

DATE	MONDAY, SEPTEMBER 23, 2024
SUBJECT	SERVICE DELIVERY REVIEW – GREENSPACE
REPORT NO.	SDR-29

RECOMMENDATION

That Council of the Municipality of Greenstone approve the following:

1. **THAT** Council direct staff to include the purchase of two new event tents in the 5-Year Capital Plan.
2. **THAT** a draft By-law for the Regulation of Parks in Greenstone be presented to Council by March 2025 to adopt rules for public enjoyment of public spaces and enforcement mechanisms.
3. **THAT** Council adopt the greenspace areas identified in yellow on the maps attached as “Schedule A” as the level of service to receive grass-cutting service; and

FURTHER THAT Council direct staff to prepare a Parks and Greenspace Maintenance Policy, including inspection requirements, by March 2025 to develop appropriate and sustainable service standards for greenspace care and maintenance, and that this policy include maps identifying properties to be maintained.

4. **THAT** beaches and boat launches be included into Parks & Recreation risk management practices (signage and inspections).

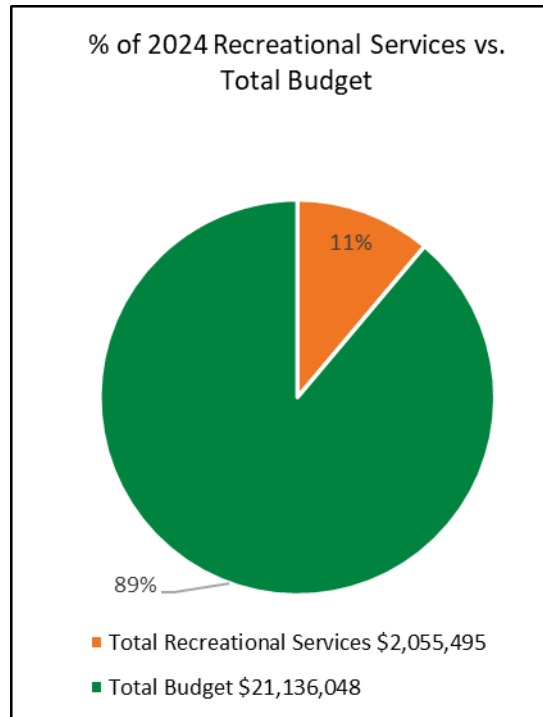
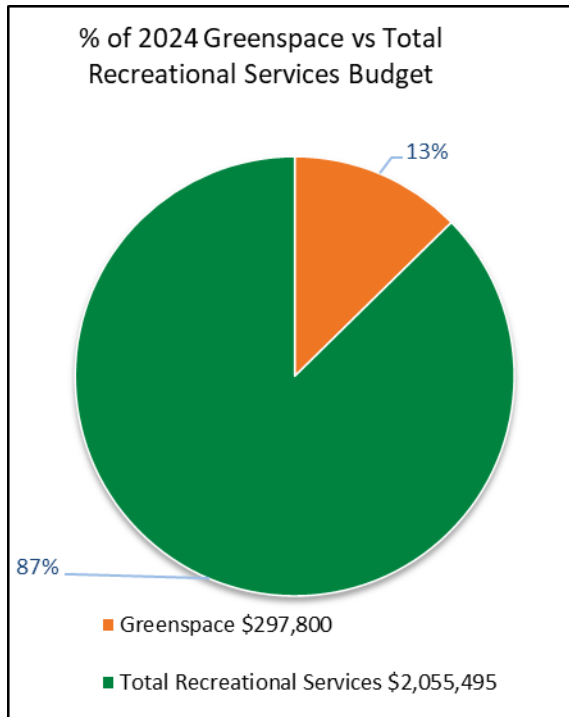
SERVICE SUMMARY

SERVICE	GREENSPACE
DEPARTMENT	Public Services
SUMMARY	<p>The Municipality of Greenstone is responsible for the effective management and operations for public spaces and amenities throughout the Municipality. This includes:</p> <ul style="list-style-type: none"> • municipal waterfront areas; beaches, docks, boat launches and public washrooms

	<ul style="list-style-type: none"> • trail systems • monument and memorial areas • cemeteries • recreational greenspace; parks and ball diamonds <p>Operations associated with Greenspace are carried out by the Parks & Recreation Department, under the supervision of the Manager of Parks & Recreation.</p>
MANDATORY	Parks and greenspaces are not mandatory services.
LEGISLATION	<ul style="list-style-type: none"> • Municipal Act, 2001, SO 2001, c 25 • Funeral, Burial and Cremation Services Act, 2002, S.O. 2002, c. 33 (formerly the Cemeteries Act) • Planning Act, R.S.O. 1990, c. P.13 • Occupiers' Liability Act, R.S.O. 1990, c. O.2 • Accessibility for Ontarians with Disabilities Act, 2005 (AODA) • Pesticides Act, R.S.O. 1990, c. P.11 • Environmental Assessment Act • Ontario Heritage Act • Public Health Legislation • O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure (under <i>Infrastructure for Jobs and Prosperity Act, 2015, S.O. 2015, c. 15</i>) • Trespass to Property Act, R.S.O. 1990, c. T.21 • Regulates prohibition of entry on premises. • Off-Road Vehicles Act, R.S.O. 1990, c. O.4 • Regulates operation of off-road vehicles. • Weed Control Act, R.S.O. 1990, c. W.5 • Regulates control of noxious weeds. • Public Lands Act, R.S.O. 1990, c. P.43 • Regulates Crown land.
BY-LAWS	<p>By-law 19-15 Tree Canopy and Natural Vegetation in the Municipality Policy</p> <p>By-law 22-80 Cemetery Management (amended by Bylaw 23-51)</p> <p>By-law 19-22 Adopt Strategic Asset Management Policy</p> <p>By-law 17-43 Adopt a Multi-Year Accessibility Plan and an Integrated Accessibility Standards Regulation (IASR) Policy</p> <p>RES 23-329 Adopt Strategic Plan</p>
FEES/CHARGES	N/A

2024 BUDGET SUMMARY

2024 Expenditures:	\$297,800
2024 Revenues:	-\$00.0
Net Budget:	\$297,800



The above summary does not include costs associated with the Adventure Trail Program or relevant Crown Land Rentals. These are discussed further in this report.

STAFFING

Greenspace is managed through a combination of internal and external resources. Annual trail maintenance is contracted, and on occasion a local contractor may be used to assist with lawn maintenance if staff shortages present a service issue.

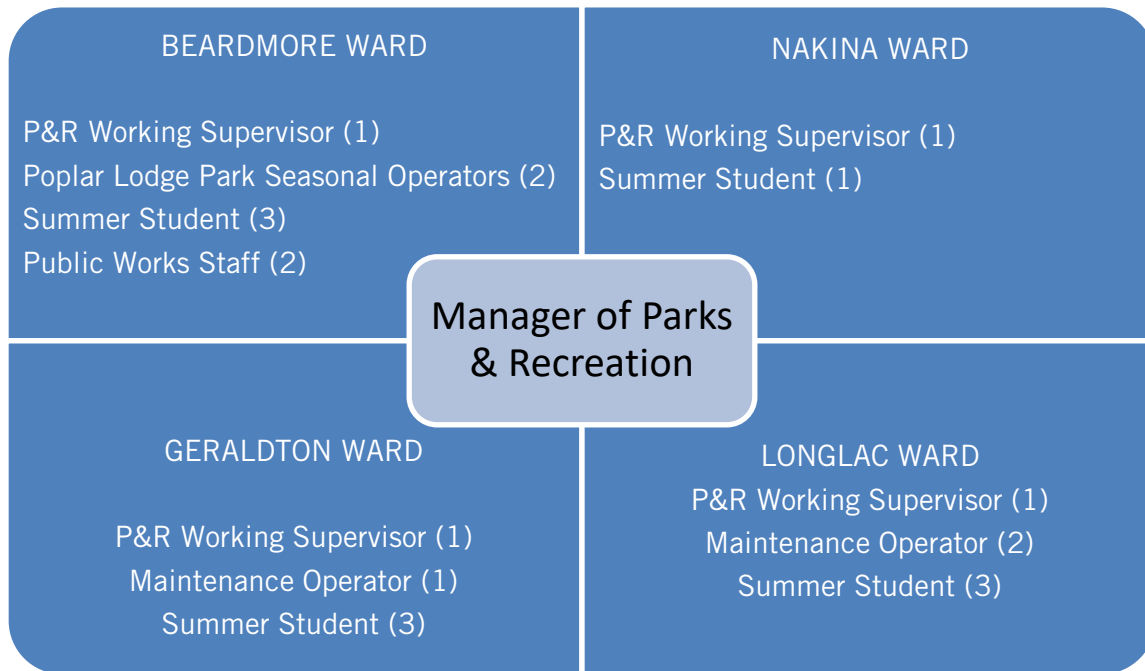
The annual operating budget incorporates human resource allocations, noting that student wages are offset by a revenue source.

ORGANIZATIONAL CHART

Summer-Time Staff Assignment for Greenspace Maintenance

* position vacancies not noted

** greenspace maintenance in the community of Beardmore is a shared responsibility of Public Works and Parks & Recreation staff.



SERVICE BACKGROUND

The Greenspace Service Delivery Review (SDR) discusses the inventory of greenspace assets, municipal tents and aspects of service delivery, primarily provided by Parks & Recreation staff. Parks & Recreation staff are also assigned responsibility for cemetery maintenance.

As referenced in the SDR-09 for Playgrounds and Outdoor Recreational Facilities (which included ball fields and the skatepark), *“Greenspaces that include trails, beaches, pavilions, municipal boat launches and docks, washroom facilities and the municipal band shell will be addressed under the Service Delivery Review for Greenspaces scheduled in 2024.”* The Municipal Bandshell has since been discussed in the SDR for Facilities.

With the exception of the Financial Summary above, this SDR does not include reference to playground inspection and maintenance associated with the space considered to be the playground footprint. These services provided by Parks & Recreation staff were addressed in the previously presented SDR-09 for Playgrounds.

Service background for greenspace maintenance is described by areas of service as

follows:

- Cemetery maintenance
- Event tent services
- Municipal waterfront recreational amenities
- Hiking trails
- Crown land rentals
- HR challenges
- Municipal by-laws
- Greenspace Maintenance

Cemetery Maintenance

Parks & Recreation staff perform grounds maintenance activities in the active municipal cemeteries and one abandoned cemetery to provide Perpetual Care and Maintenance services, as legislated. Cemetery maintenance activities include lawn care, tree maintenance, general debris clean-up, maintenance of benches, and seasonal removal of monument décor in accordance with the Cemetery By-law.

Event Tent Services

In 2003, two tents were purchased by the Municipality for the Geraldton Music Jamboree Event at a cost of \$15,132.35 (30' x 60' tent) and \$8,740.00 (30' x 30' tent). The tents are made of fire-retardant material with opaque sidewalls and equipped with posts, tie down ropes and anchor pins, storage bags and a lighting extension.

The Geraldton Music Jamboree was an event formerly held at MacLeod Provincial Park. With the ending of the Jamboree, the Municipality put the tents to use at other community events and developed a Municipal Tent Policy to administer the service through the Parks & Recreation Dept. With 21 years of use, the tents are showing their age and are due for replacement. A recent quote of approximately \$30,000 for one 30' x 60' tent similar in style provides a material cost estimate, however the cost-of-service delivery also needs to account for staff labour for tent(s), tables and chairs set-up and demobilization, as well as travel and equipment costs for multiple trips. These costs are considered in-kind contributions of the Municipality under the program offering. An estimated 40 person hours is required for the tent set-up and take-down. Additional hours are required for travel and mobilization of equipment and amenities.

The provision of event tents is a discretionary level of service decided by Council. Both the Municipal Tent Policy and the Sponsorship Policy are associated with this service.

Municipal Waterfront Recreational Amenities

There are many boat launch sites within the boundaries of Greenstone that are either on private property or owned by the Ministry of Natural Resources and Forestry and are therefore not maintained by the Municipality. (Some municipalities advertise Crown land/Provincial Park/Conservation Reserve boat launches, beaches and private marinas). The boat launch within MacLeod Provincial Park is not a municipal asset. High Hill Harbour Marina will not be discussed in this SDR.

Municipal waterfront properties designated for recreational use, free of charge, include:

- 1) Kenogamisis Lake (Geraldton)
 - Beach area with boardwalk and lighting
 - Cement slab boat launch at Barton Bay bridge. Incorporates wooden decking on both sides.
 - Amenities include large gravel parking area, large landscaped greenspace at Municipal Administration Office, picnic tables, canteen facility, access to washrooms limited to office business hours (washroom facilities at beach not in operation).

- 2) Kenogami River (Longlac – George Blouin Park)
 - Cement slab boat launch.
 - Amenities include large paved parking lot, fish cleaning station. Boardwalk area with lighting and two pavilions. Playground. Picnic tables/seating areas. Cement walkway. (Washrooms for campground users only).
 - Riverview Campground adjacent to park. Access to Riverview hiking trail.

- 3) Long Lake (Longlac – Jeff Gauthier Memorial Park)
 - Beach area, playground and baseball field.

- 4) Long Lake (Longlac – Lakeside Centre)
 - Beach area.
 - Cement slab boat launch.
 - Amenities include large interlocking stone parking lot, long boardwalk with pavilion and lights, viewing platform on roof of washroom facility (not in operation).
 - On site municipal facilities include Lakeside Centre and Bayview house.
 - Host site of Longlac Walleye Masters Fish Derby

- 5) Cordingley Lake (Nakina)
 - Cement slab boat launch built under MNRF work permit.
 - Ownership of beach in question and under investigation by MNRF with respect to span of road allowance vs Crown shoreline reserve.
 - Host site of Cordingley Lake Bass Derby

6) Lake Nipigon (Beardmore)

- Beach area accessible via Poplar Lodge Park Campground. No park fee for Day Use. Access to Lake Nipigon Shoreline Trail.
- Newly rehabilitated pier serves as breakwater.
- Crown land property leased by the Municipality.

7) Airplane Lake (Caramat)

- No infrastructure on site, large open greenspace.

Beaches

Thunder Bay District Health Unit (TBDHU) maintains a routine surveillance program for public beaches during the summer months to ensure that the water quality is safe for swimming. Beach testing results are posted on the TBDHU website. Beaches in Greenstone that are monitored are:

- Longlac - Beach at Jeff Gauthier Memorial Park
- Geraldton – Beach at the Barton Bay waterfront (Municipal Administration Office)
- Nakina – Beach at Cordingley Lake boat launch
- Beardmore – Beach at Poplar Lodge Park Campground

The maintenance of municipal waterfront involves waste collection (including servicing fish cleaning stations) and weekly inspections. An average of 10 person hours a week is dedicated to waterfront maintenance across Greenstone, noting that the distribution of work varies by Ward.

Hiking Trails

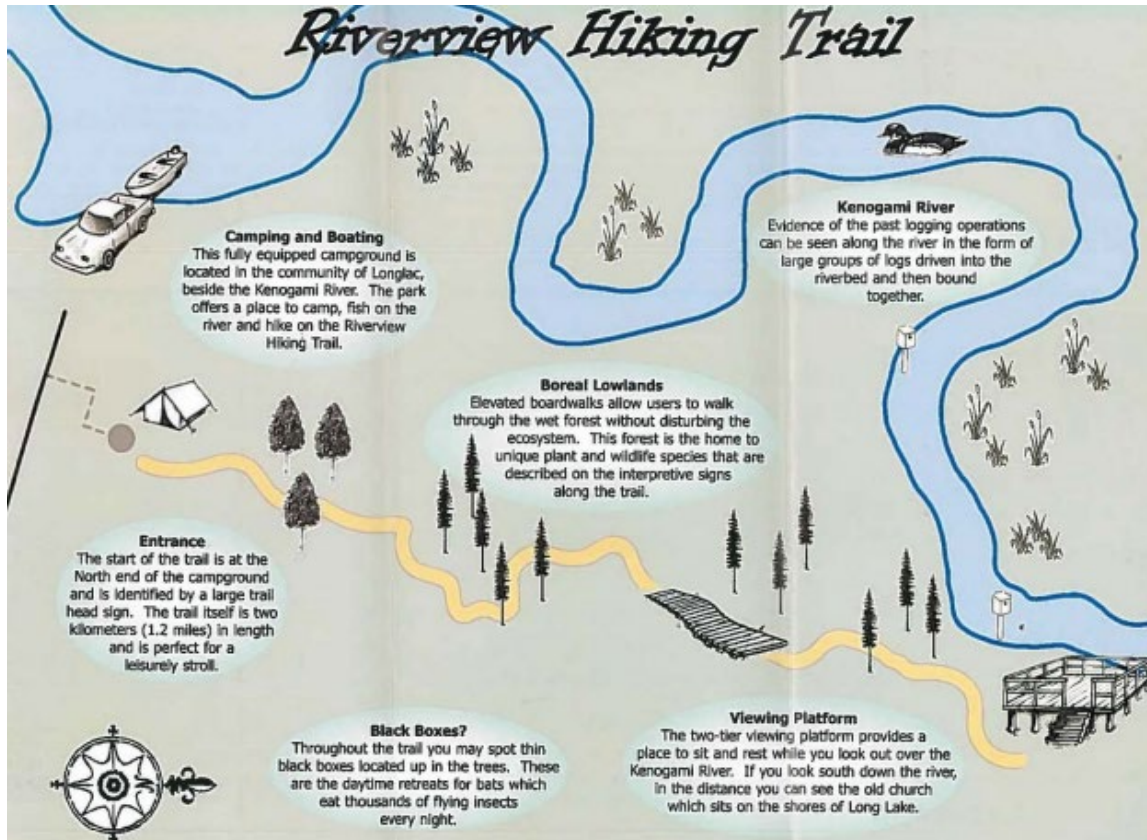
The Municipality is responsible for the maintenance of three hiking trails:

- 1) Palisades Hiking Trail – approx. 7.75 km
- 2) Lake Nipigon Shoreline Trail – approx. 4.5 km
- 3) Riverview Hiking Trail – approx. 900 m

The hiking trails support both tourism and quality of life for residents. The trails include stair systems, lookout platforms, interpretive signage, boardwalks, bridges, entrance signage and parking areas. To ensure the safety of users as well as limiting municipal liability, regular inspections and repairs are required.

In 2024 the Municipality executed a 5-year service agreement for annual maintenance and inspection of the Adventure Trails for continued service provision by the existing contractor. The annual combined cost for this service is \$1,860 expressed as a lump sum fee for service not including time for services. Time for services (wages) will vary depending on the work required. Annual work involves inspection for hazards, brushing

and chipping and (some) repair of infrastructure. Signage is the responsibility of municipal staff.



Crown Land Rentals

The following table identifies the park and waterfront-related Land Use Permits the Municipality continues to renew. Increased costs should be expected upon the expiry of the Term.

MNRF Land Rental	Purpose	Annual Renewal Cost and Administration Fee for Term Renewal	Term Expiry
Parcel adjacent to Hwy 11 at Blackwater River (Beardmore)	Greenspace at corner of Main Street and Garnet Drive; former Twp of Beardmore Bylaw 564 designates this as part of several lands dedicated to its Community Improvement Project Area / Tourism Initiative	\$179.40 annually for 10-year term; plus \$1,559.40 initial administration fee	2027
Jellicoe land parcels (2 lots) associated with Recreation Centre	Former outdoor skating rink; recreational space and Rec building property	\$214.14 annually for 10 year term; plus \$150.00 initial administration fee	2027
Anchorage – Kenogami River	Boat anchor sites; tourism/waterfront development interests	\$65.54 annually for 10 year term; plus \$180.86 initial administration fee	2030
Anchorage – Long Lake	Boat anchor sites; tourism/waterfront development interests	\$390.98 annually for 10 year term; plus \$180.86 initial administration fee	2030



Image 1. LUP area for Kenogami River Anchorage



Image 2. LUP area for Long Lake Anchorage

HR Challenges

The following are some recurrent staffing challenges within the Parks & Recreation Department.

1) Staff Capacity

There are seven full-time Parks & Recreation positions that report to the Manager of Parks & Recreation. There are currently 3 vacancies. This situation combined with staff vacation and illness makes it very difficult to offer consistent programming. Student positions require a Supervisor to report to for daily activities.

2) Recruitment and Onboarding

The work schedule for full-time staff in the Parks & Recreation Department presents some quality of life issues that may interfere with the attraction of new staff. During the winter season, the hours of work are adjusted to accommodate programming. The schedule involves afternoons and evenings, including weekends and overtime for events on Sundays. Several postings this year have been unsuccessful and continue to be reposted. Employment opportunities across Greenstone in other sectors are contributing factors to the Municipality's recruitment challenges. The youth demographic has decreased in recent years.

The onboarding process for a Parks & Recreation staff is longer than most operational positions, partly due to the seasonal responsibilities, and also the requirement for certifications required for operators of arena facilities.

3) Spring-Time Workload and Performance

Spring/Summer Operations generally commence with the ending of the arena ice season. During the period that warm weather has arrived and prior to the onboarding of Summer Students, full-time staff are focused on grass-cutting.

There are often delays in achieving routine timelines without the support of student staff.

Municipal By-laws

Provincial legislation provides a framework within which municipalities can regulate, maintain, and develop parks, ensuring safe, accessible, and sustainable public spaces for the community. Bylaws are often used by municipalities to further tailor regulations based on local needs and priorities on the establishment, operation and use of municipal parks.

Currently, the only By-law in effect for the regulation of a park is By-law 03-25, being a By-law to provide for the operation, regulation and control of Poplar Lodge Park, and amending By-law 05-19, to include an additional regulation under “Park Use, Regulations and Control”. The adoption of a by-law to regulate all parks to allow for control (and enforcement) of these public spaces is an item for review.

Additional comments with respect to by-laws and policies:

- The Playgrounds SDR included a recommendation to update the Baseball Policy. The policy update will include the level of service for field maintenance and can be addressed within a new policy for greenspace maintenance.

Greenspace Maintenance

The Municipality maintains many properties by providing lawn care. Some sections of municipal road right-of-way and undeveloped municipal properties have sporadically been maintained by operational staff. These circumstances are largely due to past practice and need to be formally reviewed for a consistent approach for greenspace maintenance. Maps provided in Schedule A provide more detailed information on greenspace recommendations.

The following is a complete list of properties included in the routine grass-cutting cycle. Equipment involves riding mowers, push mowers and whipper snippers.

*Note: Additional Hours are required in the Spring (May/June) when grass is longer.

** Time demand does not include mobilization and travel time to grass cutting locations.

Beardmore, Poplar Lodge Park and High Hill Harbour Marina

Locations for Grass Cutting	Time demand for 1 person to maintain
BRD-1 Cemetery	8.5
BRD-2 Seniors Evergreens Centre	7
BRD-3 Community Centre and Helipad	6
BRD-4 Ballfield	7.5
BRD-5 Snowman Monument ditch area	2.5
BRD-6 Public Works Garage	2

BRD-7 Ambulance Garage	8
BRD-8 Vacant Lot on Railway Drive	9
BRD-9 Vacant Lot at Ross and Main Street	13
BRD-10 Park LUP	4.5
BRD-11 Poplar Lodge Park Campground Park entrance to boat launch area including campsites, outhouses, parkland, septic field and beach areas.	24
BRD-12 High Hill Harbour Marina From hiking trail entrance to boat launch and up to large fuel tanks	10
TOTAL	102

Nakina

Locations for Grass Cutting	Time demand for 1 person to maintain
NAK-1 Cemetery	7
NAK-2 Municipal Ward Office	2.5
NAK-3 Medical Clinic	1.5
NAK-4 Corner lot by Medical Clinic	1
NAK-5 Algoma Park	1
NAK-6 Northwood Park	1
NAK-7 Cordingley Lake Campground	6
NAK-8 Ballfield	2.5
NAK-9 Daycare	2
NAK-10 Railway Station	1.5
NAK-11 Vacant lots on Railway Avenue	1.5
NAK-12 Vacant lots by TD Bank	1.5
NAK-13 Lot adjacent to Northern Store	2.5
TOTAL	31.5

Geraldton and Jellicoe

Locations for Grass Cutting	Time demand for 1 person to maintain
GER-1 Active Cemetery	32
GER-2 Abandoned Cemetery	9
GER-3 Municipal Administration Office	4
GER-4 Waterfront Park	6.5
GER-5 Boat Launch	2
GER-6 Rotary Park	7
GER-7 Heritage Site on Main Street	0.5
GER-8 Ball Park Ballfield	6
GER-9 Trailer Park (play area)	2.5
GER-10 Geraldton Community Centre	9.5
GER-11 Library	4
GER-12 (former) Daycare	6
GER-13 Fire Hall	3
GER-14 Family Resource Centre	6.5
GER-15 Water Treatment Plant	5
GER-16 Sewage Treatment Plant	9

GER-17 Lift Stations (x2)	2
GER-18 Water Tower	2
GER-19 Airport Water Base and MacOdrum Dr entrance	7.5
GER-20 Lot adjacent to Post Office	0.5
GER-21 CN Right-of-Way across from Post Office	3
GER-22 Vacant Lot on First Street NE	1
JEL-1 Fire Hall - Jellicoe	1
JEL-2 Playground - Jellicoe	2
JEL-3 Community Hall - Jellicoe	2
TOTAL	133.5

Longlac and Caramat

Locations for Grass Cutting	Time demand for 1 person to maintain
LON-1 Cemetery	24
LON-2 Municipal Ward Office	1
LON-3 Longlac Sportsplex	1
LON-4 Jeff Gauthier Park / Ballfield	17
LON-5 Lakeside Centre	10.5
LON-6 Ron Beaulieu Park / Ballfield	14
LON-7 Lions Park	7
LON-8 George Blouin Park	6
LON-9 Riverview Campground	9
LON-10 Tourist Information Centre and Seniors Centre	7
LON-11 Canoe Monument	1.5
LON-12 Historical Society	3
LON-13 Fire Hall	1.5
LON-14 Ambulance Garage	3
LON-15 Water Treatment Plant	8.5
LON-16 Sewage Treatment Plant	3
LON-17 Lift Station	1.5
LON-18 Picnic Point Road municipal right-of-way	20
LON-19 Forestry/Albany municipal right-of-way	3
LON-20 (former) Police Station right-of-way	6
LON-21 Four Winds/OK Tire right-of-way	7
LON-22 Robins/Subway/Motel right-of-way	10
CAR-1 Community Hall - Caramat	4
CAR-2 Ballfield - Caramat	4
CAR-3 Park area - Caramat	8
CAR-4 Fire Hall and Park - Caramat	2.5
CAR-5 Communal Septic Field	5
CAR-6 Water Treatment Plant	3
TOTAL	191

Total Number of Greenspace Areas Serviced: 78

Total Number of Per Person Hours for 1 Grass-Cutting Cycle: 458 Hours

*Not including travel time to and from sites

Ideally, continuous maintenance would permit 12 grass-cutting cycles a year. However, an average of 8-10 cycles is more realistic based on weather, staff levels, and other work commitments.

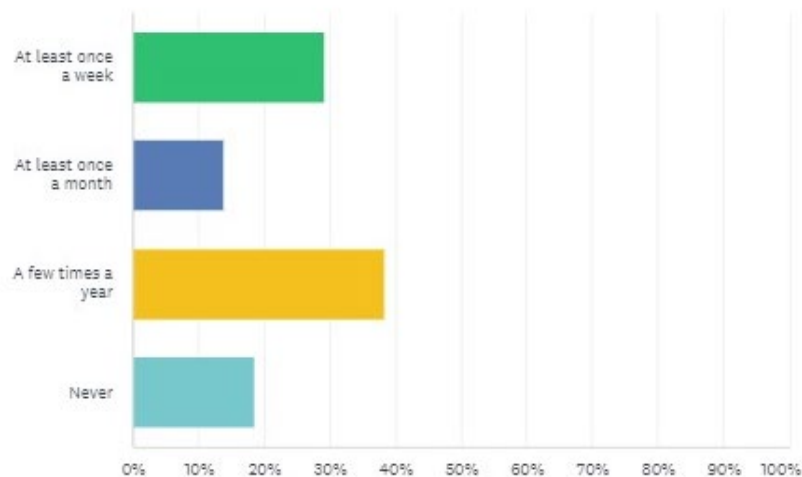
Total Number of Per Person Hours for 8 Grass-Cutting Cycles: 3,664

SDR Survey Results

The results of the Greenspace SDR Survey are presented below.

How often do you visit a municipal greenspace (not playground) in Greenstone?

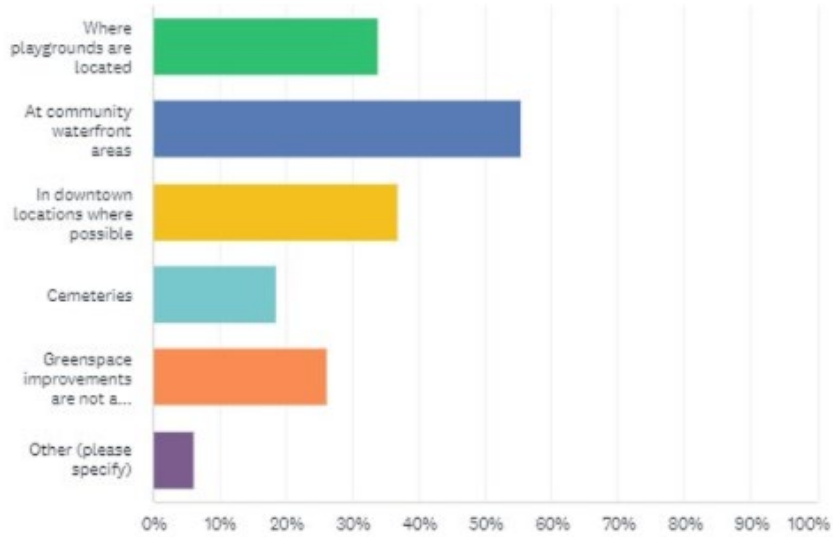
Answered: 65 Skipped: 10



ANSWER CHOICES	RESPONSES
At least once a week	29.23% 19
At least once a month	13.85% 9
A few times a year	38.46% 25
Never	18.46% 12
TOTAL	65

Municipal parkland provides spaces for recreation, rest and relaxation, and community beautification. Please indicate your preferences for improvement areas, if any:

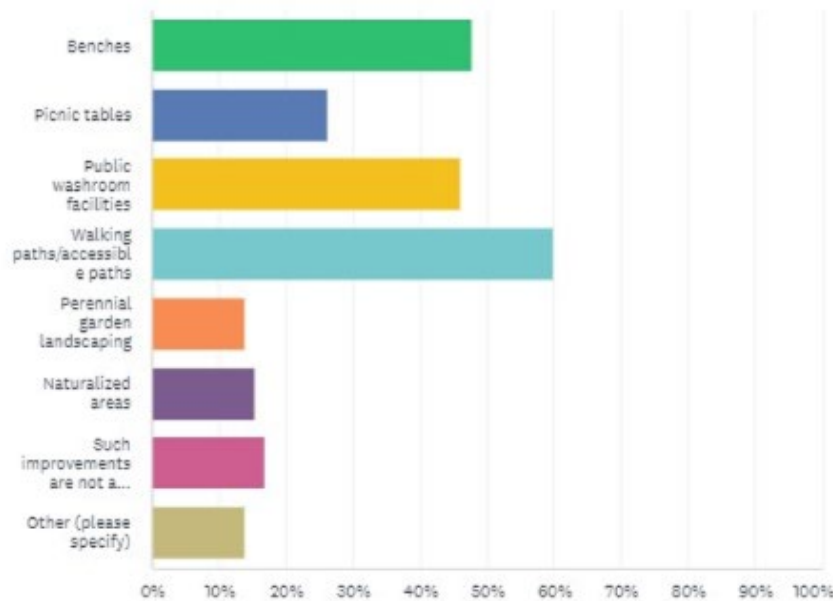
Answered: 65 Skipped: 10



ANSWER CHOICES	RESPONSES
▼ Where playgrounds are located	33.85% 22
▼ At community waterfront areas	55.38% 36
▼ In downtown locations where possible	36.92% 24
▼ Cemeteries	18.46% 12
▼ Greenspace improvements are not a priority for my tax dollars at this time	26.15% 17
▼ Other (please specify)	Responses 6.15% 4
Total Respondents: 65	

What service features for public greenspace areas do you think the Municipality should improve upon, if any: (choose all that apply)

Answered: 65 Skipped: 10



ANSWER CHOICES	RESPONSES	
▼ Benches	47.69%	31
▼ Picnic tables	26.15%	17
▼ Public washroom facilities	46.15%	30
▼ Walking paths/accessible paths	60.00%	39
▼ Perennial garden landscaping	13.85%	9
▼ Naturalized areas	15.38%	10
▼ Such improvements are not a priority for my tax dollars at this time	16.92%	11
▼ Other (please specify)	13.85%	9

KEY PERFORMANCE INDICATORS

1. **Acres of Park Land:** With park land growing or decreasing in size over time, marking the yearly acreage of space can be helpful in tracking long-term availability of park space availability.
2. **Percentage of Residents Satisfied with Parks:** This metric helps determine whether or not the department is doing its job to provide high-quality recreation programs and spaces for its citizens.
3. **Percentage of Residents Who Live Within 10-Minute Walk of Park:** The percentage

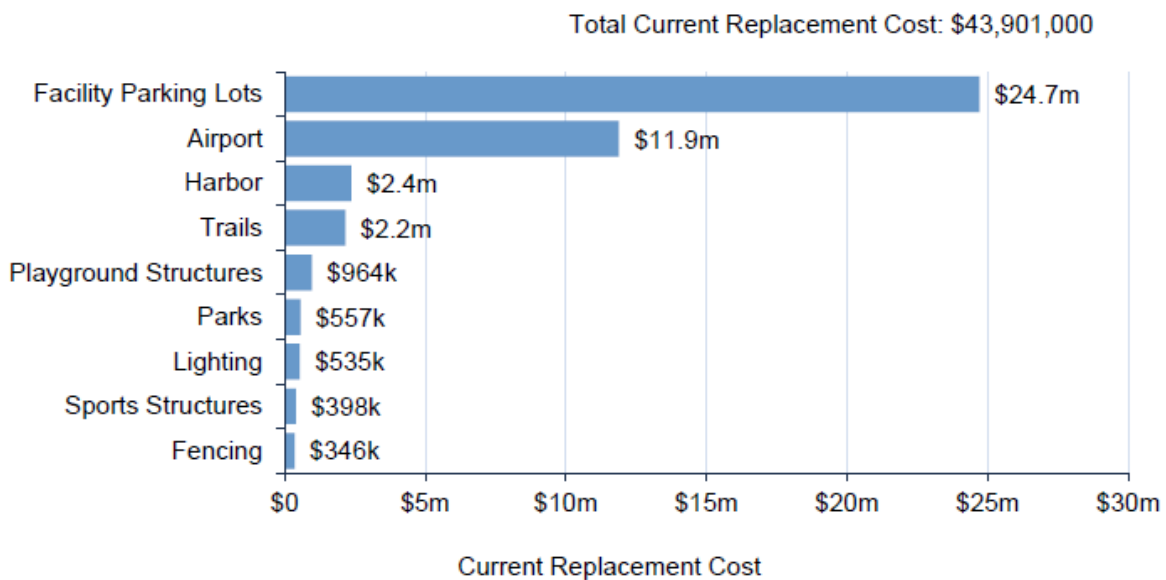
of residents who live within a 10-minute walk to a park evaluates the accessibility of community parks

4. **Kilometers of Trails:** Total km's of trails in parks is an important metric to estimate because paths are beneficial to promoting healthy, active lifestyles.

ASSET USE

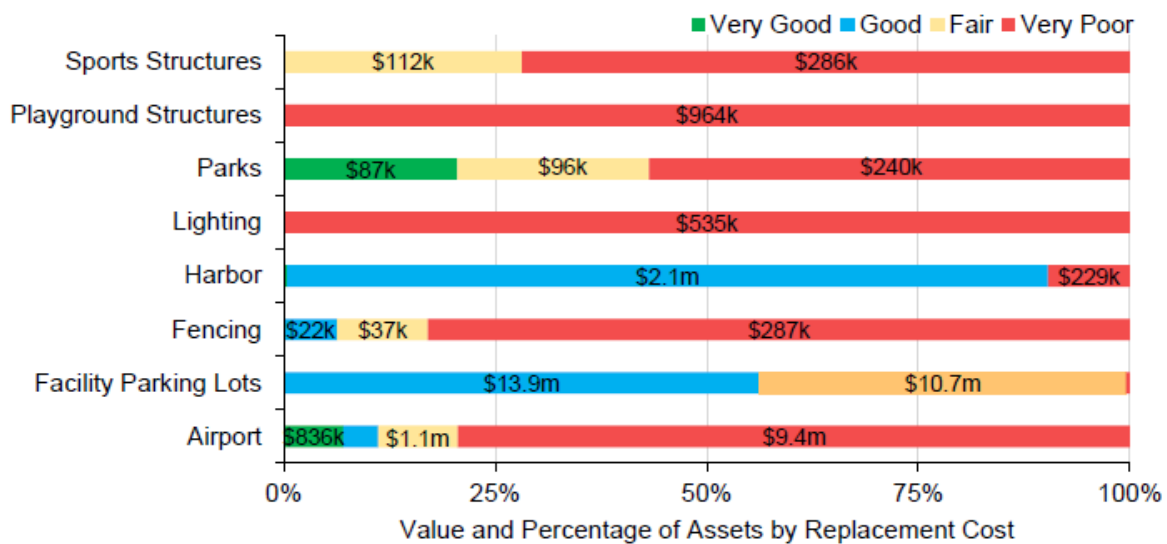
The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Municipality's Land Improvements inventory.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Airport	14	User-Defined/CPI Tables	\$11,883,000
Facility Parking Lots	26	User-Defined	\$24,699,000
Fencing	5	CPI Tables	\$346,000
Harbor	4	CPI Tables	\$2,365,000
Lighting	51	CPI Tables	\$535,000
Parks	88	CPI Tables	\$557,000
Playground Structures	14	CPI Tables	\$964,000
Sports Structures	4	CPI Tables	\$398,000
Trails	1,341	CPI Tables	\$2,155,000
			\$43,901,000



The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Airport	20%	Poor	23% Assessed
Facility Parking Lots	50% ⁹	Fair	100% Assessed
Fencing	10%	Very Poor	100% Assessed
Harbor	59%	Fair	Age-based
Lighting	0%	Very Poor	Age-based
Parks	28%	Poor	33% Assessed
Playground Structures	3%	Very Poor	Age-based
Sports Structures	11%	Very Poor	28% Assessed
Trails	32%	Poor	Age-based
	41%	Fair	64% Assessed



To ensure that the Municipality's Land Improvements continues to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Land Improvements.

OPTIONS:

1. Do nothing.

Does not support continuous improvement (either financial or operational).

2. Establish grass cutting priorities and alternative options.

Classify greenspace assets for a maintenance hierarchy formalized in policy to set a service delivery standard. Different from operational procedures for staff in that a policy will set the service standard to be consistently provided by the Municipality. The setting of standards allows for performance measurement that indicates whether the Municipality is achieving its commitments.

3. Contract greenspace maintenance.

This option can be considered as a method to ensure the Municipality's obligations are met. It may be a solution to meeting the Parks & Recreation workload given the current staffing shortage.

4. Improve community beautification and accessibility through greenspace enhancements and land improvements.

Requires planning and funds. The Recreation and Playground Master Plan shall be a resource for project planning. Align greenspace maintenance performed by the Municipality with the Property Standards By-law that prescribes grass cutting on private property.

Contrary to the benefit of cost-savings from LUP annual rental fees, the non-renewal of LUP's may incur costs associated with the requirement to revert land improvements on site. Potential development opportunities are lost with the relinquishing of a land use permit; all land improvements must be approved by the MNRF, as a condition of land rental.

5. Regulate greenspace and greenspace assets

The adoption of a bylaw to regulate parks would allow the Municipality to establish enforceable park rules. This is a common bylaw used to protect public spaces and ensure enjoyment.

Municipalities adopt Tree By-laws to regulate trees owned and cared for by the municipality. Trees are considered natural assets and are included in asset management plans.

IMPROVING IN-HOUSE PROCESS AND PERFORMANCE:

The Recreation Master Plan proposes an amenity/classification system involving Regional, Community and Neighbourhood categories each with respective levels of service. These address many of the points raised in the survey (below) that the Municipality can consider for improvements over the long term.

Investigating risk mitigation for municipal waterfront is needed. There may be signage or other regulatory requirements to consider for safety measures. Regular documented inspections of municipal waterfront, greenspace, beaches, etc. needs to occur to ensure the safety of our residents and users of the services. Items in inspections would include but are not limited to sharp object, otherwise dangerous objects, poor condition of assets that could lead to safety issues, etc. As well, a review to ensure appropriate signage is in place needs to take place. Therefore, a risk management and inspection policy along with appropriate procedures needs to be developed and implemented.

RECOMMENDATION: THAT beaches and boat launches be included into Parks & Recreation risk management practices (signage and inspections).

Advertising of student summer jobs is generally issued in May, with the start date being upon the end of the school year. Consideration for earlier advertising of positions will take place to attempt to recruit more post-secondary students. Post-secondary students are generally available a month earlier and could therefore address the service gap in greenspace maintenance, though pay rates may prove a challenge.

ADJUSTING SERVICE LEVELS:

As noted in the SDR Survey Results, 84.54% of Greenstone residents reported utilizing municipal greenspace at least once a year with 43.08% stating they visit greenspace at least once a month or at least once per week, therefore adequate maintenance of Greenspace is important to the standard of living and quality of life to Greenstone residents. To support this quality of life, the service standard should be clearly defined and the level of performance needs to be rated as good (or better) through measurement as a key performance indicator.

Grass Maintenance

The list of greenspace areas receiving routine grass cutting by staff is provided under the Staffing section of this report. While the hours needed to complete a full grass-cutting cycle are provided, there are various job duties and weather that affect the ability to complete a grass-cutting cycle within a specified time-frame. Parks & Recreation staff have other maintenance responsibilities, cemetery internment duties and tasks associated with special events. Grass cutting is a continuous effort. Once all the areas on the service list are cut, the cycle begins again. Sometimes staff are not able to prioritize grass cutting, in which case Management may decide to hire a contractor to service some areas.

The maps provided in Schedule A identify properties that currently receive maintenance by municipal staff. It colour codes properties that 1) should continue to receive maintenance (yellow), 2) vacant municipal properties receiving maintenance for aesthetics (blue), and 3) private properties that have historically been maintained (orange). What the Municipality maintains is historically highly inconsistent among communities. In some cases, the Municipality has maintained private property. This is possibly not only unfair to other taxpayers as it relieves owners of their responsibilities, it can also be legally problematic as we have no legal authority to be on the property. There needs to be a clearly defined level of service, that takes into account a standardized approach across all of Greenstone. There is also a significant cost to greenspace maintenance and by ensuring we are only cutting areas that are owned by the Municipality and designated as public greenspace, then the Municipality helps lower these maintenance costs so staff can undertake other duties.

A policy outlining the level of service and standards will provide clear direction to staff and the public on the level of service we provide with regards to greenspace maintenance.

RECOMMENDATION: THAT Council direct staff to prepare a Parks and Greenspace Maintenance Policy by March 2025 to develop appropriate and sustainable service standards for greenspace care and maintenance.

Recommendations of the Cemetery SDR addresses greenspace maintenance by way of the development of a Standard Operating Procedures Manual.

Adopt Park Regulations

An enforceable by-law needs to be considered to define what is permissible and what is not in parks and greenspaces, such as:

- Prohibiting littering, unauthorized vending, or specific activities to prevent misuse
- Establish standards for the upkeep and maintenance of these areas, ensuring they are safe and accessible for residents
- Regulate land-use changes and developments to preserve the integrity of parks and greenspaces.

Without a by-law, there is no legal mechanism in place for the Municipality to enforce activity on its premises. There is a need for the by-law to address standards of use, which may involve the execution of agreements with user groups that may require them to provide insurance, waivers, etc.

RECOMMENDATION: THAT a draft By-law for the Regulation of Parks in Greenstone be presented to Council by March 2025 to adopt rules for public enjoyment of public spaces and enforcement mechanisms.

NEW REVENUES:

Some municipalities charge a boat launch fee. This is not a recommended approach for Greenstone due to the administrative and staffing burden involved with payments and enforcement. There is little revenue to be generated; revenues from High Hill Harbour Marina are very minimal for its degree of infrastructure.

ALTERNATIVE SERVICE DELIVERY INCLUDING SHARED SERVICES OR CONTRACTING OUT:

Contracting out would only be required if levels of service are expanded or if the Municipality experiences additional staff reductions. Per the Collective Agreement, the Municipality is unable to contract out for a service if a full-time unionized employee were to lose their job. Given the variety of services Parks and Recreation operators are required to deliver, including winter Arena operations, it is currently not feasible to contract out all of greenspace maintenance.

DISCONTINUING THE SERVICE (IF APPLICABLE):

Municipal tents services are provided for the following events listed in the Community Grants and Sponsorship Policy, as well as certain other Municipal events such as funding announcements, etc:

- Geraldton Walleye Classic Fish Derby
- Beardmore Canada Day Event
- Longlac Summerfest Event
- Longlac Walleye Masters Fish Derby
- Nakina Bass Derby
- Geraldton Junior Walleye Classic Fish Derby

These events are held from June to August.

Costs are currently absorbed by the Municipality for the use of municipal tents by eligible groups under the Community Grants and Sponsorship Policy. If tent services were discontinued, event organizers would need to find alternate sources for tents. There is no local service provider offering event tents.

The cost to replace 2 tents is estimated at \$70,000. Based on an amortization period of 15 years, the annual cost breakdown per user group is approximately \$750.

The cost per event is calculated as follows:

Staff time 40 person hours (set up and take down) = \$844 staff expenses per event

To compare rental fees in the private sector, the following quote was obtained from a company in Thunder Bay that rents event tents.

2024 Tent Rental Quotation from Rental Business	
30 x 50 Tent	\$1,848.00 plus HST/24 hours plus charges for set-up/take down and travel
40 x 60 Tent	\$2,288.00 plus HST/24 hours plus charges for set-up/take down and travel

Replacement of Municipal Tents	Tent Rental (no labour included)
	\$1,848 rental x 2 tents = \$3,696 fee
	\$3,696 fee x 6 events = \$22,176
\$70,000 quote for purchase of 2 tents	\$22,176 x 15 years = \$332,640

Replacing the municipal tents to offer event services is shown to be more cost effective than renting tents. The costs to set up and tear down tents would be comparable, however the costs associated with travel would be significantly higher with a rental service.

RECOMMENDATION: THAT Council direct staff to include the purchase of two new event tents in the 5-Year Capital Plan.

FINANCIAL IMPACT

The cost of acquiring two new municipal event tents is expected to be \$70,000 plus the municipal portion of HST.

SCHEDULE “A”

Maps of Greenspace Areas Receiving Grass-Cutting Maintenance

The maps identify properties that currently receive maintenance by municipal staff. It colour codes properties that:

- 1) should continue to receive maintenance (yellow) (**Recommended Service Delivery**)
- 2) vacant municipal properties receiving maintenance for aesthetics (blue)
- 3) private properties that have historically been maintained (orange).

RECOMMENDATION: THAT Council adopt the greenspace areas identified in yellow on the maps attached as “Schedule A” as the level of service to receive grass-cutting service; and

FURTHER THAT Council direct staff to prepare a Parks and Greenspace Maintenance Policy, including inspection requirements, by March 2025 to develop appropriate and sustainable service standards for greenspace care and maintenance, and that this policy include maps identifying properties to be maintained.

Key of Greenspace Properties

BRD-1 Cemetery
BRD-2 Seniors Evergreens Centre
BRD-3 Community Centre and Helipad
BRD-4 Ballfield
BRD-5 Snowman Monument ditch area
BRD-6 Public Works Garage
BRD-7 Ambulance Garage
BRD-8 Vacant Lot on Railway Drive
BRD-9 Vacant Lot at Ross and Main Street
BRD-10 Park LUP
BRD-11 Poplar Lodge Park Campground Park entrance to boat launch area including campsites, outhouses, parkland, septic field and beach areas.
BRD-12 High Hill Harbour Marina From hiking trail entrance to boat launch and up to large fuel tanks
NAK-1 Cemetery
NAK-2 Municipal Ward Office
NAK-3 Medical Clinic
NAK-4 Corner lot by Medical Clinic
NAK-5 Algoma Park
NAK-6 Northwood Park
NAK-7 Cordingley Lake Campground
NAK-8 Ballfield

NAK-9 Daycare
NAK-10 Railway Station
NAK-11 Vacant lots on Railway Avenue
NAK-12 Vacant lots by TD Bank
NAK-13 Lot adjacent to Northern Store
GER-1 Active Cemetery
GER-2 Abandoned Cemetery
GER-3 Municipal Administration Office
GER-4 Waterfront Park
GER-5 Boat Launch
GER-6 Rotary Park
GER-7 Heritage Site on Main Street
GER-8 Ball Park Ballfield
GER-9 Trailer Park (play area)
GER-10 Geraldton Community Centre
GER-11 Library
GER-12 (former) Daycare
GER-13 Fire Hall
GER-14 Family Resource Centre
GER-15 Water Treatment Plant
GER-16 Sewage Treatment Plant
GER-17 Lift Stations (x2)
GER-18 Water Tower
GER-19 Airport Water Base and MacOdrum Dr entrance
GER-20 Lot adjacent to Post Office
GER-21 CN Right-of-Way across from Post Office
GER-22 Vacant Lot on First Street NE
JEL-1 Fire Hall - Jellicoe
JEL-2 Playground - Jellicoe
JEL-3 Community Hall - Jellicoe
LON-1 Cemetery
LON-2 Municipal Ward Office
LON-3 Longlac Sportsplex
LON-4 Jeff Gauthier Park / Ballfield
LON-5 Lakeside Centre
LON-6 Ron Beaulieu Park / Ballfield
LON-7 Lions Park
LON-8 George Blouin Park
LON-9 Riverview Campground
LON-10 Tourist Information Centre and Seniors Centre
LON-11 Canoe Monument
LON-12 Historical Society
LON-13 Fire Hall
LON-14 Ambulance Garage
LON-15 Water Treatment Plant
LON-16 Sewage Treatment Plant
LON-17 Lift Station
LON-18 Picnic Point Road municipal right-of-way

LON-19 Forestry/Albany municipal right-of-way
LON-20 (former) Police Station right-of-way
LON-21 Four Winds/OK Tire right-of-way
LON-22 Robins/Subway/Motel right-of-way
CAR-1 Community Hall - Caramat
CAR-2 Ballfield - Caramat
CAR-3 Park area - Caramat
CAR-4 Fire Hall and Park - Caramat
CAR-5 Communal Septic Field
CAR-6 Water Treatment Plant