



St. Clements

The place to be

Financial Plan Open House

April 25, 2022

The Financial Planning Process

BUDGETED REVENUE AND EXPENSES

FINANCIAL PLAN

*RURAL MUNICIPALITY OF ST.
CLEMENTS*

For the Year 2022



The Financial Planning Process

- ▶ *The 2022 Financial Plan continues to support the direction set out by Council 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

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.

Affordability

Keep costs affordable and predictable for ratepayers.

Targeted, sustainable growth

Increase sustainable growth and endorse opportunities for East Selkirk, Grand Marais and East Lockport/Henderson.

Anticipate future needs in amenities and services

Advance amenities and services to prepare for the future needs of our changing communities.

Recreation Destination

Increase interest in St. Clements four-season, outdoor recreational opportunities.

CURRENT ENVIRONMENT

RM of St. Clements has seen 6.5% growth from 2016 to 2021 Census

Population projected 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, Environmental Climate Changes)

PRIORITIES

Climate change and aging infrastructure needs to be addressed for short and long term

Increasing costs must be balanced with sustainable increases to property taxes and user fees

Economic development opportunities to support additional revenue growth

Regional Infrastructure being implemented (Wastewater and Water)

Roads and Recreation Services Increases

Operational Systems and Technological Advancements

Strategic Plan - GOAL 1 Comprehensive Plans for Roads, Drainage and Waste

In 2019, Council identified a \$4 million commitment in funding for hard surface road maintenance over the 4 year term of Council. The Hard Surface Road Plan identified several major road projects in order to continue to provide quality infrastructure through proper asset management. Many of the projects have been completed using infrastructure reserves created through the previous financial planning processes. This commitment has been surpassed by approximately \$1.26 million.



Strategic Plan - GOAL 1

Comprehensive Plans for Roads, Drainage and Waste

Year	Project Description	Costs
2019	Rebeck Road	\$ 1,032,400.00
	sub-total	\$ 1,032,400.00
2020	Old Henderson	\$ 530,000.00
2020	Dunning Road	\$ 320,000.00
2020	Church Road (North)	\$ 470,000.00
	sub-total	\$ 1,320,000.00
2021	Church Road (South)	\$ 676,000.00
2021	Ludwick Road	\$ 800,000.00
	sub-total	\$ 1,476,000.00
2022	Wachal Drive	\$ 710,938.00
2022	Church Road - Off Ferry Road	\$ 290,500.00
2022	Spruce Drive	\$ 430,000.00
	sub-total	\$ 1,431,438.00
	TOTAL	\$ 5,259,838.00



Strategic Plan - GOAL 1 Comprehensive Plans for Roads, Drainage and Waste

As a large rural municipality the RM of St. Clements covers 728 sq. kilometers, which contains significant roads and drainage to maintain. In order to reduce overland flood risk, the RM continues to work on priority drains and complete further drainage studies.

Climate change and its impact on our existing drainage network along with our ability to respond to unanticipated events continues to be a priority. In 2021 the RM finished many long standing drainage issues and has now begun to focus on priorities related with unanticipated events.



Strategic Plan - GOAL 1 Comprehensive Plans for Roads, Drainage and Waste

Year	Ward 1	Ward 2
2019	Ludwick Rd ditching	Floodway Dr. N. ditching
2019	Re-grade drain between Floodway Dr. S. and Floodway control structure	Church Rd. N. west of Old Henderson ditching
2019	Industrial Park culvert repairs	Notranni culvert replacement
2019	Miller Creek/Old River Rd ditching	Landfill drainage upgrades
2019	Rockhaven at Tracks ditching	Road 90N & 41E culvert replacement
2019	Floodway Dr. S. at Hwy 44 ditching	Road 84N east of 2 Mile, ditch cleanout
2019	28139 Boundary ditch cleanout	Anderson Street ditching
2019	Riverby lane culvert upgrade	Road 40E between 88N and 89N ditching
2020	Fix of Ashfield Drain sluffs	Finish ditching 40E
2020	Fix of Bunns Drain sluffs	Ditching works on both sides Kirkness Road from Hwy 44 to Hwy 59
2020	Fix sluff at 72133 Floodway Dr S	Ditching works North of Anderson
2020	Ditching works from Floodway Dr S to Kirkness	Ditching works Floodway Dr. N.
2020	Ditching works on Rockhaven North to Tracks	Ditching south side Tracks from Mowatt to CIL Road
2020	Ditching works Park Place	Peltz Berm
2020	Ditching works at Ludwick & Raleigh	Ditching works and repairs on Harold St
2020	Replace Culvert at Church & Rebeck	Grand Marais Wetlands Ditching works
2020	Miscellaneous Culvert Repairs	Miscellaneous Culvert Repairs
2020	Church Road S. from Tracks to Henderson	Miscellaneous Beaver Dams removed
2020	Church Road S. from Tracks to Rebeck (new drain on south side)	Hydro Seeding at Bunns Creek
2020	Dunning Road from Tracks to Henderson	
2021	Nicholas Street ditch regrading and culvert replacements	Cleanouts at road crossings along Devils Creek
2021	Wachal Street ditch regrading and culvert replacements	Road 85N ditch regrading (West of Reconciliation Rd)
2021	Ludwick Road ditch regrading and culvert replacements (East of tracks)	Road 41E ditch regrading (North of 87N)
2021	Dunning Road ditch regrading (between tracks and Henderson)	Rockhaven Road ditch regrading and culvert replacements (Tracks to PTH 44)
2021	Gunns Creek ditch regrading and road/rail crossing culvert upgrades (McKay Rd to tracks North of Hay Road)	Michelle Street ditch regrading and culvert replacements
2021	Meadows Way culvert repair	Central Street ditch regrading and culvert extension
2021	Ashfield and Rebeck road slide repairs	Balsam harbour parking lot swale cleanout
2021		Begin Glenmoor Drain ditch regrading and culvert upgrades (Completed first ½ mile East of Road 44E)
2021		Install new cross culverts through 100N (West of Marais creek)
2021		Brushing Road 88N R.O.W. (Road 37E to Road 40E)
2021		Ditching/Brushing at landfill
2021		Brushing along Road 100N and 101N
2021		Brushing Libau drain (85N to 89N)

Strategic Plan - GOAL 1 Comprehensive Plans for Roads, Drainage and Waste

Proposed Drainage Works 2022

Ward 1	Ward 2
IXL ditching	92N & 43E ditching
Brick Way ditching	33E between 80N & 81N ditching
Hay Rd. east of Gunns ditching	36E & 87N ditching
Harder Drain ditching	CIL at creek ditching
Narol fire hall drainage improvements	Glenmoor drain ditching
Old River Road ditching	Hwy 59 @ Kirkness ditching



Strategic Plan - GOAL 1

Comprehensive Plans for Roads, Drainage and Waste

- ▶ In 2020 the RM received a significant grant of \$2.7M for 100% funding, from the Climate Resiliency Program, for the Gunns Creek Diversion. This has allowed the RM to review our Capital project priorities.
- ▶ A review of two of the major capital projects in the RM offered the following opportunities:
 1. The St Clements Activity Centre was budgeted for \$4,350,000.00 to complete landscaping & site development, roads, signage, parking and with anticipation of Federal ICIP fund for the building construction. By completing some of the works within existing operating budgets and receiving the \$2.7M Disaster Prevention Grant, it allowed for the landscaping & site development along with parking and drainage to be complete in 2021. What remains is the building construction of a 10,000 square foot multi-purpose building awaiting for approval of the Federal ICIP Grant request for \$6,311,945.92. This has allowed the RM to adjust their capital budget accordingly and reduce the funding requirement by \$2.35M, increasing the overall debt capacity room in the RM, based on the 2020 approved budget.
 2. In regards to Water Control Works for drainage, the RM budgeted \$3,520,000.00 in 2018 to complete many priority drainage projects. Since then approximately \$1.0M has been spent on drainage projects, which includes approximately \$220,000 of operating expenditures and approximately \$980,000 utilized from the borrowing authority. The \$2.7M Gunns Creek diversion project has allowed reduction of borrowing authority for the project, as Gunns Creek was originally identified as part of the Water Control Works project. Taking into consideration completion of remaining works and any unforeseen drainage expenses in 2021, the RM would now require a total borrowing for the Water Control Works in the amount of \$1.52M. The reduction of the funding requirement would increase the overall debt capacity by another \$2.0M, based on the 2020 approved budget.
- ▶ The above two projects have allowed for approximately \$4.3M in previous borrowing authority to be directed to the RM's infrastructure priorities of Phase 1 of the South St. Clements Utility Infrastructure (Henderson Wastewater Project) and the East Selkirk Water Softener Project.

Strategic Plan - GOAL 1 Comprehensive Plans for Roads, Drainage and Waste

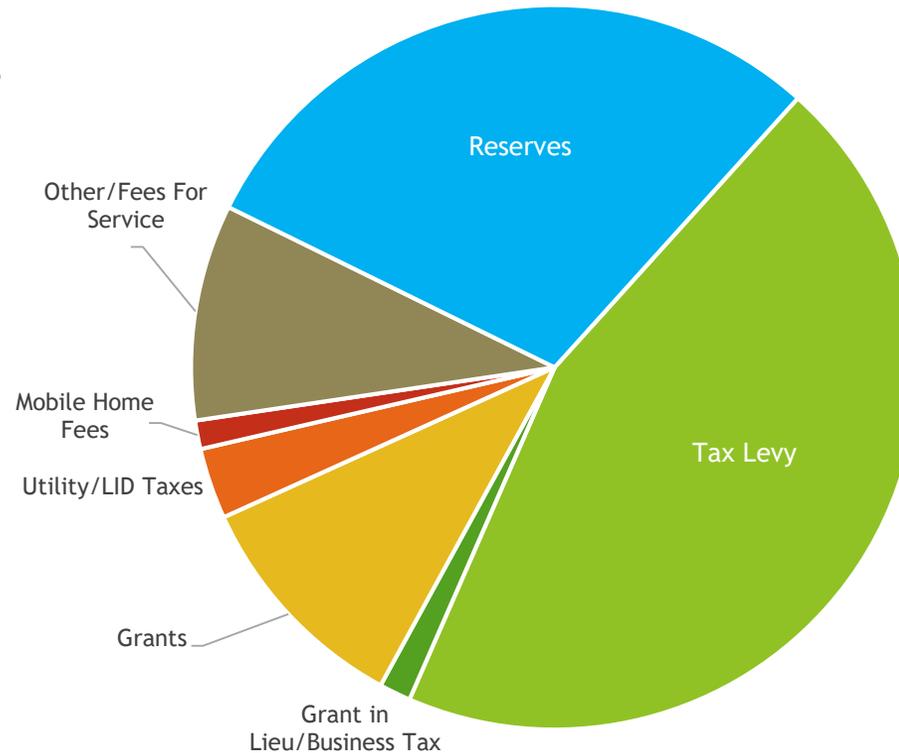
- ▶ In 2021 the RM borrowed \$5.5 Million by taking advantage of \$4.3M in previous borrowing authority to be directed to the RM's infrastructure priorities of Phase 1 of the South St. Clements Utility Infrastructure (Henderson Wastewater Project) and the East Selkirk Water Softener Project.
- ▶ This allowed for the RM to leverage borrowing with infrastructure grants from the Province's Manitoba Water Services Board and Provincial Restart Grants for a total estimated project funding of \$9.7 Million for the two projects.



Strategic Plan - GOAL 2 Keep Costs Affordable for Ratepayers

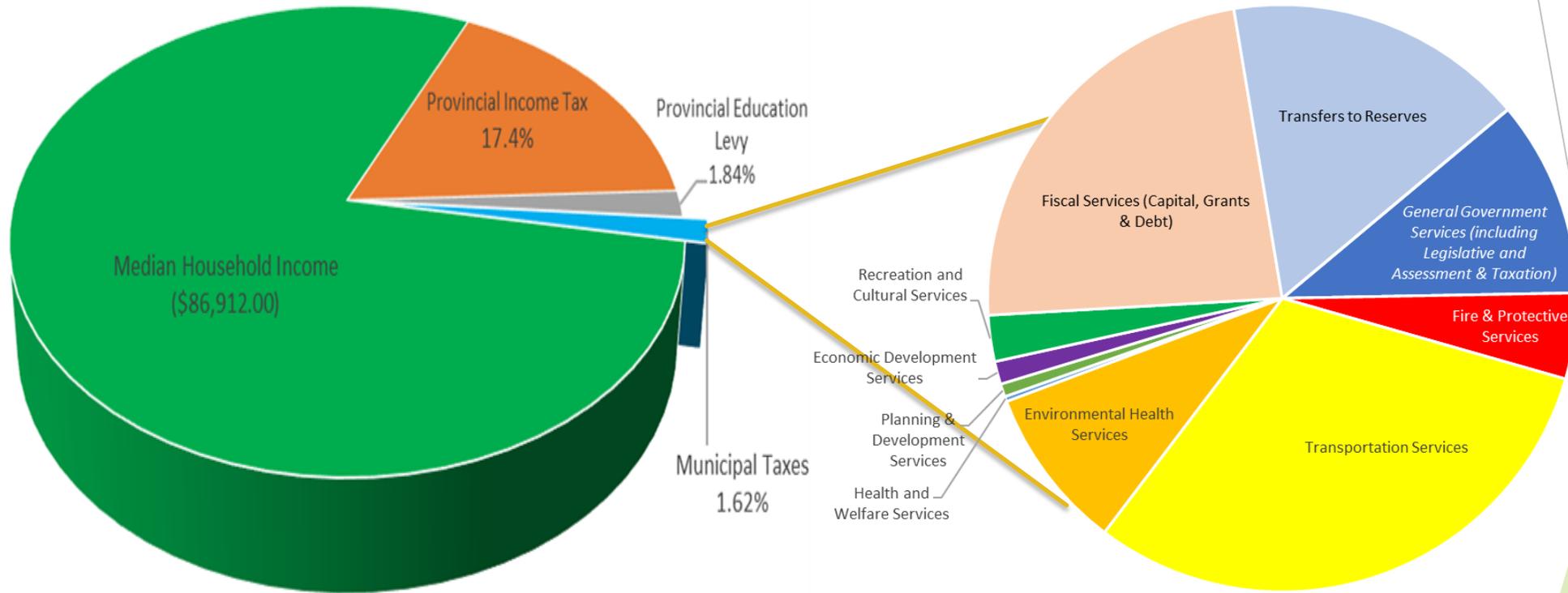
OUR VALUES (Financial Accountability)

- Municipalities have limited options available for generating revenue with a significant percentage of the revenue coming from taxes and fees for service. Council is committed to managing these costs and continues to seek other opportunities from Grants and fees for service.
- In 2019 Council adopted a principle to minimize the impact of taxes on our ratepayers and committed to a modest 2% per year increase



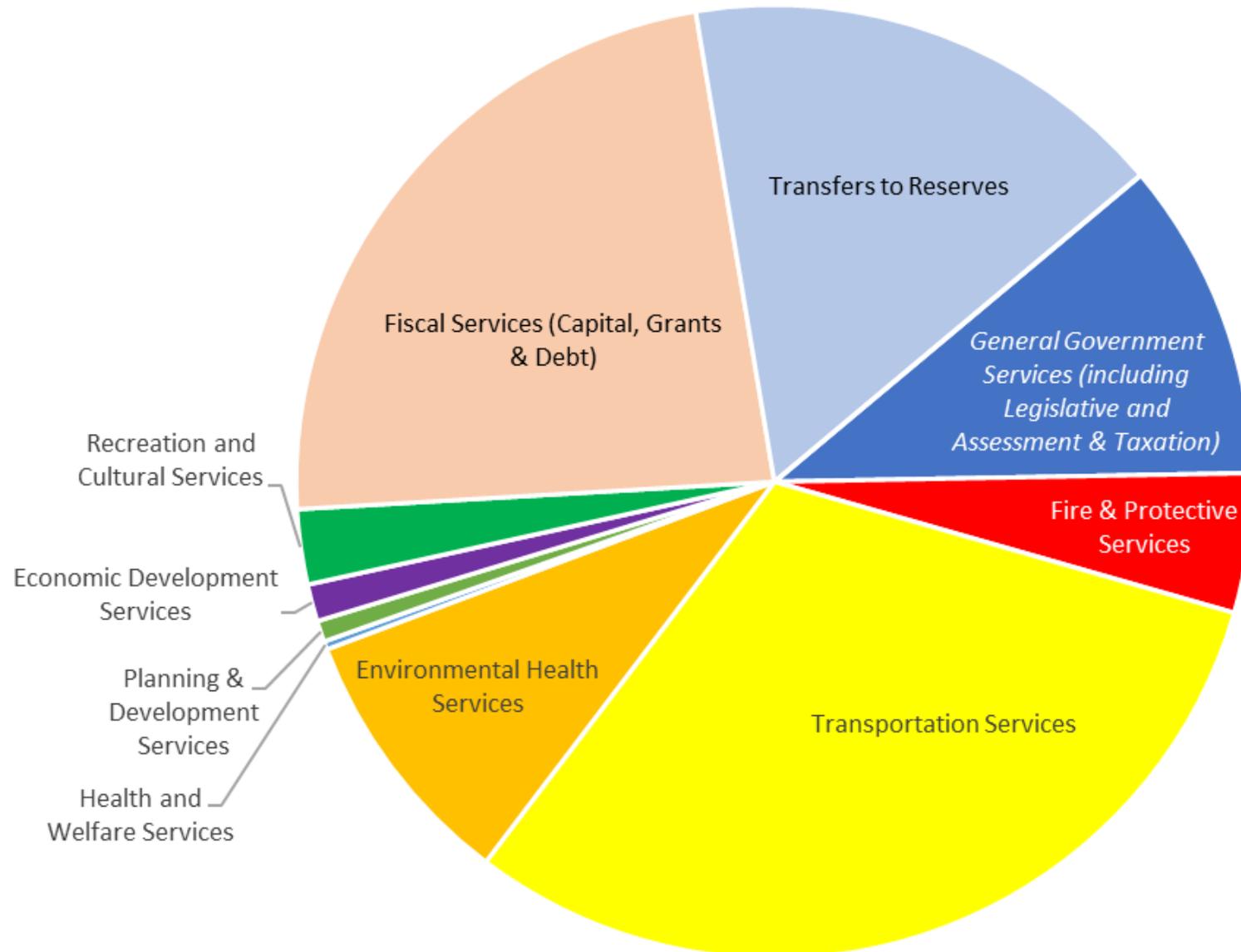
2022 Total Revenues by Source

2022 Expenditures by Services



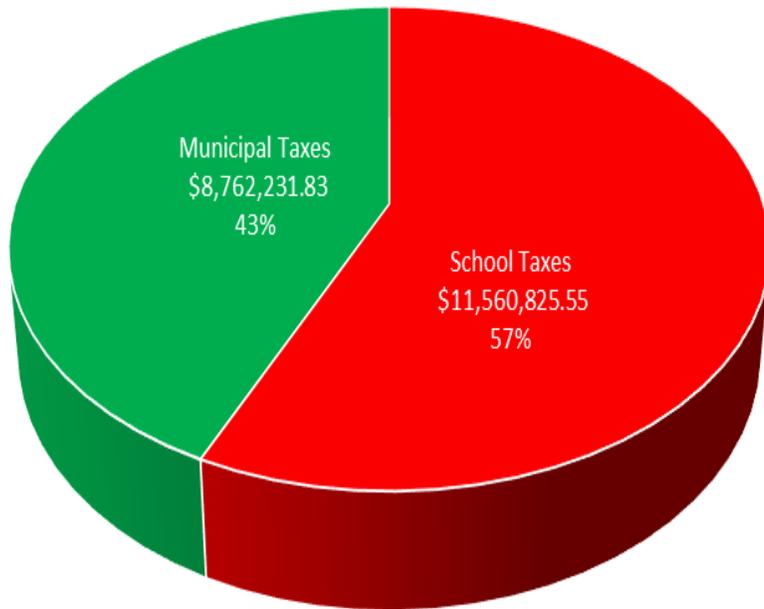
As municipal taxes pay for approximately 49% of the entire budget for the municipality. The above chart allocates the proportionate share of municipal taxes to the budgeted services.

2022 Expenditures by Services

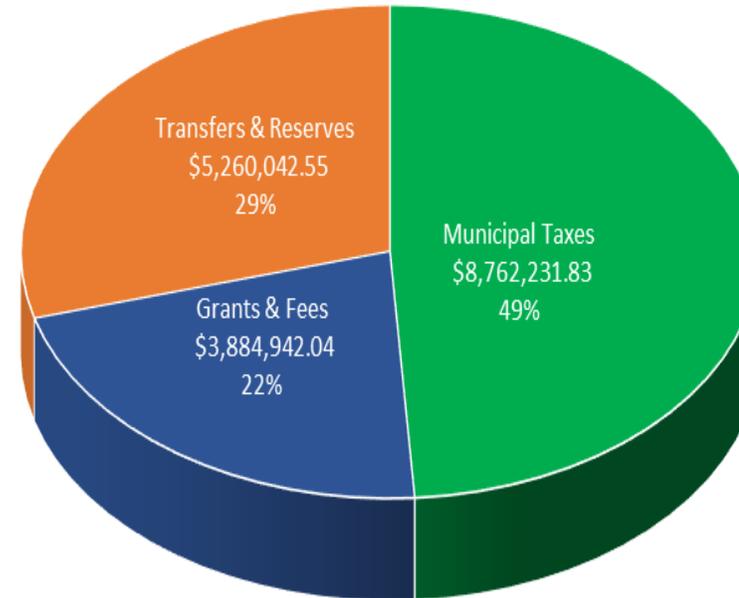


2022 Expenditures by Services

Distribution of Taxes 2022



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.

Note: Residents will receive a 32% portion of School Tax Rebate directly from the Province through a cheque in the mail in 2022.

Strategic Plan - GOAL 2

Keep Costs Affordable for Ratepayers

Property Tax Comparisons:	Population*	Total			
		Dwellings	2020	2021	2022
Selkirk	10,504	4,643	20.562	20.992	18.536
Brokenhead	5,414	2,213	12.700	12.700	11.380
Alexander	3,854	4,347	11.890	11.980	12.131
Lac du Bonnet	3,563	2,757	10.296	10.296	9.956
Stonewall	5,046	2,127	10.16	10.459	
St. Clements	11,586	5,720	10.000	10.200	10.400
Springfield	16,142	5,992	9.595	9.595	9.691
St. Andrews*	11,723	4,736	9.927	9.527	9.980
East St. Paul	9,725	3,504	8.323	8.470	
West St. Paul	6,682	2,270	8.93	9.1	9.1
Rosser	1,270	448	6.86	6.787	8.036
Headingley	4,331	1,342	6.4	6.4	6.4

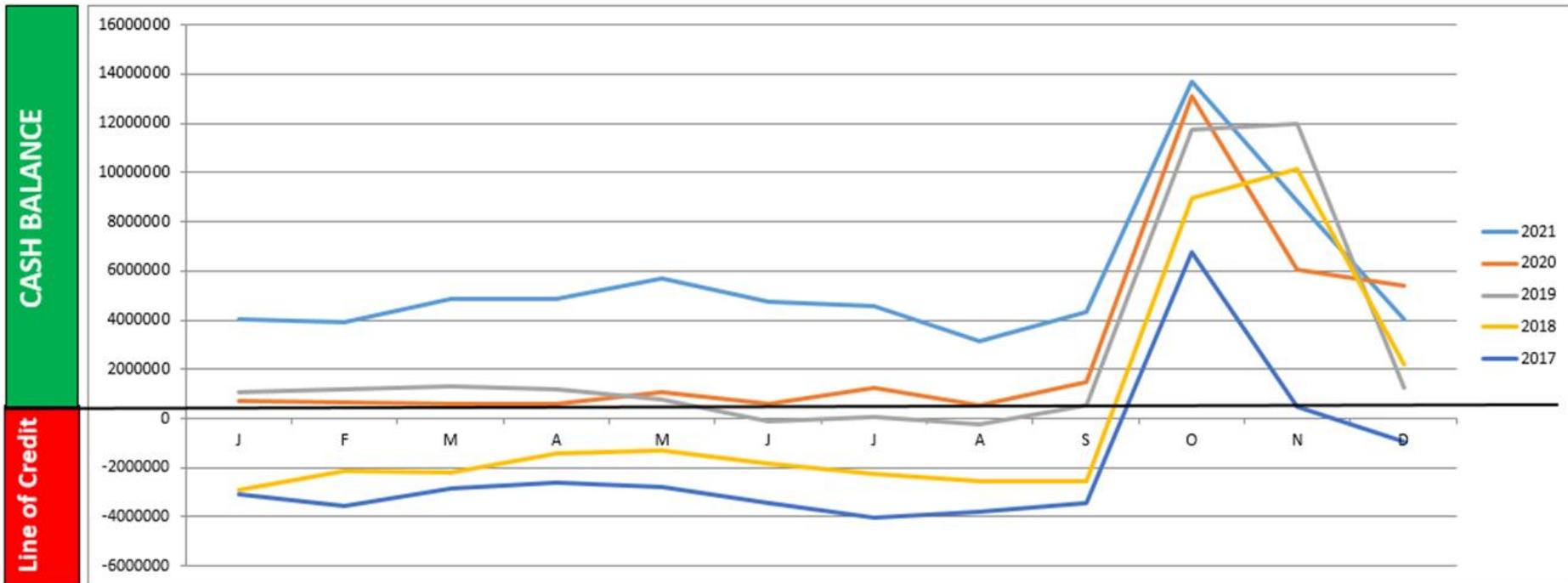
Fiscal and Cash Flow Management

R.M. of St. Clements

Annual Operating Line of Credit/Chequing Account

Trend Analysis - (YTD)

	J	F	M	A	M	J	J	A	S	O	N	D	Year	Annual Limit
2021	4,043,032	3,925,124	4,889,512	4,872,969	5,666,054	4,763,157	4,568,821	3,158,731	4,340,751	13,696,728	8,863,496	4,043,032	2021	6,799,000
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	2020	6,799,000
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	2019	6,799,000
2018	- 2,880,056	- 2,141,371	- 2,192,134	- 1,438,409	- 1,280,652	- 1,833,091	- 2,225,239	- 2,546,461	- 2,538,643	8,928,022	10,124,110	2,223,778	2018	6,799,000
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	2017	6,799,000



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 3 Targeted, Sustainable Growth

- ▶ Request for Proposals to develop multi-use commercial/residential option on RM land in East Selkirk.
- ▶ Regional Infrastructure to promote orderly development.
 - ▶ Henderson Sewer Project
 - ▶ Water Treatment Plant
- ▶ Water lines to Lockport
- ▶ Wastewater study and design for Grand Marais
- ▶ Economic Development opportunities in Lockport and Grand Marais
- ▶ Seniors and Affordable Housing opportunities in East Selkirk
- ▶ Commitment to Recreation Opportunities



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

- ▶ The municipal finance strategy utilizes reserve funds to allocate dollars specifically to major costs such as equipment, infrastructure and projects.
- ▶ Year-end surpluses in 2020 (resulting from various grants and cost savings throughout the year) allowed for nearly \$870K to be used to replenish the multiple capital only reserves, providing funding capacity to accommodate future capital costs.
- ▶ Year-end surpluses in 2021 (resulting from amphibex desolution and cost savings throughout the year) allowed for \$1M to be used to replenish the multiple capital only reserves, providing funding capacity to accommodate future capital costs.
- ▶ In 2021 Council has created a *General Purpose Reserve* in order to address any future unknown external influences on finances, resources and/or service levels and to promote financial resiliency.
- ▶ In 2021 Council implemented a three-year budgeting strategy, the 2022 budget is being put forward for adoption and the following two years are to be adopted in principle, in order to provide a level of predictability and stability in the operations of the RM. This new strategy will expedite the budgeting process annually and provide for increased focus on overall operational savings wherever possible.



2022 Financial Plan

Revenues
Expenditures
Capital

2022 Revenues

Total Tax Levy - Page 8

Total Grants in Lieu of Taxes - Page 8

Sub-total

School Requisitions (deduct) - Page 8

Municipal Taxes and Grants in Lieu of Taxes

Other Revenue - Page 2

Transfers from Accumulated Surplus & Reserves - Page 2

Total Municipal Revenue

	2021 Budgeted	2021 Actual	2022 Budgeted	2023 Budgeted
	19,258,644.06	19,289,402.83	19,566,136.87	19,956,951.43
	775,160.32	768,837.58	756,920.51	772,058.92
	20,033,804.38	20,058,240.41	20,323,057.38	20,729,010.35
	11,613,151.40	11,613,151.40	11,560,825.55	11,792,042.06
	8,420,652.98	8,445,089.01	8,762,231.83	8,936,968.29
	5,874,516.04	6,446,861.83	3,884,942.04	3,697,547.04
	4,172,374.51	2,635,906.37	5,260,042.55	2,949,663.13
	18,467,543.53	17,527,857.21	17,907,216.42	15,584,178.46

2022 Expenditures

General Government Services

Protective Services

Transportation Services

Environmental Health Services

Public Health and Welfare Services

Environmental Development Services

Economic Development Services

Recreation and Cultural Services

Fiscal Services

Transfers - 2015 Capital Deficit Recoveries - Page 9

- To Reserves - Page 5

Total Basic Expenditure

Allowance For Tax Assets - Page 8

Total Municipal Expenditure

Net Operating Surplus (Deficit)

	2021 Budgeted	2021 Actual	2022 Budgeted	2023 Budgeted
General Government Services	1,888,564.15	1,600,028.74	1,937,687.44	1,896,276.01
Protective Services	2,471,666.67	1,725,107.34	846,000.00	859,000.00
Transportation Services	4,515,620.00	3,898,668.08	5,529,766.00	4,871,813.58
Environmental Health Services	1,546,150.00	1,481,786.67	1,606,020.00	1,503,967.40
Public Health and Welfare Services	50,000.00	43,060.82	50,000.00	50,000.00
Environmental Development Services	115,500.00	126,427.57	128,100.00	115,500.00
Economic Development Services	239,700.00	147,787.85	226,200.00	176,200.00
Recreation and Cultural Services	528,436.00	322,289.37	455,100.00	432,350.00
Fiscal Services	3,771,718.14	3,624,550.00	4,169,101.92	2,833,100.50
Transfers - 2015 Capital Deficit Recoveries - Page 9	0.00	0.00	0.00	0.00
- To Reserves - Page 5	3,339,003.18	3,389,508.18	2,958,523.78	2,845,970.98
Total Basic Expenditure	18,466,358.14	16,359,214.62	17,906,499.14	15,584,178.46
Allowance For Tax Assets - Page 8	1,185.39	1,185.39	717.29	0.00
Total Municipal Expenditure	18,467,543.53	16,360,400.01	17,907,216.43	15,584,178.46
Net Operating Surplus (Deficit)	0.00	1,167,457.20	0.00	0.00

Capital Investment 2019 - 2021

Major Capital Purchases	2019	2020	2021
Transportation Services:			
Workshops	\$ 6,131.10		\$ 18,527.32
Trucks	\$ 26,460.00		\$ 72,274.93
Mower			
Trailer			\$ 17,629.32
Excavator			
Grader	\$ 265,548.80	\$ 300,860.00	\$ 315,436.00
Brusher		\$ 54,463.00	\$ 25,153.34
Plow Assembly			
Bridges			\$ 130,516.83
Protective Services:			
Vehicles			\$ 29,585.50
Firehall Expansions & Improvements	\$ 1,107,946.34	\$ 252,992.24	\$ 25,014.89
Radio Replacements		\$ 160,011.22	
SCBA Replacements	\$ 110,938.08	\$ 87,591.67	
Rapid Response Unit		\$ 431,244.00	
Tanker		\$ 473,919.00	
Flood Mitigation Equipment		\$ 148,137.10	
General Government:			
IT Infrastructure	\$ 14,757.27	\$ 9,293.66	\$ 2,231.47
Building Infrastructure	\$ 10,310.75		
Lands for RM Purposes		\$ 49,500.00	
Recreation & Other:			
SSC Recreation	\$ 54,145.00	\$ 58,655.00	\$ 960,691.60
Boat Launch			\$ 2,950.00
Active Transportation - Sidewalks			\$ 13,335.00
Water Control Works (Drainage)			
	\$ 905,993.82	\$ 894,185.11	\$ 1,473,535.03
SSC Utility (Henderson Sewer Project)			
ESSW WTP Softener & Truck Fill			\$ 1,403,810.67
			\$ 707,018.13
Total Municipal Investment By Year:	\$ 2,502,231.16	\$ 2,920,852.00	\$ 5,197,710.03

2022 Capital Items

Particulars of Expenditure	Estimated Total Cost	Borne by General Fund	Borne by Utility Fund	Borne by Reserves	Borne by Borrowing
Greenspace Park Development	50,000	50,000		50,000	
Becaonia Well Property	100,000	100,000		100,000	
Beaconia Shop Expansion	80,000	80,000		80,000	
Boat Launch	100,000	100,000		100,000	
Land Acquisition	225,000	225,000		225,000	
Colville Road Sidewalk	300,000	300,000		300,000	
Active Transportation - Sidewalk Lockport	200,000	200,000		200,000	
Excavator	250,000	250,000		250,000	
580 Case Snow Bucket	6,000	6,000		6,000	
1/2 ton	40,000	40,000		40,000	
Trailer (End Dump)	30,000	30,000		30,000	
IT/Server	3,500	3,500		3,500	
Office Stairs	35,000	35,000		35,000	
Office LED Lighting Upgrade	15,000	15,000		15,000	
Office Phone System	51,500	51,500		51,500	
Electric Car Charging Stations (3)	30,000	30,000		30,000	
EB Side by Side/UTV (50%)	44,000	44,000		22,000	
ES Driveway	178,000	178,000		178,000	
ES Rescue/Command truck replacement	500,000	500,000		500,000	
EB Firehall Station & Site Improvements (50%)	60,000	60,000		30,000	
ES Generator	45,000	45,000		45,000	
ES Fuel Exhaust System	25,000	25,000		25,000	
Landfill Storage	30,000	30,000		30,000	
Clarke TS Improvements	65,000	65,000		65,000	
ESSW Water Meter Replacements	55,000		55,000	55,000	
SSC Utility Works	3,500,000				3,500,000
ESSW WTP Softener & Truck Fill	2,000,000				2,000,000
South St. Clements Recreation	2,217,500	225,000			2,000,000
Water Control Works	1,520,000				1,525,000

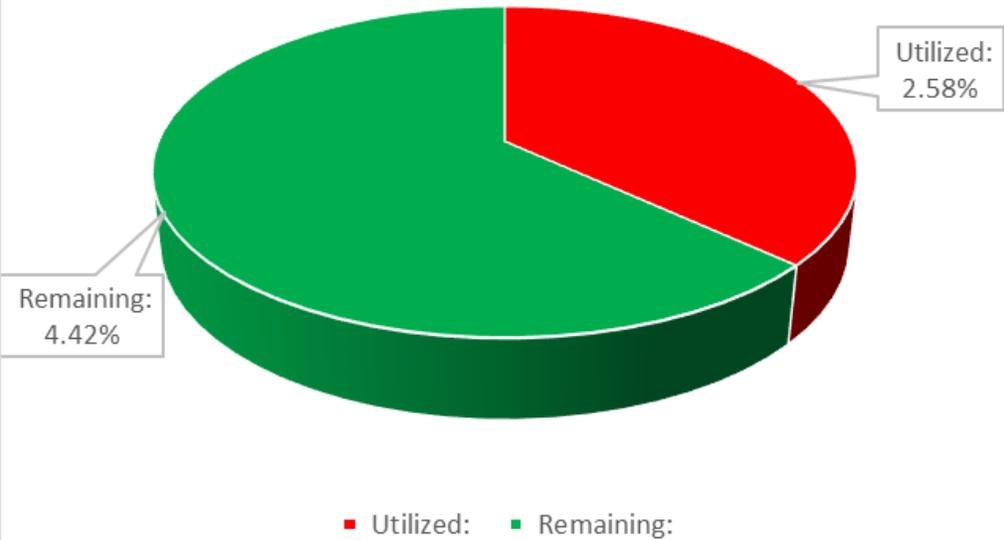
2022 Multi-Year Capital Projects

Capital Borrowing Projects - Multi Year Status Update

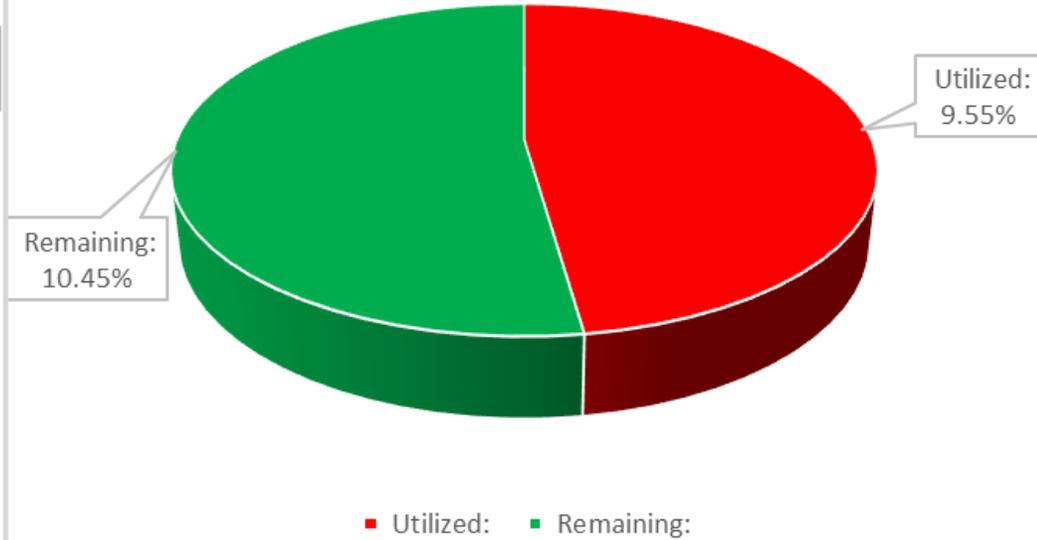
Description		Borrowing Authority	Revised for 2021	Reduction
By-Law 6 - 2018 South St. Clements Rec Facility		\$ 4,850,000	\$ 2,000,000	\$ -2,850,000
By-Law 8 - 2018 Water Control Works		\$ 3,520,000	\$ 1,525,000	\$ -1,995,000
By-Law 8 - 2021 ESSW WTP Softener & Truck Fill		\$ 2,000,000		
By-Law 9 - 2021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

2022 Debt - Current Position

BORROWING CAPACITY REMAINING



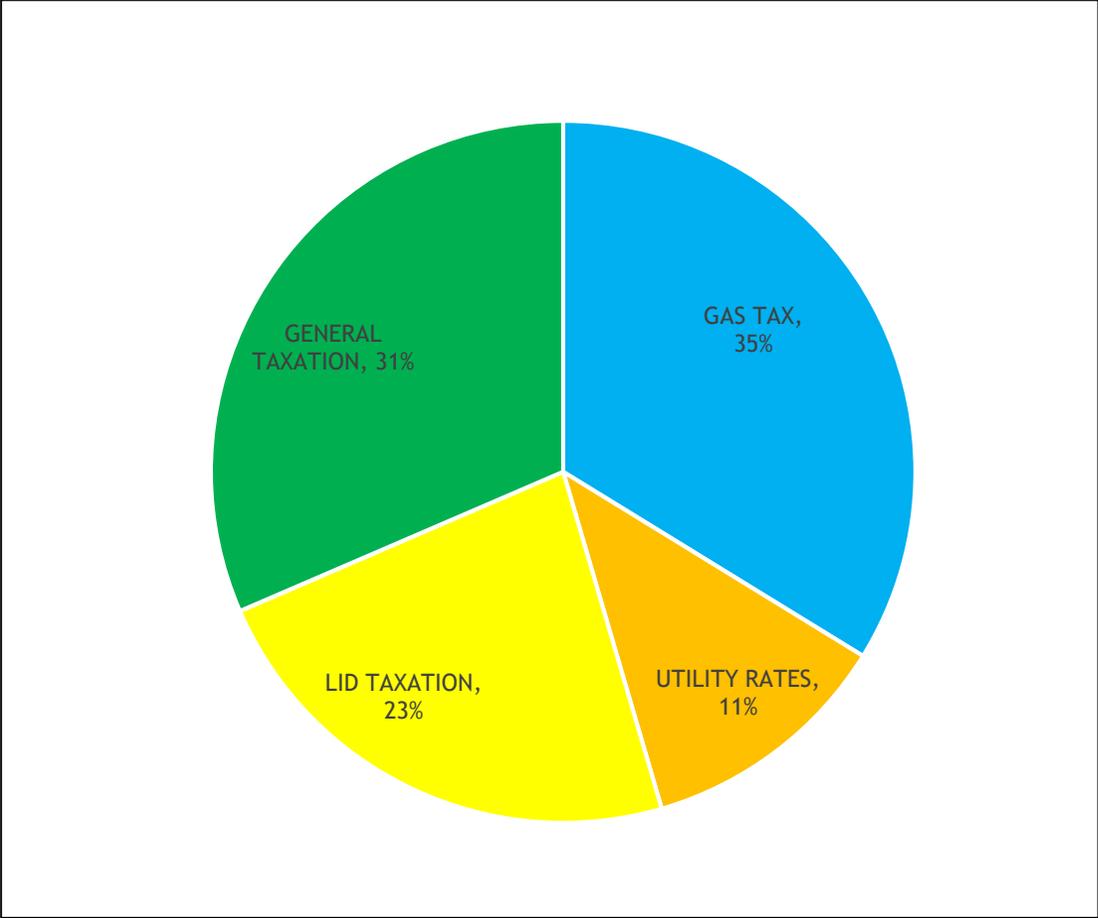
PAYMENT CAPACITY REMAINING



In 2022 budget, of the 7% available there is still 4.42% of debt capacity remaining, totaling over \$35M and of the payment capacity of 20% there is still 10.45% available, totaling over \$1.9M 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

2022 Debt Payments

How Debt Payments Are Funded:



Stabilization of Reserves

RESERVE FUNDS MANAGEMENT BY YEAR

Reserve Name		2018	2019	2020*	2021*
<i>Capital Improvement</i>		224,298	211,881	1,384,145	1,970,992
<i>Bridge/Water Control Works</i>		154,738	145,101	148,178	120,647
<i>Office</i>		24,377	25,174	66,556	80,873
<i>Public Works</i>		212,142	86,960	214,163	266,036
<i>Fire & MPIC - Combined</i>		642,235	599,172	74,369	832,217
<i>Election</i>		-	7,049	14,260	31,612
<i>Environment</i>		88,206	35,516	187,248	238,442
<i>Gas Tax</i>		395,544	989,046	1,067,521	1,741,859
<i>Recreation</i>		92,776	104,853	118,720	108,372
<i>Roads</i>		41,900	474,495	160,321	539,112
<i>ESSW Utility</i>		163,594	253,976	456,340	523,569
<i>Lockport Utility</i>		161,847	207,365	239,356	256,806
<i>Sunset Utility</i>		94,364	136,339	182,520	208,684
<i>Utility Expansion</i>		20,366	31,516	49,807	117,829
As at December 31:		2,316,388	3,308,443	4,363,504	7,037,050

* Projected unaudited totals

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 \$796,109.78
2. Stabilized the reserves from year end surpluses to provide sufficient funds for Capital projects in 2022:

I. Road Construction	\$1.4M
II. Public Works Equipment Purchases	\$677K
III. Public Works (Coville Sidewalk & Fuller Road)	\$600K
IV. Fire Departments Equipment Purchases	\$800K
V. Environmental Waste and Site Improvements	\$355K
3. Support recreation in the RM with \$225,000 for Active Transportation and Trails & another \$85K for Community Recreation Projects.
4. Construction of a Boat Launch for \$100,000
5. Continue to support business community with \$50,000 towards development of Biz Improvement Zones
6. Commitment to Community and Volunteer Groups in grants totaling \$199,000
7. Delivery of strategic infrastructure priorities totaling \$9.7M for Sewer and Water projects.
8. Fiscal and cash flow management to reduce reliance on utilizing the Operating Line of Credit.
9. Continue to implement a three-year budgeting strategy to provide a level of predictability and stability in the operations of the RM.
10. Implementation of General Purpose Reserve to address financial resiliency.



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THANK YOU!