



Financial Plan

May 4, 2021

The Financial Planning Process

BUDGETED REVENUE AND EXPENSES

FINANCIAL PLAN

RURAL MUNICIPALITY OF ST. CLEMENTS

For the Year 2021

The Financial Planning Process

- ▶ ***The 2021 Financial Plan continues to allocate resources in support of the direction set out in the municipality's Strategic Plan established in 2019***

Strategic Plan - OUR VISION

Vision

The RM of St. Clements is committed to sustainable growth, enhanced amenities and services, and offering people of all ages desirable places to live and recreate.

The Municipality supports diverse land uses and settlement types while maintaining an environment where diverse residents across the municipality co-exist in harmony.

Values

COMMUNICATION AND OPENNESS

We communicate our plans and intentions openly, and work with residents and stakeholders to understand ideas, concerns and work towards solutions.

COLLABORATION AND RESPECT

We work together as a council, administration and residents to arrive at a clear plan of action, with a willingness to compromise, build consensus and respect one another.

DIVERSITY

We seek to uphold and increase the functional diversity in land uses, communities and lifestyles available for all ages across our municipality.

FINANCIALLY ACCOUNTABLE

We will responsibly grow our tax base and reduce inefficient expenses and inactive assets to achieve accountability and desirable levels of service for residents.

Goals

- 1. Comprehensive Plan for roads, drainage and waste**
Establish and communicate priorities and a basic services plan for every area of the municipality to address roads, drainage, solid waste and sewer.
- 2. Affordability**
Keep costs affordable and predictable for ratepayers.
- 3. Targeted, sustainable growth**
Increase sustainable growth and endorse opportunities for East Selkirk, Grand Marais and East Lockport/Henderson.
- 4. Anticipate future needs in amenities and services**
Advance amenities and services to prepare for the future needs of our changing communities.
- 5. Recreation Destination**
Increase interest in St. Clements four-season, outdoor recreational opportunities.

CURRENT ENVIRONMENT

- ▶ *Population to grow and regional planning occurring*
- ▶ *Demands for increasing service levels persist*
- ▶ *Increasing responsibilities without increased revenues - downloading*
- ▶ *New legislation and impacts on the RM*
- ▶ *Unknown external influences on finances, resources and service levels (i.e. COVID-19)*

PRIORITIES

- ▶ *Climate change and aging infrastructure needs to be addressed*
- ▶ *Increasing costs must be balanced with sustainable increases to property taxes and user fees*
- ▶ *Economic development opportunities to support additional revenue growth*

Strategic Plan - GOAL 1

Comprehensive Plans for Roads, Drainage and Waste

- Regrading Ditches
- Drainage works
- Gravel Road improvements
- Hard Surface Road Improvements

<u>2020</u>	<u>Description</u>	<u>Cost (Actual)</u>
Dunning	Henderson to Tracks	\$ 453,927.08
Old Henderson	Colville to Chruch Rd (North)	\$ 533,211.39
Church Rd (North)	Old Henderson to Quarry	\$ 293,967.29
Total:		\$ 1,281,105.76

<u>2021</u>	<u>Description</u>	<u>Estimated Cost</u>
Church Road South		\$ 800,000.00
Ludwick Road & Floodway (Dunning) Crossing	Projects related to October 2019 snow storm (Disaster Financial Assistance Grant)	\$ 1,600,000.00
Total:		\$ 2,400,000.00

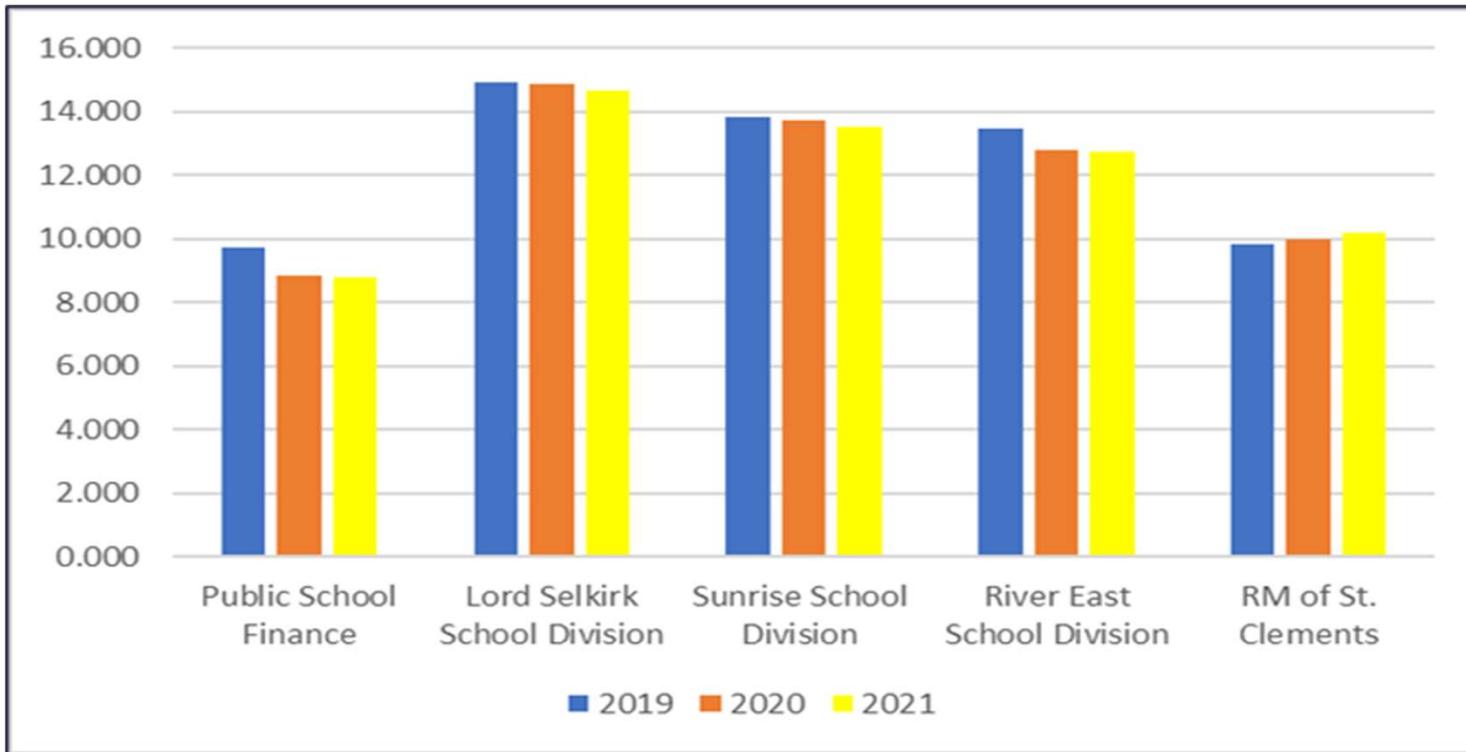
Strategic Plan - GOAL 2

Keep Costs Affordable for Ratepayers

Property Tax Comparisons:	Population	2020 Mill Rate	2021 Mill Rate	Per Dwelling*
Selkirk	10,278	20.562	20.992	\$2,833.92
Brokenhead	5,122	12.700	12.700	\$1,714.50
Alexander	3,333	11.903	11.976	\$1,616.76
Lac du Bonnet	3,121	10.296	10.296	\$1,389.96
St. Clements	10,856	10.000	10.200	\$1,377.00
Springfield	15,342	9.595	9.595	\$1,295.33
St. Andrews	11,913	9.927	9.527	\$1,286.15
East St. Paul	9,372	8.323	8.470	\$1,143.45

*Calculated on \$ 300,000 total assessed value portioned at 45%

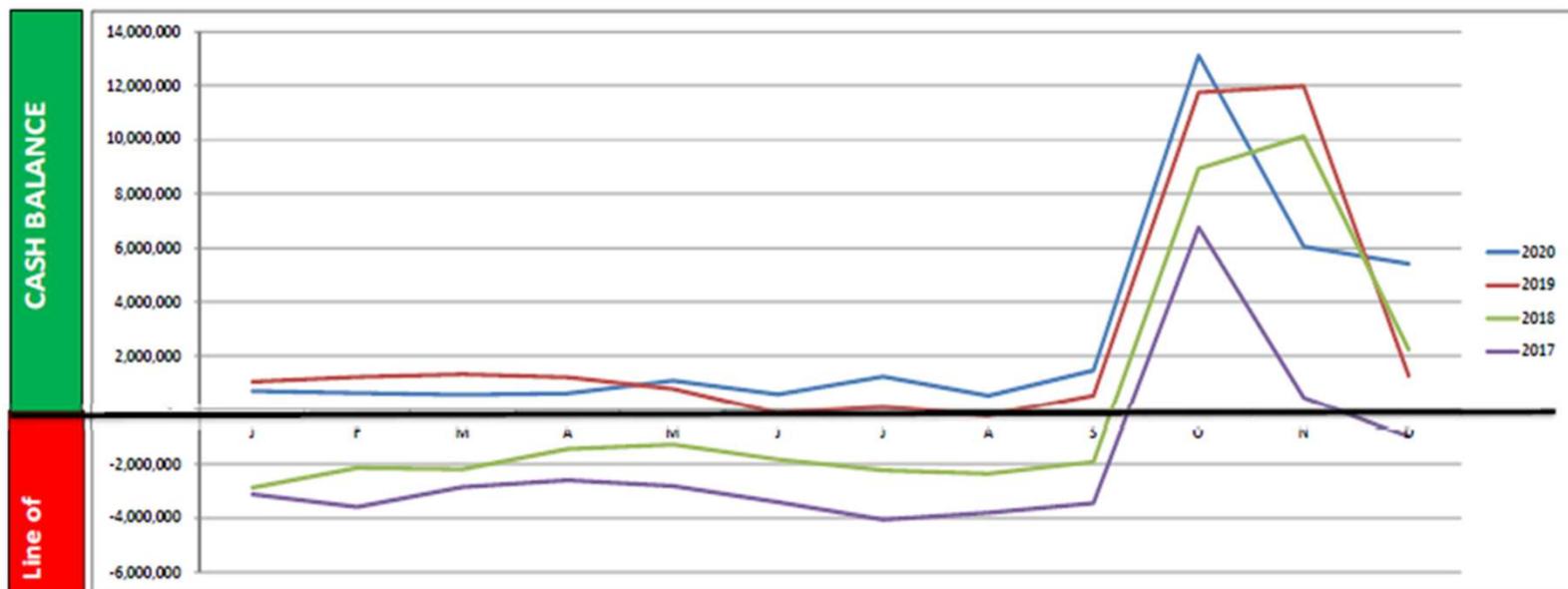
School Tax Mill Rate Comparisons:



In 2019 Council adopted a principle to minimize the impact of taxes on our ratepayers and committed to a modest 2% per year increase.

Fiscal and Cash Flow Management

	J	F	M	A	M	J	J	A	S	O	N	D
2020	701,791	624,520	567,886	605,912	1,079,537	569,799	1,235,037	526,563	1,462,089	13,107,548	6,038,332	5,400,385
2019	1,046,377	1,215,121	1,319,505	1,207,166	775,751	137,126	89,303	217,994	522,995	11,742,431	11,975,495	1,253,362
2018	- 2,880,056	- 2,141,371	- 2,192,134	- 1,438,409	- 1,280,652	- 1,833,091	- 2,225,239	- 2,354,443	- 1,920,049	8,928,022	10,124,110	2,223,778
2017	- 3,109,993	- 3,585,962	- 2,853,016	- 2,604,138	- 2,808,760	- 3,411,836	- 4,053,718	- 3,800,250	- 3,449,043	6,750,150	445,593	- 973,286
2016	- 3,412,162	- 2,723,173	- 2,915,117	- 3,007,422	1,515,094	4,676,932	4,144,464	4,147,614	4,493,877	12,448,971	6,213,512	- 3,230,071
2015	- 3,539,872	- 4,277,656	- 3,415,658	- 3,456,014	- 3,916,492	- 2,269,045	- 3,120,922	- 2,974,065	- 2,216,587	5,653,127	6,904,827	3,706,809
2014	- 428,962	- 1,454,926	- 1,619,474	- 1,984,218	- 2,741,811	- 2,492,777	- 427,715	- 595,434	- 3,351,359	4,094,213	2,436,584	- 1,334,077



Strategic Plan - GOAL 3

Targeted, Sustainable Growth

- ▶ *Zoning By-law Text Amendments*
- ▶ *Henderson Sewer Project*
- ▶ *East Selkirk Water Treatment Plant Upgrades & Expansion*
- ▶ *Support Subdivisions*
- ▶ *Support Industrial Parks Development*
- ▶ *Seniors Housing*
- ▶ *Marketing and Disposal of Surplus Lands*
- ▶ *Removal of Barriers to Growth*

Strategic Plan - GOAL 4

Anticipate Future Needs in Amenities & Services

- ▶ *Activity Centre Project (Site works)*
- ▶ *Increase Programs*
- ▶ *Continue partnerships for delivery of programs*
- ▶ *Completed needs assessment for recreation*



Strategic Plan - **GOAL 5**

Recreation Destination

- ▶ *Water Access*
- ▶ *Ice Fishing*
- ▶ *Summer Activities*
- ▶ *Beaches and Recreation*

Strategic Plan - OUR VALUES

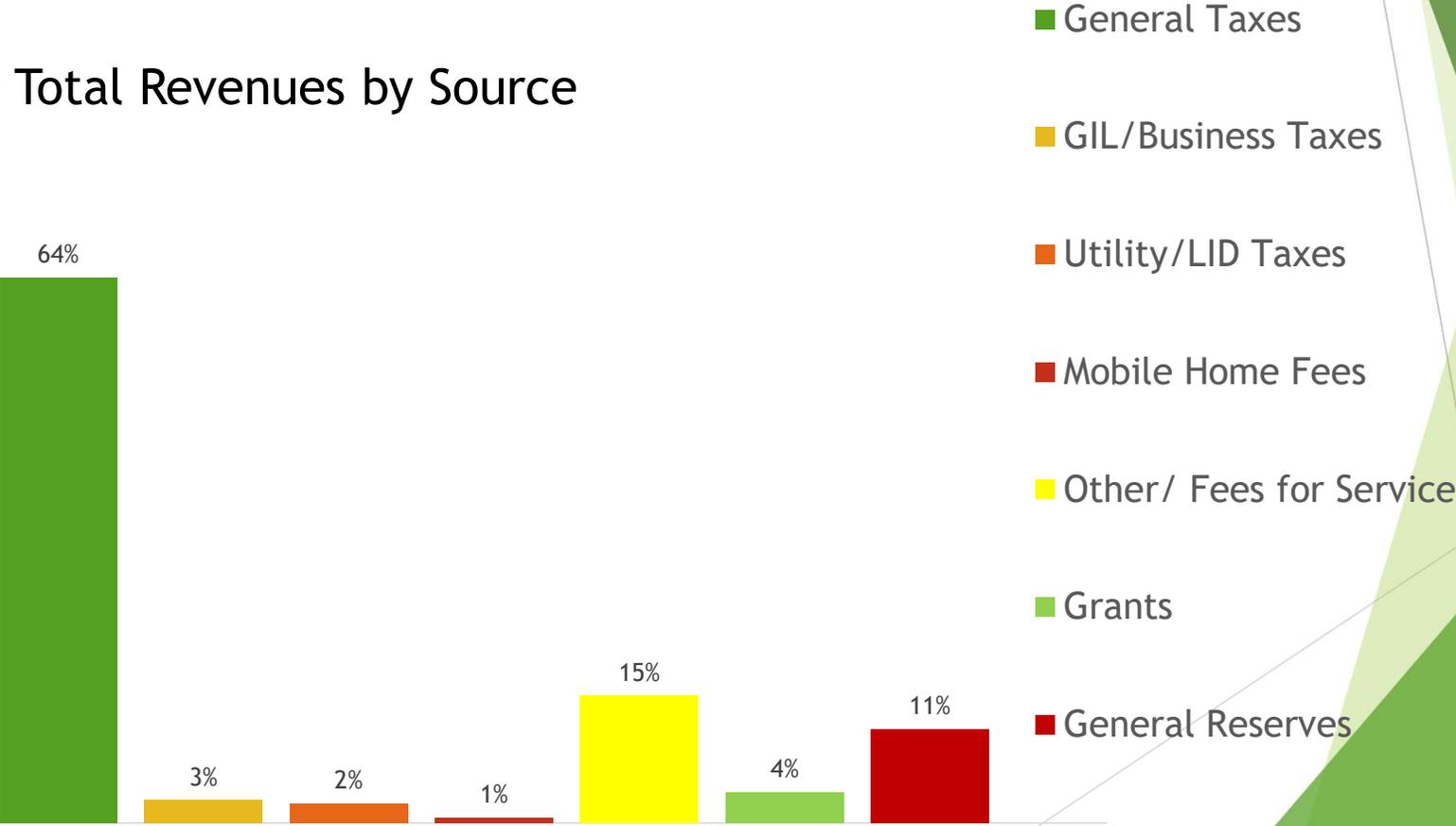
Communication & Openness Collaboration & Respect Diversity

- ▶ St. Clements Connect - a communication system that allows us to contact citizens by voice message on telephone, text or voice message on cell phone or by email
- ▶ Website and Facebook
- ▶ COVID-19 & Provincial/Federal Notice Sharing
- ▶ Public Open Houses
- ▶ Social Media Presence

Strategic Plan - OUR VALUES

Financial Accountability

2020 Total Revenues by Source



2021 Revenues

For the Year 2021

REVENUE

	2020 Budgeted	2020 Actual	2021 Budgeted	2022 Budgeted
Total Tax Levy - Page 8	18,934,786.78	18,938,131.68	19,258,644.05	19,639,822.59
Total Grants in Lieu of Taxes - Page 8	771,108.95	773,808.94	775,160.32	790,663.53
Sub-total	19,705,895.73	19,711,940.62	20,033,804.37	20,430,486.12
School Requisitions (deduct) - Page 8	11,559,536.00	11,559,727.22	11,613,151.40	11,671,217.16
Municipal Taxes and Grants in Lieu of Taxes	8,146,359.73	8,152,213.40	8,420,652.97	8,759,268.96
Other Revenue - Page 2	3,416,156.22	6,051,729.58	5,874,516.04	3,501,942.04
Transfers from Accumulated Surplus & Reserves - Page 2	4,861,161.22	2,744,142.79	4,172,374.51	3,552,011.76
Total Municipal Revenue	16,423,677.17	16,948,085.77	18,467,543.52	15,813,222.76

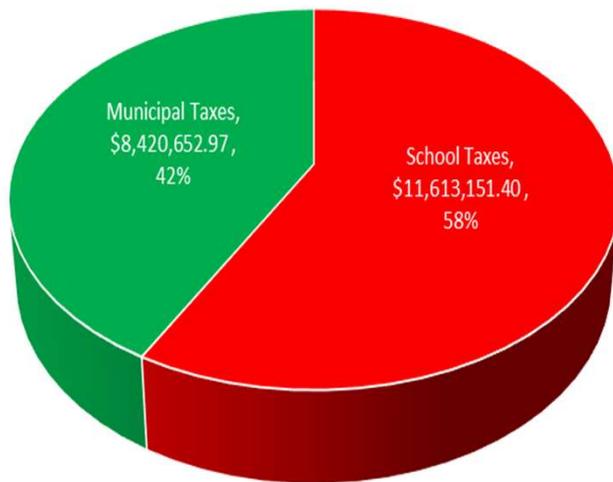
2021 Expenditures

EXPENDITURE

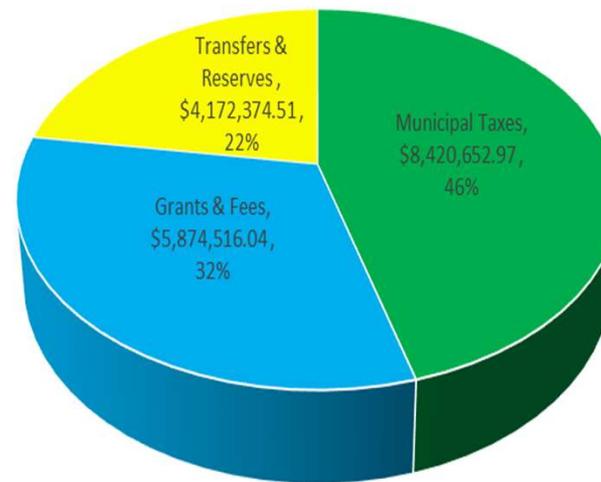
	2020 Budgeted	2020 Actual	2021 Budgeted	2022 Budgeted
General Government Services	1,906,826.52	1,569,034.49	1,888,564.15	1,898,647.07
Protective Services	869,666.67	765,363.91	2,471,666.67	820,000.00
Transportation Services	4,960,870.00	4,567,999.17	4,515,620.00	4,968,966.00
Environmental Health Services	1,401,502.89	1,393,254.06	1,546,150.00	1,517,020.00
Public Health and Welfare Services	50,000.00	43,060.82	50,000.00	50,000.00
Environmental Development Services	228,500.00	67,139.14	115,500.00	115,500.00
Economic Development Services	185,700.00	168,339.34	239,700.00	176,200.00
Recreation and Cultural Services	494,500.00	268,566.79	528,436.00	430,100.00
Fiscal Services	3,450,079.48	1,911,574.76	3,771,718.14	2,899,007.01
Transfers - 2015 Capital Deficit Recoveries - Page 9	260,769.00	260,769.00	0.00	0.00
- To Reserves - Page 5	2,615,323.42	2,628,223.42	3,339,003.18	2,937,782.68
Total Basic Expenditure	16,423,737.97	13,643,324.90	18,466,358.13	15,813,222.76
Allowance For Tax Assets - Page 8	-60.80	60.80	1,185.39	0.00
Total Municipal Expenditure	16,423,677.17	13,643,385.70	18,467,543.52	15,813,222.76
Net Operating Surplus (Deficit)	0.00	3,304,700.07	0.00	0.00

2021 Expenditures by Services

Distribution of Taxes 2021

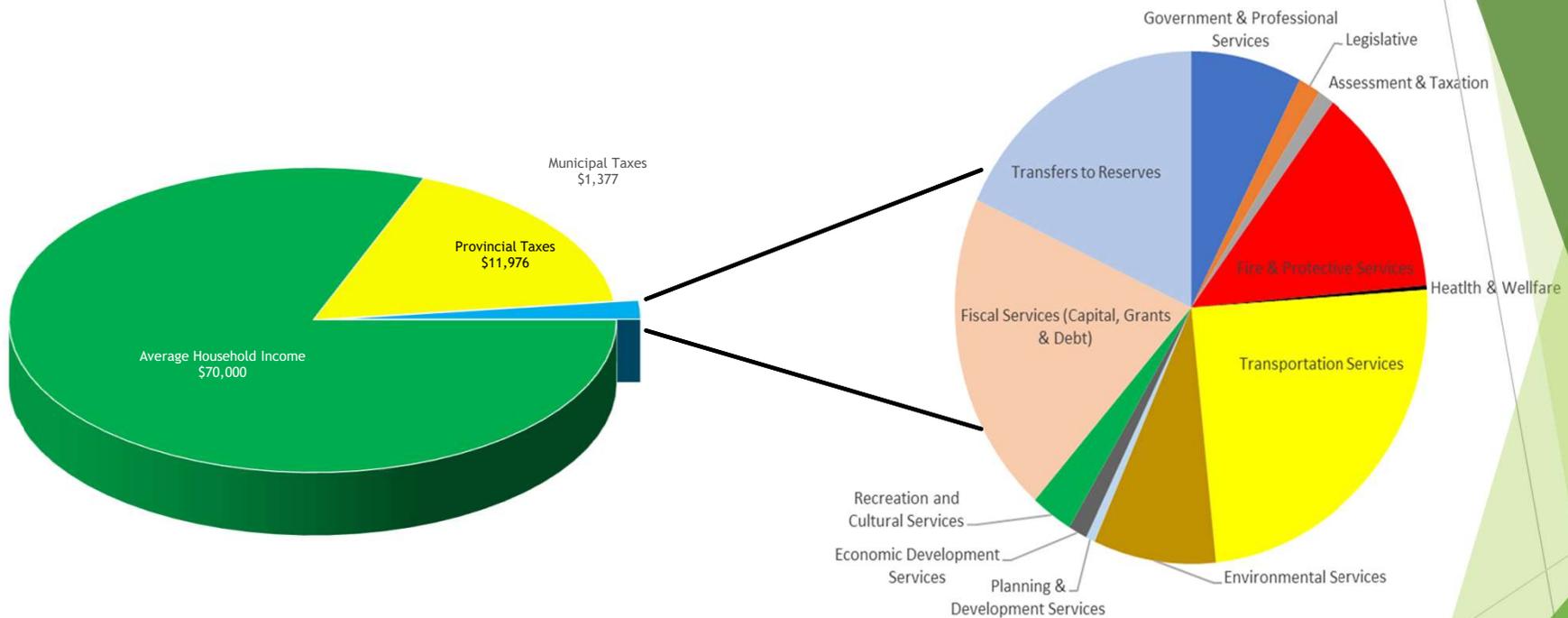


Total Municipal Revenue



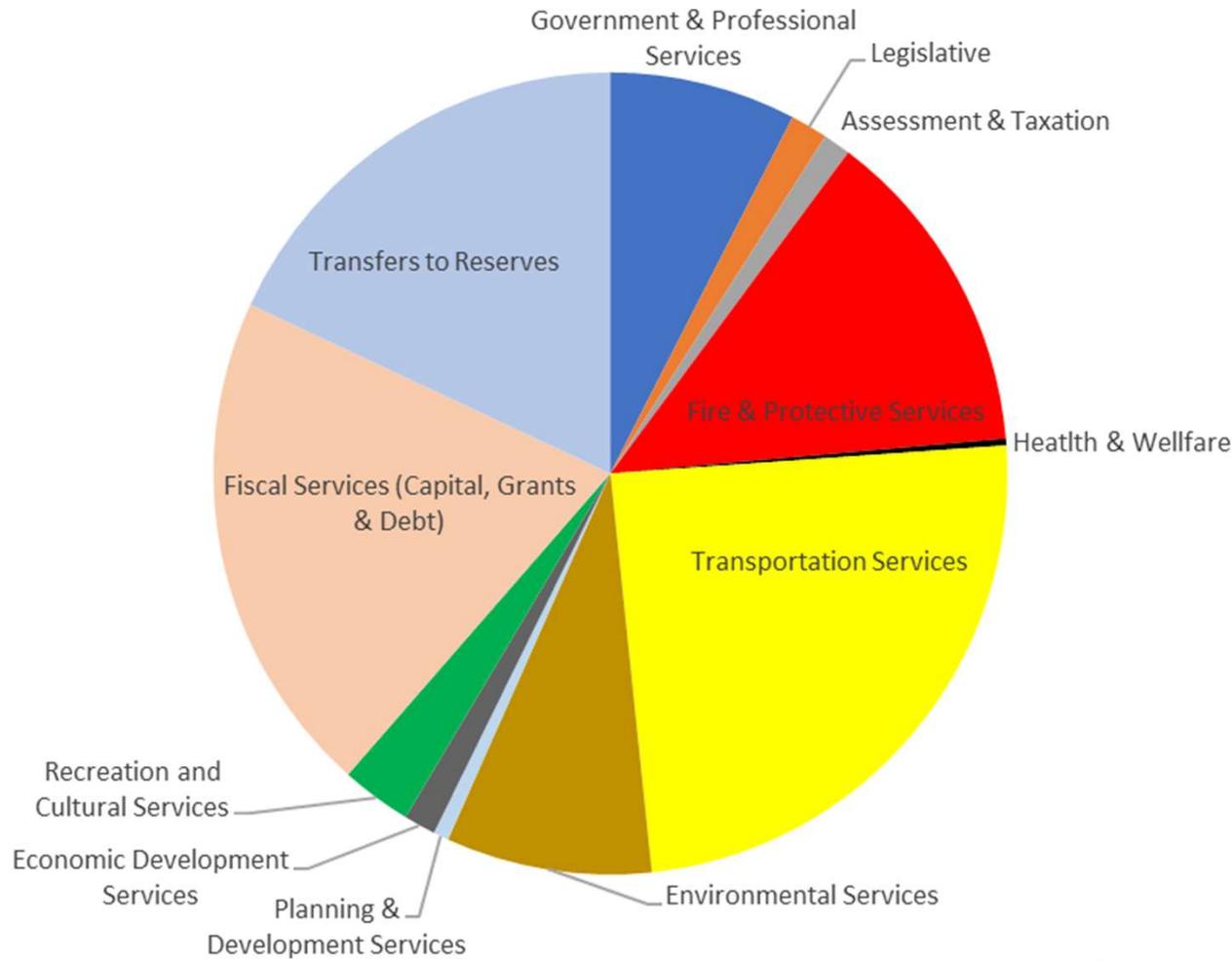
Total revenues for the municipality comes from municipal taxes, provincial and federal grants, service fees, transfers from accumulated surpluses and specific purpose reserves established by the municipality.

2021 Expenditures by Services



As municipal taxes pay for approximately 46% of the entire budget for the municipality. The above chart allocates the proportionate share of municipal taxes to the budgeted services.

2021 Expenditures by Services



2021 Expenditures by Services

Service Area	Budget Amount	46% of Budget	% of Total	Tax Dollar
Government & Professional Services	\$ 1,401,564.15	\$ 644,719.51	8%	\$ 105.08
Legislative	\$ 280,000.00	\$ 128,800.00	2%	\$ 20.99
Assessment & Taxation	\$ 207,000.00	\$ 95,220.00	1%	\$ 15.52
Fire & Protective Services	\$ 2,471,666.67	\$ 1,136,966.67	13%	\$ 185.31
Health & Welfare	\$ 50,000.00	\$ 23,000.00	0%	\$ 3.75
Transportation Services	\$ 4,515,620.00	\$ 2,077,185.20	25%	\$ 338.55
Environmental Services	\$ 1,546,150.00	\$ 711,229.00	8%	\$ 115.92
Planning & Development Services	\$ 115,500.00	\$ 53,130.00	1%	\$ 8.66
Economic Development Services	\$ 239,700.00	\$ 110,262.00	1%	\$ 17.97
Recreation and Cultural Services	\$ 528,436.00	\$ 243,080.56	3%	\$ 39.62
Fiscal Services (Capital, Grants & Debt)	\$ 3,671,718.14	\$ 1,688,990.34	20%	\$ 275.28
Transfers to Reserves	\$ 3,339,003.18	\$ 1,535,941.46	18%	\$ 250.34
Total	\$ 18,366,358.14	\$ 8,448,524.74	100%	\$ 1,377.00

2021 Capital Items

Particulars of Expenditure	Estimated Total Cost	Borne by General Fund	Borne by Utility Fund	Borne by Reserves	Borne by Borrowing
[CIP] Greenspace/Park Development	50,000	50,000		50,000	
[CIP] PS - Mobile Unit	30,000	30,000		30,000	
[CIP] PS - Gear/Equipment	5,000	5,000		5,000	
[CIP/WCW] Ludwick Bridge	200,000	200,000		200,000	
[CIP] Beaconia Well	30,000	30,000		30,000	
[CIP] Beaconia Workshop Repairs	42,000	42,000		42,000	
[GTX] Boat Launch	80,000	80,000		80,000	
[GTX] Land Acquisitions	225,000	225,000		225,000	
[GTX] Colville Sidewalk	300,000	300,000		300,000	
{PKWS} Grader	320,000	320,000		320,000	
[PWKS] Mini-Brusher	25,000	25,000		25,000	
[PWKS] 1/2 Tonne - 2 units	74,000	74,000		74,000	
[PWKS] Mini-Trailer	20,000	20,000		20,000	
[OFF] IT/Server	3,500	3,500		3,500	
[FIRE] EB Pumper	250,000	250,000		125,000	
[FIRE] EB Firehall/Site Improvements - 50% c/shared	60,000	60,000		30,000	
[FIRE] ES Generator	45,000	45,000		45,000	
[FIRE] ES Overhead Doors	13,000	13,000		13,000	
[FIRE] ES Fuel Exhaust System	25,000	25,000		25,000	
[LK/ES/SUN] Portable Generator - Lift Stations	30,000	30,000	30,000	30,000	
SSC Utility Works	3,500,000				3,500,000
ESSW WTP Softener & Truck Fill	2,000,000				2,000,000
South St. Clements Recreation	2,255,000	255,000			2,000,000
Water Control Works	1,520,000				1,525,000

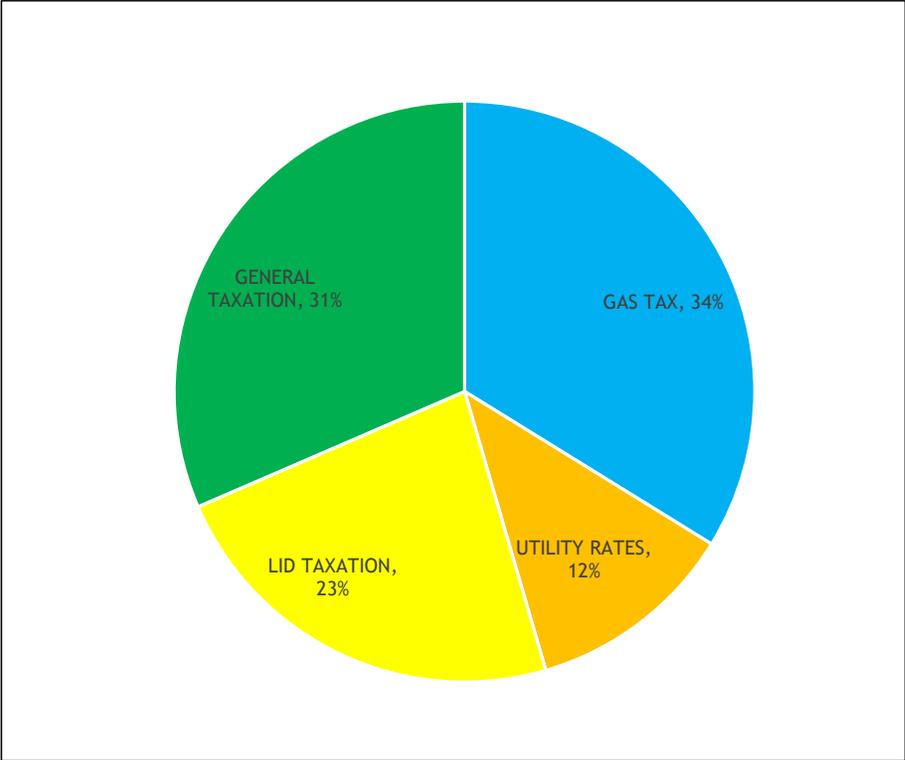
2020 Multi-Year Capital Projects

Capital Borrowing Projects - Multi Year Status Update

Description		Borrowing Authority	Revised for 2021	Reduction
By-Law 6 - 2018 South St. Clements Rec Facility		\$ 4,850,000	\$ 2,000,000	\$ -2,850,000
By-Law 7 - 2018 Narol Fire Department Expansion		\$ 1,573,000	\$ 1,394,379	\$ -178,621
By-Law 8 - 2018 Water Control Works		\$ 3,520,000	\$ 1,525,000	\$ -1,995,000
By-Law 8 - 2021 ESSW WTP Softener & Truck Fill		\$ 2,000,000		
By-Law 9 - 2021 SSC Utility Works (Henderson Sewer)		\$ 3,500,000		

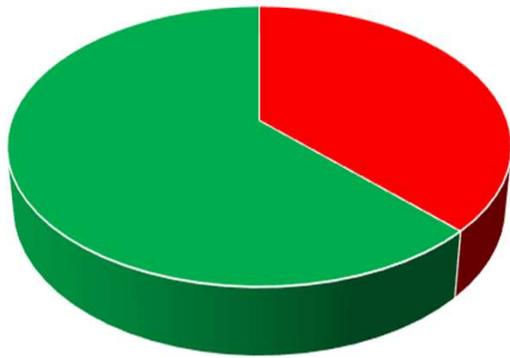
2020 Debt Payments

How Debt Payments Are Funded:



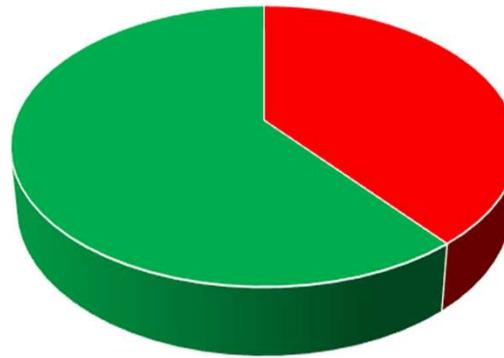
2021 Debt - Current Position

Total Municipal Debt Capacity



- Total Debt - Issued & Unissued but Authorized
- Borrowing Capacity Remaining at December 31

Total Annual Debt Payment Capacity



- St. Clements Total Debt Payments
- Payment Capacity Remaining at December 31

In 2021 budget, of the 7% available there is still 4.37% of debt capacity remaining, totaling over \$32M and of the payment capacity of 20% there is still 12.16% available, totaling over \$2.3M in payments. Commitment to fiscal management has allowed the RM to continue to be in a sound financial position in relation to the debt ceilings for the RM

Strategic Plan - Core Strategies

In order to support the Strategic Plan and Goals established by Council, the administration has been working on the core strategies that support these goals. The core strategies are as follows:

1. Establish an asset management plan ✓
2. Secure grants for sewer ✓
3. Bring solid waste costs in line with established norms ✓
4. Implement cost-recovery/user fee strategy for nonessential services ✓
5. Remove barriers to sustainable growth and related future expansion of tax base ✓
6. Slow, steady tax increase ✓
7. Strengthen the planning process ✓
8. Proactively identify attractive opportunities to increase housing options ✓
9. Use incentives to attract the right kind of development ✓
10. With partners, develop and implement a recreational promotion strategy ✓
11. Enhance and promote water access ✓
12. Increase capacity within RM for year-round programs, for all ages (physical space, staff) ✓
13. Communication strategy to accompany all goal areas ✓

Financial Plan - Highlights

1. In 2021 Council has continued to reduce future risks related to infrastructure costs by:
 - a) Mill rate dedicated towards roads, equaling \$784,675.00
2. Stabilized the reserves from year end surpluses to provide sufficient funds for Capital projects in 2021:

I. Road Construction	\$2.4M	
II. Public Works Equipment Purchases	\$541K	
III. Public Works (Coville Sidewalk & Fuller Road)	\$600K	
IV. Public Works (Ludwick Bridge repairs)	\$200k	
V. Fire Departments Equipment Purchases	\$393K	(\$155K from RM of Alexander)
VI. Environmental Waste and Site Improvements	\$154K	
VII. Protective Services	\$35K	
3. Support recreation in the RM with \$260,000 for Active Transportation and Trails & another \$60K for Community Recreation Projects.
4. Construction of a Boat Launch for \$80,000
5. Support of business community with \$50,000 towards development of Biz Improvement Zones
6. Commitment to Community and Volunteer Groups in grants totaling \$193,000
7. Repurpose approximately \$4.3M in previous borrowing authority to strategic infrastructure priorities totaling \$5.5M for Sewer and Water projects.
8. Fiscal and cash flow management to reduce reliance on utilizing the Operating Line of Credit.
9. Implement a three-year budgeting strategy to provide a level of predictability and stability in the operations of the RM.
10. Except for strategic infrastructure projects, the remaining capital projects are funded through the reserve accounts.
11. Creation of General Purpose Reserve to address financial resiliency



St. Clements

The place to be

THANK YOU!