exhaust Fan	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Jellicoe Community Centre Roof	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Nakina Medical Building Water Heater	\$ 9,850	\$ -	\$ -	\$ 9,850	\$ -	\$ -
Nakina Medical Building Doors	\$ 40,500	\$ -	\$ -	\$ 40,500	\$ -	\$ -
Total - Corporate Facilities	\$ 170,350	\$ -	\$ -	\$ 120,350	\$ 50,000	\$ -
Heavy Duty Pickup PT(HD) 2 Unit 11	\$ 70,000	\$ -	\$ -	\$ 70,000	\$ -	\$ -
Excavator Buckets	\$ 12,950	\$ -	\$ -	\$ -	\$ 12,950	\$ -
Unit 226 - 2009 Pick-up Truck Replacement	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Snow Bucket	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000	\$ -
Loader L 3 Unit 471	\$ 340,000	\$ -	\$ -	\$ 340,000	\$ -	\$ -
Replace 2012 Heavy Duty PU - Unit 318	\$ 93,000	\$ -	\$ -	\$ 93,000	\$ -	\$ -
Replace Rubber Tire Backhoe Unit 411	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -
Triaxle Pup Trailer	\$ 18,000	\$ -	\$ -	\$ 18,000	\$ -	\$ -
Pickup Unit 001 - 2015 Silverado	\$ 70,000	\$ -	\$ -	\$ 70,000	\$ -	\$ -
Fuel Management Software	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -
Fleet Management Software	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -
Total - Fleet	\$ 965,950	\$ -	\$ -	\$ 891,000	\$ 24,950	\$ 50,000
Riverside Washroom Roof Shingle	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -
Bear Proof Garbage Cans	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Poplar Lodge Park Washroom/Showerhouse Repair	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Poplar Lodge Park Restroom Replacement	\$ 17,500	\$ -	\$ -	\$ -	\$ 17,500	\$ -
Poplar Lodge Park Electrical Study	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Replacement of Four Riding Mowers	\$ 66,500	\$ -	\$ -	\$ 66,500	\$ -	\$ -

Project Name	2024 Expense	Federal Grants	Provincial Grants	Current Year Tax Levy	Reserves	Reserve Funds
Geraldton Ball Park Fence	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Total - Parks & Campgrounds	\$ 284,000	\$ -	\$ -	\$ 241,500	\$ 42,500	\$ -
Nakina Curling Club Ice Plant Repair	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -
Nakina Curling Club Roof	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Geraldton Community Centre Fire Alarm	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	\$ -
Longlac Sportsplex Roof Structural Upgrades	\$ 1,231,157	\$ -	\$ 617,968	\$ -	\$ -	\$ 613,189
Longlac Sportsplex Rink Seal Dosage	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -
Longlac Sportsplex Ice - NOHFC Funded Project	\$ 615,565	\$ -	\$ 307,782	\$ -	\$ -	\$ 307,783
Longlac Curling Club - NOHFC Funded Project	\$ 166,716	\$ -	\$ 83,358	\$ -	\$ -	\$ 83,358
Longlac Sportsplex - NOHFC Funded Project	\$ 345,400	\$ -	\$ 172,700	\$ 168,841	\$ -	\$ 3,859
Nakina Curling Club - NOHFC Funded Project	\$ 456,911	\$ -	\$ 228,455	\$ 228,455	\$ -	\$ -
Total - Recreational Facilities	\$ 3,010,749	\$ -	\$ 1,410,263	\$ 512,296	\$ 80,000	\$ 1,008,189
GER Main Road Rehabilitation	\$ 180,000	\$ -	\$ 180,000	\$ -	\$ -	\$ -
Total - Roads	\$ 180,000	\$ -	\$ 180,000	\$ -	\$ -	\$ -
Sidewalk Upgrades	\$ 85,000	\$ -	\$ -	\$ 85,000	\$ -	\$ -
Holiday Streetlight Decorations	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ -	\$ -
Total - Sidewalks & Streetlights	\$ 95,000	\$ -	\$ -	\$ 95,000	\$ -	\$ -
New Greenstone Landfill	\$ 600,000	\$ -	\$ -	\$ 300,000	\$ 350,000	-\$ 50,000
Nakina Landfill New Monitoring Well	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Total - Waste Management	\$ 625,000	\$ -	\$ -	\$ 300,000	\$ 350,000	-\$ 25,000
TOTAL CAPITAL PROGRAM	\$ 8,332,347	\$ -	\$ 1,620,863	\$ 3,740,644	\$ 817,950	\$ 2,152,889

Health and Safety Review



2024 Budget Long Term Capital Projects

Department	Administration/CAO
Division	Human Resources
Project Manager	A. Gordon
Departmental Priority	1
Project Type	Study
Risk of Failure	N/A
Consequence of Failure	N/A
Const./Purchase Date	March
Completion Date	October
Project Communication	N/A

Project Description
The project is to engage a third-party consultant to develop a comprehensive health and safety plan to ensure the Municipality is compliant with the Occupational Health and Safety Act. The Plan is also to recommend best practices for the Municipality to adopt as part of its program, beyond minimum compliance. Key Performance Indicators are to be developed as part of the review.
Project Rationale
The Municipality has a vested interest in ensuring the Health and Safety (H&S) of our employees. A H&S program not only ensure legislative compliance, but is also a key component of ensuring staff work in a healthy workplace and safely.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 40,000	\$ 40,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 40,000	\$ 40,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:



2024 Budget
Long Term Capital Projects

Compensation Review

Department	Administration/CAO
Division	Human Resources
Project Manager	A. Gordon
Departmental Priority	1
Project Type	Study
Risk of Failure	Unlikely
Consequence of Failure	Moderate
Const./Purchase Date	February
Completion Date	September
Project Communication	N/A

Project Description
Compensation review by third party to ensure maintenance of Pay Equity as well as competitiveness of Municipal wages, salaries, and benefits. To undertake the review, job descriptions will have to be revised to ensure they are current. This is likely the greatest risk of completion as it will potentially require significant resources from staff where there are already other priorities.
Project Rationale
The Municipality is required to ensure continued maintenance of Pay Equity. As well, as has been noted, the Municipality is facing increased competition in terms of recruiting and retaining staff. This competition is not only local, but also regionally and nationally for some staff. Not ensuring Pay Equity is maintained can result in a significant outstanding liability to the Municipality. Not ensuring the Municipality is competitive in terms of overall compensations as well as work environment, will result in the loss of good employees and increased challenges recruiting qualified people.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 60,000	\$ 60,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 60,000	\$ 60,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
The Operating Impact depends on the time of year of completion of the review, findings of the review, and strategic decisions to be made as part of the review.

Council Chamber Chairs



2024 Budget Long Term Capital Projects

Department	Administration/CAO
Division	Clerk/Council
Project Manager	K. Miousse
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Almost Certain
Consequence of Failure	Minor
Const./Purchase Date	
Completion Date	
Project Communication	N/A

Project Description
The office chairs in Council Chambers are at the end of their useful life. The pumps to keep chairs elevated are breaking, resulting the chair only being useful at the lowest seating level possible. It is estimated the chairs were last replaced when the Greenstone Administration Office was built. 21 chairs for each designated space will be replaced (not including the deputation stand) to ensure uniformity. The selected chair would be equipped with multiple adjustable options to allow each user to set their chair to their comfort levels.
Project Rationale
The chairs are failing one by one with either a slow sink over the course of the evening, or immediate sink when raised. The likelihood of failure is almost certain, however the consequence of failure is minor and mostly limited to health or safety concerns due to long term exposure to improper seating.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 13,000	\$ 13,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 13,000	\$ 13,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 13,000	\$ 13,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 13,000	\$ 13,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 13,000					

Operational Impact Explanation/Notes:

Driver Certification Program



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	Training/Program
Risk of Failure	Likely
Consequence of Failure	Severe
Const./Purchase Date	January
Completion Date	December
Project Communication	N/A

Project Description
This project is for the training of the Fire Chief and potentially one other member or municipal employee to obtain Signing Authority under the MTO's Driver Certification Program. Participating in a recognized training program is required to obtain this credential. This program would enable those trained to conduct instruction, road testing, and renewals for commercial class driver's licences. The Municipality would also need to develop or procure an approved training program for each class of commercial driver's licence it intends to offer. This funding is intended to cover or offset the required training and travel costs for the individuals and for possibly needing to procure a training program if developing one is cost or time prohibitive.
Project Rationale
Presently the fire service is challenged for having qualified operators (DZ licence). There are no local offerings, and bringing in outside trainers is prohibitively expensive. These programs if attended at a training facility, typically cost in excess of \$4000 per participant. There is a current need for this ability for the health and safety of our firefighters and for logistical and response purposes. Having this capacity also allows us the flexibility to train and book driving time on our schedules, rather than participating in a training regime requiring a week or more of full-time attendance. Having this training available to members is also essential for our compliance with mandatory certification legislation.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 15,000	\$ 15,000				
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 15,000	\$ 15,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
 This would drastically expedite our compliance and reduce liability, while being the most cost effective option. Having this training can also help with recruitment and retention, giving members a real world credential that can be used outside of the fire service at no expense to them.

IT Service Delivery Review



2024 Budget Long Term Capital Projects

Department	Corporate Services
Division	Information Technology
Project Manager	D. Chapman
Departmental Priority	1
Project Type	Study
Risk of Failure	Moderate
Consequence of Failure	Severe
Const./Purchase Date	March
Completion Date	September
Project Communication	N/A

Project Description
To move forward with its vision and strategic plans, it is time to evaluate the current state of IT at the Municipality. This project will assess the current state and provide recommendations to help guide the Municipality over the next several years.
This is a carry forward project which was started in October 2023 and will be completed by April 2024.
Project Rationale
Currently there are issues with reliability of the system, network architecture, service standards, etc. This review will detail the existing process, procedures and highlight areas for improvement by providing best-practice recommendations to support an executable action plan (both short, and long-term).

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 30,000	\$ 30,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 30,000	\$ 30,000				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Playground Equipment Deficiency Repairs



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Parks & Campgrounds
Project Manager	G. Olson
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Almost Certain
Consequence of Failure	Moderate
Const./Purchase Date	May
Completion Date	July
Project Communication	N/A

Project Description
Greenstone Parks/Playground Equipment are of varying ages. Original budget from 2021 parts ordered and were late on delivery. Parts now in stock and awaiting installation company to complete the project.
Contractor to install parts already purchased. This has been a multiple year project.
Project Rationale
Results of inspections indicated deficiencies. If not completed, there is a risk of injury/liability for the Municipality.
This project was not completed due to lack of parts. Some deficiencies were repaired in 2023 but the remainder of funds need to carry forward to 2024.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 114,088	\$ 39,200				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 114,088	\$ 39,205	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ 114,088					
Reserve Funds	\$ -	\$ 39,200				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 114,088	\$ 39,205	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
 This was supposed to be completed in 2022 due to deficiencies from Playground Inspections, but carried over as the company could not get here on time to complete the work.



2024 Budget
Long Term Capital Projects

Playground Master Plan

Department	Public Services
Division	Parks & Campgrounds
Project Manager	G. Olson
Departmental Priority	2
Project Type	Rehabilitation
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	March
Completion Date	September
Project Communication	Public Information Centre

Project Description
Consulting services required to conduct public consultation and design (including AODA) for replacement of 8 playground structures in Greenstone. Public consultation to aid in deciding the exact locations and special features of the playground structures. Consultant to provide consultation and design in 2024, with the aim of construction in 2025 and annually thereafter.
Project Rationale
SDR playground recommendations and aging playground structures as the last playgrounds were rehabilitated in 2003. Without a replacement program in place, infrastructure will continue to deteriorate to the point of being "tagged out" and eventually decommissioned/removed.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ 30,000	\$ 30,000				
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 30,000	\$ 30,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Recreation Master Plan



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Parks & Recreation
Project Manager	B. Henley
Departmental Priority	1
Project Type	Study
Risk of Failure	Rare
Consequence of Failure	Minor
Const./Purchase Date	March
Completion Date	September
Project Communication	Public Information Centre

Project Description
The Rec Master plan will be completed for all Greenstone. The goal is to produce a Recreation guiding document for future recreation in Greenstone. A plan such as this has never been completed in Greenstone. A contractor/consultant is to be engaged to review all current recreational opportunities in Greenstone and make recommendations for improving or increasing recreational programming.
Project Rationale
The Recreation Service Delivery Review recommended the development of the Rec Master Plan. Improving Recreation in Greenstone will improve the quality of life for residents.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ 100,000	\$ 100,000				
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -	\$ 100,000				
Current Year User Fee Levy	\$ 100,000					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Landfill Surveys



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Waste Management
Project Manager	B. Aaltonen
Departmental Priority	1
Project Type	Study/Plan
Risk of Failure	Unlikely
Consequence of Failure	Moderate
Const./Purchase Date	January
Completion Date	October
Project Communication	N/A

Project Description
Legal surveys for Nakina and Longlac Landfill Sites as part of the waste management service delivery. Outstanding requirement of MECP to transfer land ownership of the Longlac and Nakina landfills to the Municipality. This will require a contract service of a professional surveyor.
Project Rationale
MECP Directive. Non-compliance will lead to enforcement. The project could not be completed in 2022, MECP approval of D&O plan with extended CAZ is required first to ensure the proper area is being surveyed.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ 40,000	\$ 20,000				
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 40,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 40,000	\$ 20,000				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 40,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Traffic Count Study



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Road Traffic Count Study
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	Study/Plan
Risk of Failure	Likely
Consequence of Failure	Major
Const./Purchase Date	June
Completion Date	September
Project Communication	

Project Description
Road Traffic Count Study is required in Greenstone. A contractor is to be engaged to collect road traffic data for municipal roads. Project will be funded from Insurance Reserve.
Project Rationale
Road Traffic Count Study is required to confirm road classification which in turn will determine winter maintenance standards. Determining and following the proper level of maintenance reduces liability exposure. Traffic data will then be used to develop maintenance schedules and routes.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ 50,000	\$ 50,000				
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -	\$ 50,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Wayfinding Sign Installation



2024 Budget Long Term Capital Projects

Department	Economic Development
Division	Beautification/Tourism
Project Manager	H. Garvie
Departmental Priority	1
Project Type	New
Risk of Failure	N/A
Consequence of Failure	N/A
Const./Purchase Date	April
Completion Date	August
Project Communication	Social/Print Media

Project Description
Installation of wayfinding signage by contractor.
Project Rationale
The Wayfinding Signage for all Wards was originally purchased in 2019 through funding provided by Destination Northern Ontario (DNO). Though a few of the signs delivered were installed by the Public Works, the signage originally delivered was not what was ordered. The project was halted while the supplier remade the signage. The new signage is in storage in a Public Works facility. The PW Departments does not currently have the human resources to complete the installation. Both the Tourism Strategy and the Beautification Strategy speak to the importance of Wayfinding signage.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ 15,000	\$ 15,000				
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 15,000	\$ 15,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Sign Retroreflectivity Inspection



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Road Network
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	New
Risk of Failure	Almost Certain
Consequence of Failure	Major
Const./Purchase Date	May
Completion Date	
Project Communication	N/A

Project Description
Retroreflectively describes how light is reflected from a surface and returned to its original source. Traffic signs are made with retro-reflective sheeting materials to increase their visibility at night. Maintaining traffic sign retroreflectivity is important to promoting night time traffic safety.
Project was postponed while data was being collected through road assessment (StreetScan inventory). Will likely contract out-completion of this due to staffing shortages.
Project Rationale
The Minimum Maintenance Standards for Municipal Highways (O.Reg 239/02 of the Municipal Act) requires that all regulatory and warning signs must be inspected on an annual basis to ensure they meet the retroreflectivity requirements of the Ontario Traffic Manual (OTM). If signage is non-compliant in the investigation of an accident, the Municipality bears liability.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 20,000	\$ 20,000				
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 15,000	\$ 15,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ 5,000	\$ 5,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Geraldton Landfill Closure



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Waste Management
Project Manager	B. Aaltonen
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Possible
Consequence of Failure	Major
Const./Purchase Date	May 2024
Completion Date	August 2026
Project Communication	N/A

Project Description
The Geraldton Landfill is closed and now needs to be rehabilitated. Regulations/Closure Plan detail the closure specifications that will need to be completed. Surveying and shaping the Geraldton Landfill to the proper profile has been completed in 2023. Cleaning (picking up garbage) in the perimeter was also completed in 2023. Work in 2024 will include: a topographic survey, producing a new closure plan, and additional cleaning and shaping of the attenuation zone. Final closure will occur in 2026 after the 2025 ground water monitoring reports are completed and the MECP approves the material type to be used for final closure.
Project Rationale
The work in 2024 and 2025 need to be completed in preparation for final closure in 2026. If not completed, the Municipality could be subject to fines by the MECP.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 580,500	\$ 80,500		\$ 500,000		
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 580,500	\$ 80,500	\$ -	\$ 500,000	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 500,000			\$ 500,000		
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 80,500	\$ 80,500				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 580,500	\$ 80,500	\$ -	\$ 500,000	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Roadside Safety Device Audit



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Public Works
Project Manager	B. Aaltonen/D. Chapman
Departmental Priority	1
Project Type	Study
Risk of Failure	Unlikely
Consequence of Failure	Moderate
Const./Purchase Date	February
Completion Date	September
Project Communication	N/A

Project Description
This project will require an engineering consultant familiar with the Ontario Traffic Manual and MMS legislation to complete a comprehensive review of all existing signage including completing retroreflectively testing. As well, the consultant will be required to review all municipal roads to ensure signage is installed where needed, located in the correct area based on the OTM guidelines and that all roads have the necessary roadside safety devices installed.
Project Rationale
Many of the road signs are in need of replacing because of fading (loss of reflectivity). As well, there is potential liability resulting in insurance claims in the event of accidents if adequate signage, guiderails, etc. are not installed correctly as per the OTM. It is assumed that there will be deficiencies highlighted by this project which will then be included in the 2025 budget for remediation.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 60,000	\$ 60,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 60,000					
Current Year User Fee Levy	\$ -					
Reserves	\$ -	\$ 60,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Community Garden



2024 Budget Long Term Capital Projects

Department	Community Services
Division	Person & Property
Project Manager	C. Gagnon
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	N/A
Consequence of Failure	N/A
Const./Purchase Date	May
Completion Date	August
Project Communication	N/A

Project Description
The Municipality conducted a seniors comprehensive review in 2020. One item highlighted in the report was a community garden. A community garden is a community centred approach by encouraging communal space for social interactions and connectiveness. We would involve youth, through their school volunteer hours, to assist in construction of the project to foster intergenerational relationships and future volunteerism.
Project Rationale
Building a community garden will improve food security needs, renew community development, and increase individual mental, physical health, and wellbeing. The community garden will assist those families experiencing nutritional gaps. The program will provide social support and increased emotional wellbeing for those who participate who may or may not be impacted by food insecurity.
This project will only proceed if grant funding can be found to fully fund the cost.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 61,200	\$ 30,600				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 61,200	\$ 30,600	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ 61,200	\$ 30,600				
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 61,200	\$ 30,600	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Computer Replacement Program



2024 Budget Long Term Capital Projects

Department	Corporate Services
Division	Information Technology
Project Manager	D. Chapman
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Possible
Consequence of Failure	Minor
Const./Purchase Date	March
Completion Date	December
Project Communication	N/A

Project Description
This program ensures the continuous upgrading and replacement of computers and network equipment, to ensure that the Municipality remains current with ongoing technological improvements. A four year replacement program for all standard desktop and laptop computers at \$1,500 per computer in addition to an extra \$500 per unit for monitors, wireless keyboard, etc.
This program also covers the cost of other Network Hardware such as switches, routers and Firewalls.
Project Rationale
The Municipality currently deploys 65 computers and more than 20 switches, routers and firewall which have a typical useful life of four years. Should a replacement program not be implemented there is significant risk of failure or inability for software updates of older devices resulting in the potential for cyber attacks, lost productivity, staff downtime and an inability to service clients or taxpayers.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 185,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 185,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 185,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 185,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 17,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500

Operational Impact Explanation/Notes:
As computers are upgraded, they will be provided updated licencing for Microsoft and Adobe products.

Council Meeting Streaming Equipment



2024 Budget Long Term Capital Projects

Department	Corporate Services
Division	Information Technology
Project Manager	D. Chapman
Departmental Priority	1
Project Type	New
Risk of Failure	Likely
Consequence of Failure	Minor
Const./Purchase Date	April
Completion Date	June
Project Communication	N/A

Project Description
Addition of computer equipment to solidify the council meeting streaming, making it more user friendly for staff and ensuring reliability.
Project is a carry forward from 2023. Will be implemented after completion of the IT Master Plan based on consultant recommendations to strengthen the process.
Project Rationale
Currently there are issues with reliability of the system and at times, council meetings have not been streamed live due to system issues. Upgrading components will provide greater reliability.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 10,000	\$ 10,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 10,000	\$ 10,000				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Cemetery Software



2024 Budget Long Term Capital Projects

Department	Corporate Services
Division	Information Technology
Project Manager	D. Chapman
Departmental Priority	1
Project Type	New
Risk of Failure	Minor
Consequence of Failure	Almost Certain
Const./Purchase Date	July
Completion Date	December
Project Communication	N/A

Project Description
The upgrade to an electronic records management system is a recommendation of the cemetery administration review conducted in 2022. The process will digitize all existing paper records which are currently stored at various ward offices. The software will allow easy access to information and will ensure the records are maintained and cannot be destroyed by fire or flood. The project will also include the digitization of all cemetery maps which are currently only in paper format and are disintegrating from being handled, folded and copied so many times.
Project Rationale
There is urgency in digital conversion due to the poor quality of cemetery maps being presented to the public. Hard file cardstock used in plot administration is being phased out by suppliers. If not implemented, the Municipality demonstrates a non-commitment to the modern-day upkeep of cemetery administrative practices.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 20,000	\$ 20,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 20,000	\$ 20,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Corporate Phone System Upgrade



2024 Budget Long Term Capital Projects

Department	Corporate Services
Division	Information Technology
Project Manager	D. Chapman
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Likely
Consequence of Failure	Major
Const./Purchase Date	June
Completion Date	September
Project Communication	N/A

Project Description
Current system was installed in 2018 with a typical life of 6-8 years. The project would be implemented after the Ethernet Internetworking was completed to allow all sites to be incorporated under one main phone line and virtual switchboard system.
System configuration and specifications will be determined after completion of the IT Master Plan based on consultant recommendations.
Project Rationale
The projected replacement date will mean the system will be 7 years old and at end of life. Furthermore, incorporating all sites under one phone system will improve customer service as people can be easily transferred through a master switchboard system versus calling different phone numbers.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 55,000	\$ 55,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ 55,000	\$ 55,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Ethernet Internetworking



2024 Budget Long Term Capital Projects

Department	Corporate Services
Division	Information Technology
Project Manager	D. Chapman
Departmental Priority	1
Project Type	New
Risk of Failure	N/A
Consequence of Failure	N/A
Const./Purchase Date	April
Completion Date	November
Project Communication	N/A

Project Description
To provide site servicing from Geraldton Admin Office to ward offices and key organization offices and sites by creating a dedicated network. Project will allow Geraldton Admin, Longlac Ward/PW, Beardmore Ward, Nakina Ward/PW, Geraldton PW, Geraldton FRC, Geraldton Community Centre, Beardmore PW, Longlac Sportsplex and possibly all fire halls to have site interconnectivity and network stability. The project is required to be able to tie our remote work sites back to corporate server room to provide enterprise services.
Project Rationale
Interconnectivity would provide performance and reliability for sites to be able to utilize organizational IT resources and programs. Postponing the project will force the organization to continue to pay per site internet costs with no added benefit of having connectivity to core resources and programs or be protected by organization security defenses.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 25,000	\$ 25,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ 75,000	\$ 75,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 100,000	\$ 100,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -	\$ -				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 90,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

Operational Impact Explanation/Notes:
Enterprise Internetworking (ward and office connections)

Fire Communication System Upgrades - Satellite Integration Trial



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	Upgrade/Trial
Risk of Failure	Almost Certain
Consequence of Failure	Severe
Const./Purchase Date	January
Completion Date	September
Project Communication	N/A

Project Description
This project is to purchase and trial new satellite-based voice communication systems. Our Municipality has challenging topography and geography that traditional radio systems of any scope would have trouble overcoming without issue. The goal of this project is to trial an upgrade/adaptation to our existing radio system, by adding a satellite-based push-to-talk radio in vehicles. If successful, this would be proof of concept to make our communication system have seamless global reach and be a long lasting solution for our fire service communications, with the goal of eventually converting all vehicle and station radios.
Project Rationale
The Municipality has invested significantly in our communications infrastructure, which is having challenges overcoming the obstacles our area presents and is expensive to maintain. If successful, this would ensure our firefighters are always in communication with each other and dispatch, resulting in better coordination of resources and a safer emergency response and scene. Reliable communications are vital to ensure that the proper resources are being deployed and out firefighters are safe. This trial is intended for at least two system conversions. The existing radio network will be unaffected, meaning that if successful future conversions can be staggered until all fleet and buildings are completely updated.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 20,000	\$ 20,000				
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 20,000	\$ 20,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
 If successful and fully implemented, this has the potential to reduce the number of tower repeaters and their costs for licensing, servicing, and utilities. There would be less likelihood of damage or theft. The impact on our paging system would have to be examined to determine the minimal needs if any of the existing system for notifying firefighters of an emergency call by pager.

Battery-powered Positive Pressure Ventilation Fan



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	New
Risk of Failure	Possible
Consequence of Failure	Minor
Const./Purchase Date	May
Completion Date	October
Project Communication	N/A

Project Description
This project is to supply one (1) battery-powered positive pressure ventilation fans for each fire station. Fans and blowers are used to create a positive pressure inside a building to remove heated air, smoke and other fire gases and replace with fresher cooler air. Our current fans are either gas driven or electric, resulting in the use of generators. This project will be divided over two years. Two fans were purchased in 2023, with the final two fans being purchased in 2024.
Project Rationale
Battery-powered fans are lightweight, compact and handy. These fans are designed to be deployed and operated by one person, allowing crews to stretch out limited resources on scene. Battery-powered fans also reduce the Health and Safety aspect of gas powered fans reducing tripping hazards, exhaust fumes/gases/CO Poisoning/noise, etc. Replacing with battery-power will also lower our yearly operating budget with maintenance/repairs and fuel.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 36,000	\$ 18,000				
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 36,000	\$ 18,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ 18,000	\$ 18,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ 18,000					
Debt	\$ -					
Funding Total:	\$ 36,000	\$ 18,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	-\$ 1,000	-\$ 250	-\$ 250	-\$ 250	-\$ 250	250

Operational Impact Explanation/Notes:
A decrease in operating budget will occur due to maintenance/repair and fuel costs.

Firefighter PPE Extractor (Washer)



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	New
Risk of Failure	Almost Certain
Consequence of Failure	Major
Const./Purchase Date	March
Completion Date	December
Project Communication	N/A

Project Description
This project is for the purchase and commissioning of an extractor in two stations per year over the next two years. An extractor is a specialized washing machine specifically designed for firefighters' personal protective equipment such as coats, pants, gloves, balaclavas, etc. Extractors, in combination with specialized detergents, work to remove carcinogens and chemicals from the protective clothing firefighters wear that get contaminated when fighting a fire or being exposed to the products of combustion that are known to cause cancers. The service was able to purchase a dryer in 2023; these units would begin to complete the capability needs for regular decontamination of firefighter protective garments.
Project Rationale
Presently, when gear is contaminated we ship it to a company in Southern Ontario for cleaning and the package must be sent out as a hazardous shipment. This process is expensive, logistically complex, and may deprive our service of gear essential to keeping our firefighters response ready for long periods of time (2-3 weeks). The company must still be utilized for annual compliance inspection and repair of garments. However, through this purchase we will be able to more quickly and efficiently process our gear after a fire to get members response ready. This project is imperative to our firefighters' health and safety and to minimize barriers to achieving a long term safer workplace, while realizing long-term cost savings.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 40,000	\$ 20,000	\$ 20,000			
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 40,000	\$ 20,000	\$ 20,000	\$ -	\$ 20,000	\$ 40,000

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 40,000	\$ 20,000	\$ 20,000			
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 40,000	\$ 20,000	\$ 20,000	\$ -	\$ 20,000	\$ 40,000

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Structural Firefighter Gear



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Likely
Consequence of Failure	Moderate
Const./Purchase Date	January
Completion Date	December
Project Communication	N/A

Project Description
Personal Protective Equipment (PPE) or garments which may include; bunker gear, helmets, gloves, boots and all technical rescue personal protective equipment. This equipment is required for all personnel on an ongoing basis. NFPA standard 1851, along with Ministry of Labour section 21 committee, indicates the gear last 10 years before the need to retire it. The main benefit of PPE is firefighter health and safety while providing protection from exposures and hazards on the job. By replacing gear every 10 years, we would be ensuring legislated requirements for fire and life safety are being met.
Project Rationale
With the department's current roster, 35 sets of PPE are required for replacement in 2028, at an estimated cost of \$133,000. The department currently has 27 vacancies. Filling these vacancies will create an additional estimated \$107,000 cost to provide minimal PPE. Creating a reserve fund for PPE replacement will lessen the burden of the Municipality by spreading the cost over multiple years as opposed to one-year cost.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 80,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Replacement Equipment	\$ 80,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 160,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 120,000		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 40,000	\$ 40,000				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 160,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 6,000	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200

Operational Impact Explanation/Notes:
Additional operating costs will occur for annual PPE cleaning and inspection and/or cleaning after contaminated for new members.

SCBA Replacement Reserve Funding



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	March
Completion Date	March
Project Communication	N/A

Project Description
This project is to build a reserve fund for the anticipated replacement of the departments SCBA units and cylinders. The department currently has 35 SCBA packs, 2 RIT packs, 85 cylinders and 50 SCBA masks. These packs/cylinders were replaced in 2012, having a shelf life of 15 years. Expected replacement will be in 2028. Current estimated costs to replace existing equipment is \$500,000. Expected price increase of 20% is expected in the next 5 years. Spreading out the replacement cost will lessen the burden on the Municipality by spreading the cost over 5 years as opposed to one-year cost.
Project Rationale
Purchasing new SCBA's will bring equipment up to current firefighting and respiratory standards in 2028. Additional costs will be saved on a go forward basis as new design has implemented rechargeable battery components whereas previous design was standard battery operation. Present SCBA was manufactured in 2012. If not replaced in 2028, replacement in 2029 will be mandatory as many cylinders will no longer be permitted to be filled due to expiration dates.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 450,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 450,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 450,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 450,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Fire Emergency Pump 302 Replacement



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	New
Risk of Failure	Likely
Consequence of Failure	Major
Const./Purchase Date	February 2023
Completion Date	September 2024
Project Communication	N/A

Project Description
Council has already approved replacement of Pump 302 at Station 2 - Geraldton. This current vehicle is one of three Fire Pumps in Geraldton, responsible for approximately 65 kms of Hwy 11, the community of Geraldton, 30 kms of Hwy 584, the new Greenstone Gold Mine, and the second response station for all other communities in Greenstone. With this large response area, available suppression water is a challenge outside the community of Geraldton. The current vehicle holds 800 gallons of water. In relation to time, this equivalates to approximately 3-8 minutes of suppression tactics. The current age is 1994.
Project Rationale
Due to supply chain, expected delivery date for this vehicle is early 2024. This vehicle is being replaced with a 1500 gallon Pumper/Tanker. This pumper/tanker will have the same ability as our current vehicle, with the addition of transporting more personnel to the scene, additional scene lighting and additional water. Once this vehicle arrives, it will allow our current frontline vehicle (202) to become the support vehicle, adding an additional 5 years of services.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 550,000	\$ 550,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 550,000	\$ 550,000				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
Maintenance and insurance costs are expected to decrease with the delivery of new vehicles. Reducing the fleet will also eliminate fuel costs.

Training Facility Project



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	New
Risk of Failure	N/A
Consequence of Failure	N/A
Const./Purchase Date	April
Completion Date	December
Project Communication	N/A

Project Description
This project is a continuation of the 2022 capital project to acquire necessary training aids to deliver in house training to firefighters. Options will be explored to best meet the needs of the department with a future mindset. The initial focus will be on acquiring resources to train specific skills and scenarios which cannot otherwise be easily or safely mimicked. Some skills that are required are high risk and require a high degree of safety, which is best accomplished with training aids to control these hazards. This project supports the goals outlined in the Strategic and Fire Master Plans, and further supports the delivery of service levels identified in the E&R By-law. \$47,500 is carried forward from 2022/2023 to develop a larger funding pot to purchase equipment in 2024.
Project Rationale
In order to meet certification targets, and to onboard new fire service members after certification is fully implemented, a robust training program supported by necessary resources is required. The vast area of the Municipality coupled with it's location, present challenges in utilizing traditional training opportunities. Many courses required to become qualified would normally take numerous days or weeks of full-time attendance to complete. When coupled with travel, this presents a barrier to our firefighters participating in training and ultimately becoming certified. This project will help reduce costs in the long run, improve access to training, aid in onboarding new members, and help to maintain the competency of firefighters.

		Budget				
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 107,500	\$ 62,500	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 107,500	\$ 62,500	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

		Budget				
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 60,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Current Year User Fee Levy	\$ -					
Reserves	\$ 47,500	\$ 47,500				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 107,500	\$ 62,500	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

		Budget				
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 1,500	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300

Operational Impact Explanation/Notes:
Propane costs on a yearly basis.

Engineering Services - Station 5



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	Study/Plan
Risk of Failure	Almost Certain
Consequence of Failure	Minor
Const./Purchase Date	April
Completion Date	December
Project Communication	N/A

Project Description
This project is to hire an Engineering/Architectural company to assess and design a plan to remodel the front of Station 5. The current state of Station 5 has three vehicle bay doors. Due to the size of modern vehicles, only one door is able to accommodate the size of our emergency vehicles.
Project Rationale
As outlined in the Fire Master Plan, Station 5 should have the door openings reconfigured to accommodate the apparatus. Staff are required to maneuver these large vehicles inside the station with minimal room. Health and Safety concerns arise due to these current practices with excessive diesel exhaust, space around other equipment and vehicles and safe space for personnel. Minor repairs to vehicles and the station has occurred over the years due to these practices. Developing a plan will reduce Health and Safety concerns and unnecessary repairs to vehicles and equipment.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 60,000	\$ 60,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 60,000	\$ 60,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Fire Master Plan Implementation - Fleet Replacement



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	Study/Plan
Risk of Failure	Possible
Consequence of Failure	Major
Const./Purchase Date	January
Completion Date	December
Project Communication	N/A

Project Description
The Fire Master Plan advised that funds need to be established for a vehicle replacement program. Furthermore, a Fire Services Fleet SDR will be presented to Council in December 2023. The SDR and FMP will dictate how the funds are spent over the next decade in an effort to get a more robust fleet in place. The SDR will outline areas where the department requires improvements to facilitate current levels of service, set by council, and/or to meet minimal legislated requirements. These recommendations will require approval from Council.
Project Rationale
In order to meet replacement needs, a dedicated 1% levy increase will most likely be required for a minimum of 5 years before stable funding is established.
This long term capital project is to inform council funds will be required in the future. It is intended that vehicles will start being ordered in 2024, however there is now a typical 18 -24 month delivery window. Without a continued increase in funding annually, the fire fleet will continue to have failures, service downtime and high maintenance costs.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 1,725,000	\$ 175,000	\$ 350,000	\$ 525,000	\$ 675,000	\$ 800,000
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 1,725,000	\$ 175,000	\$ 350,000	\$ 525,000	\$ 675,000	\$ 800,000

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 1,725,000	\$ 175,000	\$ 350,000	\$ 525,000	\$ 675,000	\$ 800,000
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 1,725,000	\$ 175,000	\$ 350,000	\$ 525,000	\$ 675,000	\$ 800,000

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Generator Backup - Station 4



2024 Budget Long Term Capital Projects

Department	Protective Services
Division	Fire Services
Project Manager	A. Lopatka
Departmental Priority	1
Project Type	New
Risk of Failure	Rare
Consequence of Failure	Moderate
Const./Purchase Date	April
Completion Date	December
Project Communication	N/A

Project Description
This project is to supply and install a generator backup for Station 4. The fire station is the base of operations for the firefighters and the fire trucks. The stations contain equipment that is crucial for the smooth operation coordination of the firefighters responding to emergency situations. It is important that this equipment remains functional, even during power blackouts, service disruptions from storms, or any other issue that could disrupt emergency operations.
Project Rationale
Generators are an important part of the power backup and redundancy that is essential to have in place for a fire stations. The fire station contains radio equipment, paging equipment, computer equipment, garage door openers and power to charge equipment on the vehicles and maintain air pressure in the brake systems.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 30,000	\$ 30,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 30,000	\$ 30,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 1,000	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250

Operational Impact Explanation/Notes:
Regular annual maintenance and inspection costs added to the current generator service program the Municipality conducts.

Greenstone Regional Airport Transfer Switch Replacement



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Airports
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	April
Completion Date	July
Project Communication	N/A

Project Description
When transfer switch fails during a power outage, the airport lighting will fail to come on without emergency power from the generator. The age of the existing failed transfer switch is unknown but suspect it was original from the construction date of the airport in the 1970's. An electrical contractor will replace the transfer switch.
Carry forward project from 2023. Project was postponed as runway lighting issues were prioritized.
Project Rationale
This Transfer switch has been assessed and determined that it needs replacing. Possible failure at the wrong time causing lighting to go out on runways which could be catastrophic. If the transfer switch fails when planes are approaching, the consequences could be severe.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 35,000	\$ 35,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ 35,000	\$ 35,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 5,000					

Operational Impact Explanation/Notes:

Nakina Airport Terminal - Replace Double Doors



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Corporate Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Likely
Consequence of Failure	Minor
Const./Purchase Date	June
Completion Date	August
Project Communication	N/A

Project Description
Replace Double Door - Aluminum and glass exterior double-door assemblies includes aluminum panels with insulated glazing units that are set within matching frames.
Project Rationale
Deficiencies reported during the assessment by staff include air or moisture leakage, damaged or missing weather stripping, and failed glazing seals. The deterioration is anticipated to progress due to age, usage, and exposure to the elements, and may lead to a weakening of integrity, and a loss of functionality. Replacement is recommended in the short term.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 38,200	\$ 38,200				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 38,200	\$ 38,200	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 38,200	\$ 38,200				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 38,200	\$ 38,200	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Greenstone Regional Airport Fuel Truck



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Airports
Project Manager	B. Aaltonen
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Likely
Consequence of Failure	Major
Const./Purchase Date	June
Completion Date	Sept
Project Communication	N/A

Project Description
Geraldton Airport. The Geraldton Airport services MNR Fire, Medivac, private and charter aircraft. The existing fuel truck has failed on a number of occasions in 2023, requiring the rental of a fuel truck to be able to continue providing fueling services. The purchase of a newer fuel truck will ensure services continue.
Project Rationale
Truck is well past service date. Failure of truck will affect fueling services. Funds can come from airport improvement reserve funds. The existing truck has had multiple failures in 2023. Securing a rental unit for a 4 month period cost \$30,000 plus an additional \$20,000 in freight/delivery fees. The airport sold more than \$1.5 million in fuel in 2023, therefore a reliable vehicle is absolutely critical to the successful operation of the airport.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 350,000	\$ 350,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ 350,000					
Reserves	\$ -					
Reserve Funds	\$ -	\$ 350,000				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Stormwater Management



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Road Network
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Likely
Consequence of Failure	Moderate
Const./Purchase Date	June
Completion Date	August
Project Communication	N/A

Project Description
Greenstone storm water management repairs. Old storm sewers broken, separated, heaved by frost do not drain properly. Upgrades to storm sewer should continue annually for a couple years to get caught up on maintenance.
Project Rationale
Portions of storm sewers and drainage culverts have already failed, therefore need to repair drainage. Failed storm sewers shorten the life of the asphalt road surface resulting in costlier repairs and rehabilitation.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 675,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 150,000	\$ 150,000
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 675,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 150,000	\$ 150,000

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 575,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 150,000	\$ 150,000
Current Year User Fee Levy	\$ -					
Reserves	\$ 100,000					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 675,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 150,000	\$ 150,000

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Beardmore Snowman Engineering Project



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Building Services
Project Manager	G. Olson
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Likely
Consequence of Failure	Moderate
Const./Purchase Date	June
Completion Date	June
Project Communication	Social/Print Media

Project Description
Beardmore Snowman is an iconic Gateway tourist attraction that was built in 2001. The Snowman is now exhibiting significant rot in the plywood panels that cover the metal frame. The condition of the frame is unknown. An engineer is to be engaged in 2024 to assess the condition of the metal frame and provide advice on repairs. A contractor would be engaged in 2025 to make required repairs.
Project Rationale
Beyond useful life. It will eventually deteriorate enough to be a safety hazard if not already. If no repairs are made, the snowman will continue to deteriorate. There is significant rot in the plywood already therefore any delay in the project will result in continued deterioration.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 90,000	\$ 10,000	\$ 80,000			
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 90,000	\$ 10,000	\$ 80,000	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 90,000	\$ 10,000	\$ 80,000			
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 90,000	\$ 10,000	\$ 80,000	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
After Engineering study, possible rehabilitation in 2025.

101 Bayview House Renovations



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Corporate Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Unlikely
Consequence of Failure	Low
Const./Purchase Date	May
Completion Date	August
Project Communication	N/A

Project Description
The facility will be turned into short term staff accommodations with the purchase of furniture (new appliances, couch, chair, tables, beds), flooring in kitchen/porch/stairs along with all new LED lighting. New shingles are required in 2024. Using the facility will offset some of the ongoing costs of heating and utilities, and may help protect the asset by having occupancy at times. It may also help attract possible future recruitments which need temporary housing.
This is a carry forward project from 2023 as the project was postponed until the Facility Condition Assessment was completed.
Project Rationale
Fixing the house will allow staff that do not live in the region to stay on site instead of hotel rooms, saving significant dollars long term. The annual budget includes \$10,000 for remote working staff accommodations while in Greenstone. Therefore this approach has a 4 year payback while also putting a stagnant asset to good use.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 45,000	\$ 25,000	\$ 20,000			
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 45,000	\$ 25,000	\$ 20,000	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 20,000		\$ 20,000			
Current Year User Fee Levy	\$ -					
Reserves	\$ 25,000	\$ 25,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 45,000	\$ 25,000	\$ 20,000	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 5,000					

Operational Impact Explanation/Notes:

Lakeside Centre Roof Replacement



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Recreational Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Almost Certain
Consequence of Failure	Moderate
Const./Purchase Date	N/A
Completion Date	August
Project Communication	N/A

Project Description
Longlac Lakeside Centre building is leased as recreational gym. The north side of the roof is a different material than the south side. The north appears to be standard roof trusses and shingle construction, while the south side is a metal quonset hut type construction that appears to have a spray on foam coating. An engineer would need to be secured in 2024 to assess the roof and make repair recommendations, and provide repair drawings. A contractor would be procured to make repairs in 2025.
Project Rationale
Roof is end-of-life. Possible mold due to leakage causing Health and Safety issues. More damage to interior of building, along with mold therefore Health and Safety can be expected if not repaired. High likelihood of failure.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 100,000	\$ 20,000	\$ 80,000			
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 100,000	\$ 20,000	\$ 80,000	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 100,000	\$ 20,000	\$ 80,000			
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 100,000	\$ 20,000	\$ 80,000	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -	N/A				

Operational Impact Explanation/Notes:

Geraldton Administration Office Lockstone Repairs



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Building Services
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	High
Consequence of Failure	Medium
Const./Purchase Date	May
Completion Date	July
Project Communication	N/A

Project Description
The walkway on the west side of the Geraldton administration building has experienced significant breakdown from salt damage. Replacement of the sidewalk is recommended to reduce slip/trip liability. It is recommended that a cement sidewalk be installed by a contractor. Cement sidewalk will be easier to keep clean of snow and ice, and less susceptible to damage from salt.
Project Rationale
The existing brick sidewalk is already deteriorating and the risk of tripping hazard increases annually. There is a high likelihood of continued failure.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 25,000	\$ 25,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ 25,000	\$ 25,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Nakina Public Works Exhaust Fan Installation



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Building Services
Project Manager	G. Olson
Departmental Priority	1
Project Type	New
Risk of Failure	N/A
Consequence of Failure	Moderate
Const./Purchase Date	March
Completion Date	March
Project Communication	N/A

Project Description
Nakina Public Works Garage is an old MNR warehouse that currently is used to house all the public works equipment and employees in Nakina. Currently there are no exhaust fans to remove potentially harmful fumes (exhaust, welding, metal cutting, painting) from the building. Exhaust fan will be installed in one end of the shop/garage with intake louvers in the other end. The fan would be activated with an on/off switch controlled manually.
Project Rationale
Health and Safety issue for staff/safety complaints by staff who work in the facility. The Health and Safety of Municipal staff is of the utmost importance.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 20,000	\$ 20,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 20,000	\$ 20,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
No operational impact.

Jellicoe Community Centre Roof Replacement



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Building Services
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Likely
Consequence of Failure	High
Const./Purchase Date	July
Completion Date	August
Project Communication	N/A

Project Description
The Jellicoe Recreation Centre roof is partially covered in metal and partially covered in shingles. The shingle portion has gone beyond useful life and has deteriorated to the point of failure (leaks have already occurred). It is recommended to replace the shingled portion with a metal roof. A contractor would be procured to strap the existing roof and install a metal roof.
Project Rationale
The shingled portion is already failing and will continue to deteriorate further resulting in leakage, structure rot and mold. The roof has already failed and the consequences of not repairing is very high.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 20,000	\$ 20,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 20,000	\$ 20,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Nakina Medical Building Replace Domestic Water Heaters



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Corporate Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	April
Completion Date	May
Project Communication	N/A

Project Description
Nakina Medical Centre Hot Water heater replacement. The Medical Center is rented by the Geraldton District Hospital to provide medical services to residents of Nakina. The current hot water tank is beyond its expected life and should be replaced. A contractor would be retained to replace the hot water tank.
Project Rationale
While the tank is currently still functional, should it fail the Clinic would be without hot water until a new tank can be sourced and installed. Given the current difficult supply issues and contractor availability, it may take weeks to replace. Having no hot water would likely require the clinic to temporarily cease operation. The likelihood of failure is unknown but the consequences would be high.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 9,850	\$ 9,850				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 9,850	\$ 9,850	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 9,850	\$ 9,850				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 9,850	\$ 9,850	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Nakina Medical Building Replace Windows



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Corporate Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Likely
Consequence of Failure	Moderate
Const./Purchase Date	July
Completion Date	August
Project Communication	N/A

Project Description
Nakina Medical Centre window replacement. The Medical Centre is rented by the Geraldton District Hospital to provide medical services to the residents of Nakina. The current windows are beyond their expected life and should be replaced. A contractor would be retained to replace the windows.
Project Rationale
There is currently moisture issues between the panes of glass and around the frames which indicate that the seal and glazing has failed. Leaking windows provide poor insulating value and can cause mold and rot. The windows are already failing.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 40,500	\$ 40,500				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 40,500	\$ 40,500	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 40,500	\$ 40,500				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 40,500	\$ 40,500	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Replace 2005 HD Pick-up Truck



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Fleet Management
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	July
Completion Date	November
Project Communication	N/A

Project Description
Replace Unit 11 - 2005 Dodge 4x4 3/4 Ton Pick Up. This truck was purchased and used by the fire department. However when no longer suitable for their needs, it was transferred to the Public Services department. Ongoing maintenance increasing. Intention is to purchase a gently used model.
Project Rationale
Aging fleet unit, fleet equipment and trucks are required to maintain levels of service set by council. Failure of vehicles and equipment can lead to disruptions in service. The 2005 truck is already experiencing higher maintenance costs and increased downtime.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 70,000	\$ 70,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 70,000	\$ 70,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	-\$ 3,000					

Operational Impact Explanation/Notes:



2024 Budget
Long Term Capital Projects

Excavator Buckets

Department	Public Services
Division	Fleet Management
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	New
Risk of Failure	Rare
Consequence of Failure	Insignificant
Const./Purchase Date	February
Completion Date	June
Project Communication	N/A

Project Description
Ditching bucket for excavator for Geraldton Public Works department required to facilitate ditching/drainage projects; used bucket will be purchased when a suitable bucket is located. Carried over from 2022 budget.
Approved in the 2023 budget, the funds need to be carried forward to the 2024 budget while trying to source a suitable bucket.
Project Rationale
Project continuation from 2023, there is no risk to the Municipality if a bucket is not purchased; a ditching bucket is just more efficient and will improve productivity.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 12,950	\$ 12,950				
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 12,950	\$ 12,950	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ 12,950	\$ 12,950				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 12,950	\$ 12,950	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Unit 226 - Replace 2009 Pick-up Truck



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Fleet Management
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	July
Completion Date	November
Project Communication	N/A

Project Description
Replace Unit 226 - 2009 Ford 4x4 1/2 Ton LIGHT PICK UP TRUCK - PT(L)-1. Ongoing maintenance is increasing. Intention is to purchase a gently used or new model, depending on pricing and availability.
Carry forward of 2023 project due to availability of acceptable used units.
Project Rationale
Aging fleet unit, fleet equipment and trucks are required to maintain levels of service set by council. Failure of vehicles and equipment can lead to disruptions in service. The 2009 truck is already experiencing higher maintenance costs and increased downtime.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 50,000	\$ 50,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 50,000	\$ 50,000				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Snow Buckets



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Fleet Management
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	New
Risk of Failure	Rare
Consequence of Failure	Insignificant
Const./Purchase Date	January
Completion Date	February
Project Communication	N/A

Project Description
Geraldton Public Works Loader bucket required for snow removal. A larger bucket for snow removal increases productivity when loading and hauling snow in the winter months. Purchase used based on availability.
Project Rationale
Project continuation from 2023, there is no risk to the Municipality if a bucket is not purchased; a snow bucket is just more efficient and will improve productivity.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 12,000	\$ 12,000				
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ 12,000	\$ 12,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Replace 1997 L3 Unit 471 Loader



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Fleet Management
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Almost Certain
Consequence of Failure	Moderate
Const./Purchase Date	May
Completion Date	October
Project Communication	N/A

Project Description
Nakina Public works replacement of Unit 471 -1997 Volvo L70 Loader. Loader is used for most public works activities, snow removal, gravel haul, road patching, and water breaks.
Project Rationale
The current loader experienced hydraulic system contamination. The system has been flushed multiple time but still continues. Currently the machine is parked and cannot operate in current condition. The 1991 Longlac loader (being replaced this year) will be placed in Nakina for the short term. The machine has already failed, rental expenses from a local contractor have continued. There is a machine locally that is available for rent to help out as needed.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 340,000	\$ 340,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 340,000	\$ 340,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 340,000	\$ 340,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 340,000	\$ 340,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
\$25,000 is the trade in value.

Replace 2012 Pick-up Truck - Unit 318



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Fleet Management
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	May
Completion Date	October
Project Communication	N/A

Project Description
Geraldton Public Works Replace Unit 318 - 2012 Ford 4x4 1 Ton Pick Up Truck with plow, \$15,000 added for plow accessory item. Estimated trade-in value \$1000. A pickup with a plow is operated at a much higher frequency in the winter as compared to the rest of the pickup fleet.
Project Rationale
Aging fleet unit, fleet equipment and trucks are required to maintain levels of service set by council. Failure of vehicles and equipment can lead to disruptions in service. The 2012 truck is already experiencing higher maintenance costs and increased downtime.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 15,000	\$ 15,000				
Replacement Equipment	\$ 78,000	\$ 78,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 93,000	\$ 93,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 93,000	\$ 93,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 93,000	\$ 93,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Replace 2001 Rubber Tire Backhoe - Unit 411



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Fleet Management
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Almost Certain
Consequence of Failure	Moderate
Const./Purchase Date	January
Completion Date	June
Project Communication	N/A

Project Description
Nakina Public Works Replacement of Unit 411 - 2011 Case 590 SN backhoe RUBBER TIRE BACKHOE RT-3 with extendable snow blade (\$20,000 accessory). Purchase used. A rubber tire backhoe is a critical unit for continued operation in the Public Works department. The backhoe is used for many types of services such as winter snow plowing and snow removal, water breaks, and cemetery burials.
Project Rationale
The current backhoe has experienced significant downtime requiring the rental of a contractor's backhoe to continue with regular operations. Should the local contractor equipment happen to not be available, some services may experience delays. Extendable blade decreases snow removal time by moving larger volume in a single pass.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 250,000	\$ 250,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 250,000	\$ 250,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:



2024 Budget
Long Term Capital Projects

Triaxle Pup Trailer

Department	Public Services
Division	Public Works
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	New
Risk of Failure	Rare
Consequence of Failure	Insignificant
Const./Purchase Date	February
Completion Date	April
Project Communication	N/A

Project Description
Purchase a used Pup Trailer for the Triaxle Dump Truck. A pup trailer in very good condition is available locally, and the trailer has been inspected by the Manager of Public Works. The trailer would be purchased and safetied to be ready for operation for the spring.
Project Rationale
A pup trailer will double the hauling capacity of the Triaxle dump truck. The increased capacity will reduce the costs of hauling of sand and gravel for public works in all wards, and it will reduce the trips when hauling house demolition material.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ 18,000	\$ 18,000				
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 18,000	\$ 18,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 18,000	\$ 18,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 18,000	\$ 18,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Replace Unit 001 - 2015 Silverado



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Facilities
Project Manager	G. Olsen
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	March
Completion Date	June
Project Communication	N/A

Project Description	
Unit 001 2015 Silverado is the Manager of Facilities' vehicle; this vehicle experiences annual high mileage servicing throughout Greenstone. A new or used vehicle will be purchased depending on availability. Unit 001 will be cycled into the Public Services fleet and the truck in the worst condition will be supplused at that time.	
Project Rationale	
2015 - 8 years old and experiences high annual mileage. The truck has failed at times resulting in the Manager not being able to attend facilities as needed, when needed.	

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 70,000	\$ 70,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -	\$ 70,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:	

Fuel Management Software



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Public Works
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	New
Risk of Failure	N/A
Consequence of Failure	Possible
Const./Purchase Date	May
Completion Date	October
Project Communication	N/A

Project Description
Fuel management software will work hand in hand with fleet management software to help better manage overall fleet costs, as well as help manage fuel costs.
Each fleet vehicle will have their own fob key to track fuel use and mileage, which will then provide data to the fleet management process to determine preventative maintenance timelines.
Project Rationale
Fuel is a significant cost to the Municipality and as such, warrants software to provide details of usage by department, employee and vehicle.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 25,000	\$ 25,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 25,000	\$ 25,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Fleet Management Software



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Public Works
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	New
Risk of Failure	N/A
Consequence of Failure	Moderate
Const./Purchase Date	April
Completion Date	July
Project Communication	N/A

Project Description
Fleet management software will make management of fleet more efficient. The software will incorporate a work order process, preventative maintenance program, supply ordering module, etc.
Project Rationale
Proper fleet management can reduce down time, manage staff and outside mechanic repair costs, manage parts and supplies inventory and most importantly, extend the useful life of fleet assets through proper preventative maintenance programs. Long term savings can be realized via optimized fleet management reducing the need for replacement of fleet before the expected lifecycle of the asset.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 25,000	\$ 25,000				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 25,000	\$ 25,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Riverside Washroom Roof/Shingle Replacement



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Parks & Campgrounds
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	May
Completion Date	June
Project Communication	N/A

Project Description
Washroom facility that services Riverside Park and events in the park area. The current age of the roof is unknown but demonstrating significant deterioration. Project would replace shingles and any rotten plywood/soffit fascia. Contractors will be engaged to complete the repairs.
Project Rationale
The current roof is at end of life. To prevent any damage to roofing material (as shingles are already falling off). If not completed this year, deterioration will continue until failure and leaking of roof. In its current condition, the roof has not failed however if it does fail, rot and mold are probable.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 25,000	\$ 25,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 25,000	\$ 25,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
Very limited impact.

Bear Proof Garbage Cans



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Parks and Recreation
Project Manager	B. Henley
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Unlikely
Consequence of Failure	Minor
Const./Purchase Date	March
Completion Date	June
Project Communication	N/A

Project Description
Existing garbage cans in Greenstone are beyond their useful life. Propose moving to bearproof cans as this is considered best practice in areas with bears. It is recommended that an annual program of purchasing cans continue until all existing cans in all public spaces and Parks in Greenstone have been replaced.
Project Rationale
Bear-resistant cans, enclosures, and dumpsters have been proven to deter bears and other animals which will decrease nuisance animal issues and human bear encounters. While there is a low risk of actual failure of the existing garbage cans, there has been ongoing maintenance such as cleaning up garbage after bears have pulled apart the existing cans to access the garbage. Replacing the cans will result in less staff hours picking up garbage and improve the Municipality's appearance.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 80,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 80,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Poplar Lodge Park Washroom Facility Repairs



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Parks & Campgrounds
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Almost Certain
Consequence of Failure	Major
Const./Purchase Date	May
Completion Date	June
Project Communication	N/A

Project Description
Poplar Lodge Park's washroom facilities provide basic service infrastructure for Park/Campground Operation. Working showers that have been out of service for 3 years due to freezing/bursting waterlines in the walls. Suggest new pex lines on the outside of walls to be cost effective. Replace the toilets (2) that are out of service. Last upgrades estimated in the 1990's. Inspection reveals requirement to replace broken water lines, shower heads and toilets where applicable.
Project Rationale
The facility is out of service and will remain out of service until repair. (Closed for 2022 and 2023 park seasons) Poor level of service for Campground operation.
This work was not completed in 2023 as staff could not secure pricing from contractors.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 50,000	\$ 25,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 50,000					
Current Year User Fee Levy	\$ -					
Reserves	\$ -	\$ 25,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Poplar Lodge Park Restroom Replacement



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Parks & Campgrounds
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Almost Certain
Consequence of Failure	Major
Const./Purchase Date	August 2023
Completion Date	May 2024
Project Communication	N/A

Project Description
Poplar Lodge Park's washroom facilities are a core campground infrastructure. Existing roofing materials are original (made out of fibreglass), that is now deteriorating badly causing leakage and mold. This project did not proceed in 2023 (at \$40,000) as it was determined replacing washrooms would be much more costs effective.
Purchased new self contained restrooms in the fall of 2023. 2024 budget will be used to hire a local contractor to install the three washrooms on concrete base/holding tanks, and connect electrical and plumbing to each unit.
Project Rationale
The washroom facility is end of life. Facility may need to be deemed out-of-service. High likelihood of failure. Roof cave-in possible at this stage. Existing mold issue and building deterioration is a H&S issue.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 40,000	\$ 17,500				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 40,000	\$ 17,500	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 22,500					
Current Year User Fee Levy	\$ -					
Reserves	\$ 17,500	\$ 17,500				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 40,000	\$ 17,500	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 5,000					

Operational Impact Explanation/Notes:
Beyond useful life. This would be a much cheaper fix than replacing the washrooms themselves.

Poplar Lodge Park Electrical Study



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Parks & Campgrounds
Project Manager	G. Olson
Departmental Priority	1
Project Type	Study/Plan
Risk of Failure	Almost Certain
Consequence of Failure	Major
Const./Purchase Date	May
Completion Date	September
Project Communication	N/A

Project Description
Full electrical assessment of the Poplar Lodge Park (PLP) electrical service to determine future replacement and/or upgrades cost. Currently the generator at Poplar Lodge Park is well past its life expectancy. The engine has been rebuilt three times but the generator is still original. There is very little documentation of the buried electrical system at PLP and the system experiences overloading annually. A complete review by an electrical engineer will document the current existing condition and make recommendations for the repair or replacement of the generator, breaker panels and the buried wire infrastructure.
Project Rationale
The generator needs to be replaced but it is not advisable to replace without considering the condition of the electrical distribution system as well. Current electrical demands result in failure a couple of times a year during the camping season.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ 30,000	\$ 30,000				
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 30,000	\$ 30,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Replacement of Four Riding Mowers



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Parks & Campgrounds
Project Manager	B. Henley
Departmental Priority	1
Project Type	Replacement
Risk of Failure	likely
Consequence of Failure	Moderate
Const./Purchase Date	March
Completion Date	June
Project Communication	N/A

Project Description
Replace 4 riding mowers in Greenstone, one for each Ward (Longlac, Geraldton, Nakina and Beardmore). The current fleet of riding mowers is a collection of commercial and residential grade riding mowers with no consistency in brand. Moving the fleet towards a standardized size and brand will assist in operator familiarity of equipment in the different wards and maintaining a stock of consumable parts (blades, filters, and belts). New mowers can be purchased through our group LAS pricing available - 4 mowers for \$66,500.
Project Rationale
Current breakdowns are too frequent. Service delays during seasonal operation. Mowers are consistently being serviced for breakdowns creating a lesser standard of greenspace maintenance.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 66,500	\$ 66,500				
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 66,500	\$ 66,500	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 66,500	\$ 66,500				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 66,500	\$ 66,500	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	-\$ 5,000					

Operational Impact Explanation/Notes:

Geraldton Ball Park Fence Replacement



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Parks & Campgrounds
Project Manager	G. Olsen
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Almost Certain
Consequence of Failure	Moderate
Const./Purchase Date	May
Completion Date	July
Project Communication	Social/Print Media

Project Description
Geraldton Baseball Diamond original fencing infrastructure is end of life, and poses injury hazards and is improperly installed. Total replacement of outfield fence and replace with a 4 foot fence with padding on top of fence. Public Works to remove old fencing in the outfield and the backstop. Replace with new backstop fencing along with approximately 900 feet of perimeter 4' high fencing. Quoted from NW Fencing in 2021 for \$80,000. Removal of the old scoreboard as it is broken and beyond useful life.
Project Rationale
This project was noted in the Playgrounds SDR as a priority. The old fence is 7 foot high, with several different out of date parts/welds as it seems to be homemade by volunteers many years ago. The fencing is not salvageable as it is so old and a real safety issue due to being installed wrong. Many sections of chain-link are curling up with very sharp points facing up in the outfield, causing a severe risk to all that use the field. Current fencing is very dangerous to the Public. Infrastructure is already failed and poses a high risk of injury to the public.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 100,000	\$ 100,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 100,000	\$ 100,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Nakina Curling Club Ice Plant Repairs



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Recreational Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	New
Risk of Failure	Likely
Consequence of Failure	Major
Const./Purchase Date	August
Completion Date	September
Project Communication	N/A

Project Description
Nakina Community Centre has original equipment in place. Curling Club header support brackets have been identified as severely corroded, failing and compromising the header pipe. An arena brine filtration system has been recommended by Cimco to reduce risk of pump failure, increase cooling efficiency and reduce corrosion and leak potential. Contractor (Cimco) to complete after 2023/2024 season concludes.
Project Rationale
There is a high likelihood of failure which would result in the inability to produce or maintain ice at the facility.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 20,000	\$ 20,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ 20,000	\$ 20,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
Should be no operational impact as it can be completed in the off season.

Nakina Community Centre (Curling Club) Roof Repairs



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Building Services
Project Manager	G. Olson
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Likely
Consequence of Failure	Major
Const./Purchase Date	June
Completion Date	July
Project Communication	N/A

Project Description
Nakina Community Centre Curling Club roof repairs many leaks on the Curling Club side of the Community Centre Roof. A contractor repaired some leaks in 2023, however more work is needed to keep the roof from failing.
Project Rationale
Roof has leaked over the Curling Club side for years soaking ceiling tiles/insulation which may cause mold and other building issues. With the one afternoon patching that was done in 2023, there is definitely less leaking but it is still leaking with heavy rain. The roof is deteriorating over the Curling Club (hall) and will likely need a rubber membrane or like, to fix the issue. It currently has styrofoam type roofing over the metal roofing that was installed many years ago which is now deteriorating. Possible mold and building deterioration if not completed.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 100,000	\$ 100,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 100,000	\$ 100,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Geraldton Community Centre Fire Alarm Upgrade (Multi Zone System)



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Building Services
Project Manager	G. Olson
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	January
Completion Date	March
Project Communication	Social/Print Media

Project Description
The fire alarm system in the Geraldton Community Centre has been experiencing failure of some of the zone detectors. The Geraldton Complex includes the skating ice surface the Curling Club and the Seniors Drop In Centre. The existing fire alarm system is 10-12 years old and is experiencing failure in some zones and has gaps in coverage in some other areas of the facility. The contracted fire alarm maintenance contractor has assessed the system and made recommendations for repairs/upgrades.
Project Rationale
The fire alarm system is at end of life. Risk of Health and Safety of public, staff and seniors. The work can be completed at any time of year, even when the arena is in full operation.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 20,000	\$ 60,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 20,000					
Current Year User Fee Levy	\$ -					
Reserves	\$ -	\$ 60,000				
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 5,000	\$ 5,000				

Operational Impact Explanation/Notes:

Longlac Sportsplex Roof Structural Upgrades



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Recreational Facilities
Project Manager	B. Aaltonen
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Likely
Consequence of Failure	Major
Const./Purchase Date	July 2022
Completion Date	October 2024
Project Communication	N/A

Project Description
The Longlac Sportsplex was originally built in the 1970's. Some upgrading has occurred over the life of the facility. Roof needs replacement over hockey surface (original roof). Structural repairs required as per structural inspections. Other upgrades include lighting and HVAC systems.
Engineers completed assessment and design of the repairs in mid-2023. Project has been tendered, and awarded with some construction happening in late 2023. Project will continue into mid-2024.
Project Rationale
Ongoing project; potential loss of funding if not completed and continued deterioration of facility.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ 50,000	\$ 50,000				
Construction/Contract Services	\$ 1,181,157	\$ 1,181,157				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 1,231,157	\$ 1,231,157	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ 617,968	\$ 617,968				
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 613,189	\$ 613,189				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 1,231,157	\$ 1,231,157	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Longlac Sportsplex Rink Seal Dosage



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Recreational Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Likely
Consequence of Failure	Moderate
Const./Purchase Date	August
Completion Date	September
Project Communication	N/A

Project Description
The Longlac Sportsplex has leaks in the brine system along header connections. A recommendation and alternative to replacing the entire header system is to add a maintenance dose of rink seal product. Contractor (Cimco) will complete in 2024.
Project Rationale
Possibility of more leaks/damage to the brine header and lines.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 15,000	\$ 15,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 15,000	\$ 15,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ 3,000					

Operational Impact Explanation/Notes:
No interruption to service if completed in the off season.

Longlac Sportsplex Ice - NOHFC Funded Project



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Recreational Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	January
Completion Date	October
Project Communication	N/A

Project Description
These are many upgrades required to allow the centre to remain operational. The Municipality is responsible for 50% of the eligible project costs, plus any cost overruns. Project includes replacement of the chiller and brine pump, complete compressor skids and sched 80 PVC header replacement.
Project Rationale
Due to the age of the infrastructure, there are many issues within all four (4) of the Community Centres within Greenstone. The Longlac facility requires extensive mechanical upgrades.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 615,565	\$ 615,565				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 615,565	\$ 615,565	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ 307,782	\$ 307,782				
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 307,783	\$ 307,783				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 615,565	\$ 615,565	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Longlac Curling Club - NOHFC Funded Project



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Recreational Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	January
Completion Date	September
Project Communication	N/A

Project Description
These are many upgrades required to allow the centre to remain operational. The Municipality is responsible for 50% of the eligible project costs, plus any cost overruns. Project includes upgrades to the compressor, motor/gas and receiver, replace condenser and supply and install brine filter.
Project Rationale
Due to the age of the infrastructure, there are many issues within the Sportsplex. Longlac requires extensive mechanical upgrades.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 166,716	\$ 166,716				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 166,716	\$ 166,716	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ 83,358	\$ 83,358				
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 83,358	\$ 83,358				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 166,716	\$ 166,716	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Longlac Sportsplex Upgrades - NOHFC Funded Project



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Recreational Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	January
Completion Date	October
Project Communication	N/A

Project Description
These are many upgrades required to allow the centre to remain operational. The Municipality is responsible for 50% of the eligible project costs, plus any cost overruns. Project includes installation of new AODA compliant exterior door system and significant electrical upgrades.
Project Rationale
Due to the age of the infrastructure, there are many issues within the Community Centre. Longlac requires extensive mechanical upgrades.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 345,400	\$ 345,400				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 345,400	\$ 345,400	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ 172,700	\$ 172,700				
Current Year Tax Levy	\$ 168,841	\$ 168,841				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 3,859	\$ 3,859				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 345,400	\$ 345,400	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Nakina Curling Club - NOHFC Funded Project



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Recreational Facilities
Project Manager	G. Olson
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	January
Completion Date	October
Project Communication	N/A

Project Description
These are many upgrades required to allow the Centre to remain operational. The Municipality is responsible for 50% of the eligible project costs, plus any cost overruns. Project includes upgrading the compressor and motor, and upgrade gas and receiver, condenser upgrade, chiller upgrade, electrical panel and replacing headers.
Project Rationale
Due to the age of the infrastructure, there are many issues within the Community Centre. Nakina requires extensive mechanical upgrades.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 456,911	\$ 456,911				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 456,911	\$ 456,911	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ 228,455	\$ 228,455				
Current Year Tax Levy	\$ 228,455	\$ 228,455				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 456,911	\$ 456,911	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Main Road Rehabilitation



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Road Network
Project Manager	B. Aaltonen
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Possible
Consequence of Failure	Moderate
Const./Purchase Date	July
Completion Date	September
Project Communication	Public Information Centre

Project Description
Main Street Geraldton has experienced significant deterioration since the last major rehab. Road continues to heave and shift due to suspected poor subgrade. In 2024 there will be a condition assessment of the subgrade (geophysical analysis) and buried infrastructure; with design in 2024 and construction phased over a couple of segments.
Initial costs of the project will be funded using the NORDS grant program. Carry over 2023 into 2024. Engineering and design in 2024.
Project Rationale
Continued degradation will occur if not repaired. Road will continue to worsen over time.

Budget							
Expenditures	Total	2024	2025	2026	2027	2028	
Professional Services (Eng./Legal)	\$ 180,000	\$ 180,000					
Construction/Contract Services	\$ 10,000,000		\$ 4,000,000	\$ 3,000,000	\$ 3,000,000		
Additional Equipment	\$ -						
Replacement Equipment	\$ -						
Contingencies	\$ -						
Interim Financing	\$ -						
Expenditures Total:	\$ 10,180,000	\$ 180,000	\$ 4,000,000	\$ 3,000,000	\$ 3,000,000	\$ -	

Budget							
Funding	Total	2024	2025	2026	2027	2028	
Federal Grants	\$ 600,354		\$ 600,354				
Provincial Grants	\$ 180,000	\$ 180,000					
Current Year Tax Levy	\$ 399,646		\$ 399,646				
Current Year User Fee Levy	\$ -						
Reserves	\$ -						
Reserve Funds	\$ -						
Other (Specify in Description)	\$ -						
Debt	\$ 9,000,000		\$ 3,000,000	\$ 3,000,000	\$ 3,000,000		
Funding Total:	\$ 10,180,000	\$ 180,000	\$ 4,000,000	\$ 3,000,000	\$ 3,000,000	\$ -	

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:



**2024 Budget
Long Term Capital Projects**

Sidewalk Upgrades

Department	Public Services
Division	Sidewalks & Streetlights
Project Manager	B. Aaltonen
Departmental Priority	1
Project Type	Rehabilitation
Risk of Failure	Almost Certain
Consequence of Failure	Major
Const./Purchase Date	July
Completion Date	August
Project Communication	N/A

Project Description
Greenstone sidewalks were scanned recently during the Streetscan/Sidewalk Scan project in 2023. The results of the sidewalk scans have identified a number of deficiencies including tactile AODA tiles, uplift and missing sections.
Project Rationale
Currently sidewalks are out of compliance and need to meet MMS. Increased risk of liability.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 85,000	\$ 85,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 85,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 85,000	\$ 85,000				
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 85,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:
Supply and install AODA tactile pads, grind uplifts flush, and replace missing sections of sidewalks.

Holiday Streetlight Decorations



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Sidewalks & Streetlights
Project Manager	J. Duhaime
Departmental Priority	1
Project Type	Replacement
Risk of Failure	Likely
Consequence of Failure	Insignificant
Const./Purchase Date	January
Completion Date	June
Project Communication	N/A

Project Description
Holiday Streetlight Decorations - \$1,200 per fixture replacement. Replacement of holiday lights purchased directly by staff and install annually in late fall. This project falls in line with the beautification strategy for the communities.
Project Rationale
Lights continue to deteriorate and fail, and replacement lights are required. Deterioration of existing lights will continue.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ -					
Additional Equipment	\$ -					
Replacement Equipment	\$ 20,000	\$ 10,000		\$ 10,000		
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 20,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ 20,000	\$ 10,000		\$ 10,000		
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ -					
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 20,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

New Greenstone Landfill



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Waste Management
Project Manager	B. Aaltonen
Departmental Priority	1
Project Type	Study/Plan
Risk of Failure	Almost Certain
Consequence of Failure	Severe
Const./Purchase Date	N/A
Completion Date	N/A
Project Communication	Public Information Centres

Project Description
Greenstone Landfill EA process waste management. Existing landfills are reaching capacity; there is a need for a long-term waste management solution. Engineering/Environmental Assessment id ongoing. This is a multi year project.
Project Rationale
The project is ongoing; failure to complete will result in waste management issues for the Municipality in the future as current landfill capacity is diminishing.

Budget							
Expenditures	Total	2024	2025	2026	2027	2028	
Professional Services (Eng./Legal)	\$ 1,566,743	\$ 600,000		\$ 500,000	\$ 250,000		
Construction/Contract Services	\$ 8,000,000			\$ 4,000,000	\$ 4,000,000		
Additional Equipment	\$ -						
Replacement Equipment	\$ -						
Contingencies	\$ -						
Interim Financing	\$ 250,000				\$ 250,000	\$ 250,000	
Expenditures Total:	\$ 9,816,743	\$ 600,000	\$ -	\$ 4,500,000	\$ 4,500,000	\$ 250,000	

Budget							
Funding	Total	2024	2025	2026	2027	2028	
Federal Grants	\$ -						
Provincial Grants	\$ -						
Current Year Tax Levy	\$ 1,850,000	\$ 300,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	
Current Year User Fee Levy	\$ -						
Reserves	\$ 516,743	\$ 350,000					
Reserve Funds	\$ 200,000	\$ (50,000)	\$ (500,000)	\$ 750,000			
Other (Specify in Description)	\$ -						
Debt	\$ 7,250,000			\$ 3,250,000	\$ 4,000,000	\$ (250,000)	
Funding Total:	\$ 9,816,743	\$ 600,000	\$ -	\$ 4,500,000	\$ 4,500,000	\$ 250,000	

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes:

Nakina Landfill Well Monitoring



2024 Budget Long Term Capital Projects

Department	Public Services
Division	Waste Management
Project Manager	B. Aaltonen
Departmental Priority	1
Project Type	New
Risk of Failure	Unlikely
Consequence of Failure	Moderate
Const./Purchase Date	July 2022
Completion Date	December 2024
Project Communication	N/A

Project Description
Renewal of ECA from old existing CofA required new design operations and closure plan. The attenuation zone needs expansion, ownership needs to be acquired from MNR and new monitoring wells are required to be in compliance. Contractors to install wells. This project has been stalled awaiting MECF approval of the design, operations and closure plan; and ownership (tenure of the property from MNR). MNR will not allow the wells to be installed on crown land.
Project Rationale
Continuation of project from previous year. Landfill will continue to operate, however wells are required for compliance. The project need to continue to ensure the continued use of the Nakina landfill.

Budget						
Expenditures	Total	2024	2025	2026	2027	2028
Professional Services (Eng./Legal)	\$ -					
Construction/Contract Services	\$ 25,000	\$ 25,000				
Additional Equipment	\$ -					
Replacement Equipment	\$ -					
Contingencies	\$ -					
Interim Financing	\$ -					
Expenditures Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Funding	Total	2024	2025	2026	2027	2028
Federal Grants	\$ -					
Provincial Grants	\$ -					
Current Year Tax Levy	\$ -					
Current Year User Fee Levy	\$ -					
Reserves	\$ -					
Reserve Funds	\$ 25,000	\$ 25,000				
Other (Specify in Description)	\$ -					
Debt	\$ -					
Funding Total:	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Budget						
Operating Impact	Total	2024	2025	2026	2027	2028
Estimated Increase / (Decrease)	\$ -					

Operational Impact Explanation/Notes: