



Overview of Financial Plan 2023



St. Clements

The place to be

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TO OUR RATEPAYERS



Your Representatives

RM of St. Clements Council 2022-2026

(l-r) Sandra Strang Ward 1,
Robert Belanger Ward 2,
Dave Sutherland Ward 2,
Mayor Debbie Fiebelkorn,
Dave Horbas Ward 2,
Glen Basarowich Ward 1,
Scott Spicer Ward 1

Message from Council

We wanted to first thank all our residents for coming out to vote in the 2022 election and to all the candidates who put their names forward in the election. We all appreciate your support in getting our team re-elected this term and continuing the good work that has been started. Council is excited to serve our citizens for another four years and deliver on the priorities identified by our residents. After the election Council began a review of the previous Strategic Plan in February of 2023. With the intention to review the Strategic Plan so we could update the vision, strategy, priorities and values of our community along with setting the goals and direction we heard from our ratepayers. In the coming months we will be working towards further communication and consultation with our ratepayers on the goals and direction established in the Strategic Plan.

Council is committed to work towards providing services to our ratepayers to build a safe and healthy community in the current economic environment as a result of the global pandemic. The RM of St. Clements continues to be **“the place to be”**, with the growth we are experiencing and various Manitobans also looking to spend more time utilizing the various amenities the RM has to offer.

Council and administration are committed to delivering the priorities for our municipality by improving services and delivering various capital projects to enhance our community.

Council has been working hard to continue to be more transparent and accessible to our citizens through the use of technology, online meetings, social media and public engagement. With the value of communication and openness, this Financial Plan Overview is being provided as additional information in a format that will help to highlight the priorities of the 2023 Financial Plan.

STRATEGIC PLAN

After completing a review of the previous strategic plan on February 2023, Council determined their vision, mission and values that will guide decision making for the next term of Council.

VISION	
Welcoming, diverse and growing communities, supporting a safe lifestyle for all ages to live, recreate and be prosperous.	
MISSION	VALUES
<p>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.</p> <p>The municipality supports diverse land uses and settlement types while maintaining an environment where diverse residents across the municipality co-exist in harmony.</p>	<p>COMMUNICATION AND OPENNESS We communicate our plans and intentions openly, and work with residents and stakeholders to understand ideas, concerns and work towards solutions.</p> <p>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.</p> <p>DIVERSITY We seek to uphold and increase the functional diversity in land uses, communities and lifestyles available for all ages across our municipality.</p> <p>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.</p> <p>CONTINUOUS IMPROVEMENT We will empower staff at all levels to recommend better working practices and minimizing inefficiencies, through continuous improvement techniques to enable the municipality to save money and increase quality, without reducing the level of service.</p>

The Vision, Mission and Values helped to establish the Goals, which guide the financial planning and service delivery to our citizens. The Financial Plan attempts to address all the goals identified.

<p>Comprehensive plan for roads, drainage, water & waste</p> <p>Establish and communicate priorities for a basic services plan for every area of the municipality to address roads, drainage, water, solid waste and sewer.</p> <p>Affordability</p> <p>Keep costs affordable for ratepayers.</p> <p>Targeted, sustainable growth</p> <p>Increase sustainable growth in East Selkirk, Grand Marais, Henderson/East Lockport, Libau.</p> <p>Anticipate future needs in amenities & services, focusing on recreation & key destinations</p> <p>Evolve amenities and services to prepare for the future needs of our changing communities.</p> <p>Build diverse, resilient, and sustainable communities</p> <p>Focus on community development through service improvements and dialogue with communities.</p>

Through further consultation we will develop strategies and actions to deliver on the services to our citizens and continue to focus on the goals and values of our ratepayers.

STRATEGIC PRIORITIES

After identifying the goals Council performed an exercise to identify factors influencing decisions to develop strategies and actions to provide a level of service predictability for the ratepayers. These external influences are:

- *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 in all areas*
- *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)*
- *Inflationary increases*
- *Developing Regional Infrastructure*

This helped Council to identify specific strategic priorities / actions for each goal towards the RM of St. Clements Strategic Plan. The following lists the actions related with each goal.

GOAL 1: Comprehensive plan for roads, drainage, water & waste

Establish and communicate priorities for a basic services plan for every area of the municipality to address roads, drainage, water, solid waste and sewer.

1. Establish an asset management plan including for previously paved roads and a plan for new requests.
2. Secure grants for infrastructure projects.
3. Develop long-term maintenance plan.
4. Create a sustainable infrastructure funding level by-law.
5. Communication strategy to increase public awareness and understanding.

Goal 2: Affordability

Keep costs affordable for ratepayers.

1. Implement cost-recovery/user fees strategy for non-core services.
2. Functional review of all infrastructure and public service levels.
3. Tax Increase - Budget Issues & Council Priorities.
4. Apply continuous improvement techniques to achieve cost reductions and/or service level increases.

Goal 3: Targeted, sustainable growth

Increase sustainable growth in East Selkirk, Grand Marais, Henderson/East Lockport, Libau

1. Strengthen planning processes.
2. Proactively identify attractive opportunities to increase housing options/employment lands.
3. Remove barriers to sustainable growth and future expansion of tax base.
4. Use incentives to attract the right kind of development.
5. Communication and engagement strategy to accompany the above.

Goal 4: Anticipate future needs in amenities & services, focusing on recreation & key destinations.

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

1. With partners, develop and implement a recreational promotion strategy.
2. Inventory of Natural and Heritage Assets.
3. Increase capacity within RM for year-round programs, for all ages (physical space, staff).
4. Enhance and promote water access.

Goal 5 : Build diverse, resilient, and sustainable communities

Focus on community development through service improvements and dialogue with communities.

1. Improve Public Service through Communication & Operational Efficiencies.
2. Implement organization succession planning.
3. Create a community that is welcoming and foster sustainability within the community.
4. Engage local residents on increased input and dialogue on community resiliency & diversity.

STRATEGIC HIGHLIGHTS

Through the 20 Year Road Plan, the RM identified several Major Road projects that are needed in order to continue to provide quality infrastructure through proper asset management. Many projects have been completed using infrastructure reserves created through the previous financial planning processes. The current Financial Plan continues to support a 1 mill rate commitment in funding for these hard surface roads of \$903,717.00.

In 2023, the RM is again investing in Major Road projects including reconstructing a major road of Wachal Drive for approximately \$710,938.00. In addition, 2022 the RM encountered several severe weather events that required submissions for Disaster Financial Assistance in 2022. As a result, there are 5 major capital projects totalling over \$4.5M that are to be completed in 2023 that were approved by the Province of Manitoba. The various projects will be completed utilizing funding from infrastructure reserves and funding available through provincial Disaster Financial Assistance.

Reserve Funds

The municipal finance strategy utilizes reserve funds to allocate dollars specifically to major costs such as equipment, infrastructure and capital projects.

Year-end surpluses in 2022 (resulting from various grants and cost savings throughout the year) allowed Council to continue to replenish the multiple capital reserves to a total over \$7.8 Million, providing funding capacity to accommodate future capital costs. In 2023, Council will continue monitor reserve balances to address any future unknown external influences on finances, resources and/or service levels by promoting financial resiliency.

Reserve Name	2018	2019	2020	2021*	2022*
Capital Improvement	\$ 224,298	\$ 211,881	\$ 1,384,145	\$ 1,970,992	\$ 2,258,522
Gas Tax	\$ 385,544	\$ 989,046	\$ 1,067,521	\$ 1,741,859	\$ 1,643,920
Rec & Culture	\$ 92,776	\$ 104,853	\$ 118,720	\$ 108,372	\$ 158,321
PW Equipment	\$ 212,142	\$ 86,960	\$ 214,163	\$ 266,036	\$ 329,863
Office	\$ 24,377	\$ 25,174	\$ 66,556	\$ 80,873	\$ 91,896
Fire & MPIC - Combined	\$ 642,235	\$ 599,172	\$ 74,369	\$ 832,217	\$ 986,032
Environment	\$ 88,206	\$ 35,516	\$ 187,248	\$ 238,442	\$ 349,455
Roads	\$ 41,900	\$ 474,495	\$ 160,321	\$ 539,112	\$ 257,448
Bridge/Water Control Works	\$ 154,738	\$ 145,101	\$ 148,178	\$ 120,647	\$ 174,644
Election	-	\$ 7,049	\$ 14,260	\$ 31,612	\$ 13,291
Utility Expansion	\$ 20,366	\$ 31,516	\$ 49,807	\$ 117,829	\$ 416,020
Lockport Utility	\$ 161,847	\$ 207,365	\$ 239,356	\$ 256,806	\$ 286,945
ESSW Utility	\$ 163,594	\$ 253,976	\$ 456,340	\$ 523,569	\$ 650,077
Sunset Utility	\$ 94,364	\$ 136,339	\$ 182,520	\$ 208,684	\$ 252,537
As at December 31:	\$ 2,316,387	\$ 3,308,443	\$ 4,363,504	\$ 7,037,050	\$ 7,868,971

Multi-Year Budgeting

In 2021 Council implemented a three-year budgeting strategy, the 2023 budget is being put forward for adoption and the following two years are to be adopted in principle, to provide a level of predictability and stability in the operations of the RM. This strategy has expedited the budgeting process annually and provides for increased focus on overall operational savings wherever possible.

FINANCIAL HIGHLIGHTS

In 2023 Council has continued to reduce future risks related to infrastructure costs by:

1. Stabilize the reserves in order to provide sufficient funds for Capital projects in 2023 with an increase of reserves at the end of the year in 2022 to over \$7.8 Million.
2. In 2023, the RM is continuing to invest in Major Road projects, funded through 1 mill rate per year into the Road Reserve of \$903,717.00. Allowing Council to support previous Council term commitment in funding for hard surface road maintenance and expect to surpass \$4 million over this term.
3. The major road project as part of the road plan this year is Wachal Drive for \$710,938.00.
4. In 2023 a commitment has also been made to complete previous hard surfaced roads at approximately \$3.5M.
5. In 2023 Council increased the budget for gravel operations and road maintenance by \$35K.
6. In 2023, Council increased the budget for Dust Control by \$56K.
7. Increased drainage operating budget to address:
 - a. Brushing increased by \$50K
 - b. Drainage and Ditching by \$60K
 - c. The increases will also address cutting grass in ditches
8. In addition the RM will continue to work on priority drainage projects and in 2023 the following projects have been identified.

Ward 1	Ward 2
IXL ditching	81N & 2 Mile Road
From PTH 44 to 29E	Pioneer Road
Kirkness PTH 44 to Pine	Peltz Ditching
Harder Drain ditching	Bridgeview / Raksen
Hay Road	Glenmoor drain ditching
Drain Nicholas to RM Boundary	

9. In 2022 the RM completed Phase 1 of the South St. Clements Regional Utility Infrastructure (Henderson Wastewater Project) and the East Selkirk Water Softener Project which leveraged borrowing of \$5.5 Million 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.
10. In 2023 the RM has been approved for phase 2 of the two projects which will bring \$3.25 million of grants for a total of \$6.5 million towards Water and Wastewater management. The projects are:
 - a. Water main line to Lockport from East Selkirk \$4.5 million
 - b. New lift station and decommission of Lockport Sewer Plant \$2.0 million

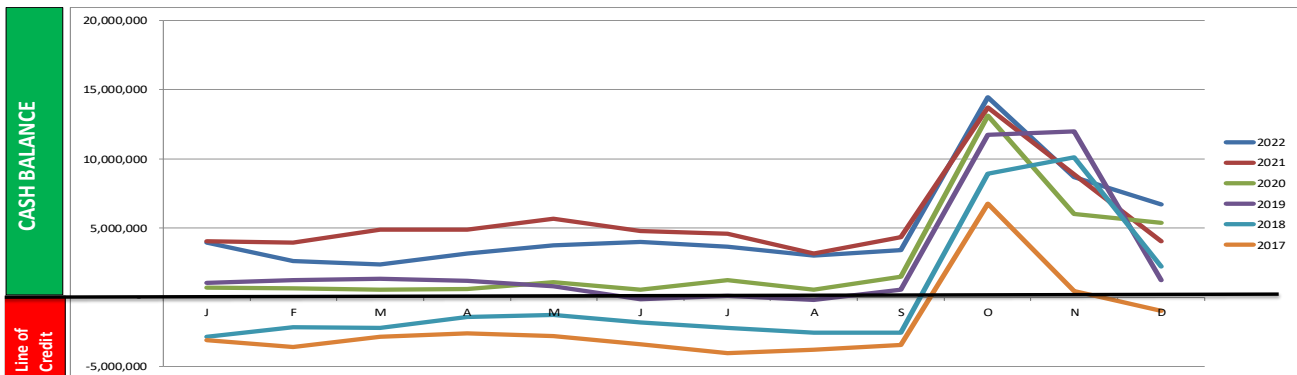
Fiscal and cash flow management has allowed the RM to reduce its reliance on utilizing the Operating Line of Credit. Since 2020 the RM worked to eliminate interest expenses related to utilizing the line of credit. The chart below shows the continued progress in reducing operating costs related to short-term line of credit borrowing with continued progress in cash balance stabilization.

R.M. of St. Clements

Annual Operating Line of Credit/Chequing Account

Trend Analysis - (YTD)

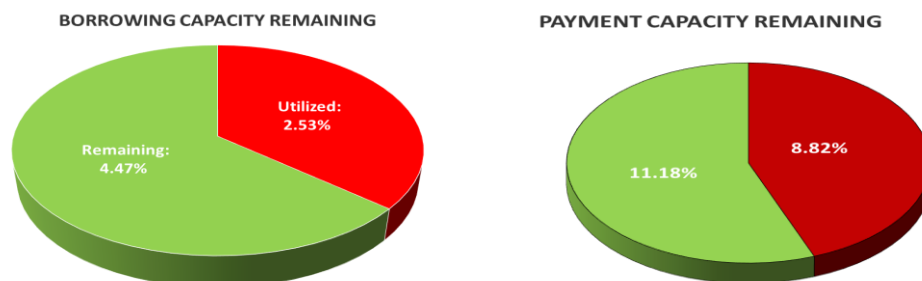
	J	F	M	A	M	J	J	A	S	O	N	D
2022	3,931,822	2,616,395	2,387,249	3,167,270	3,743,233	3,986,249	3,633,619	3,023,877	3,420,836	14,458,958	8,702,259	6,686,830
2021	4,043,032	3,925,124	4,889,512	4,872,969	5,666,054	4,763,157	4,568,821	3,158,731	4,340,751	13,696,728	8,863,496	4,043,032
2020	701,791	624,520	567,886	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	- 2,546,461	- 2,538,643	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



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.

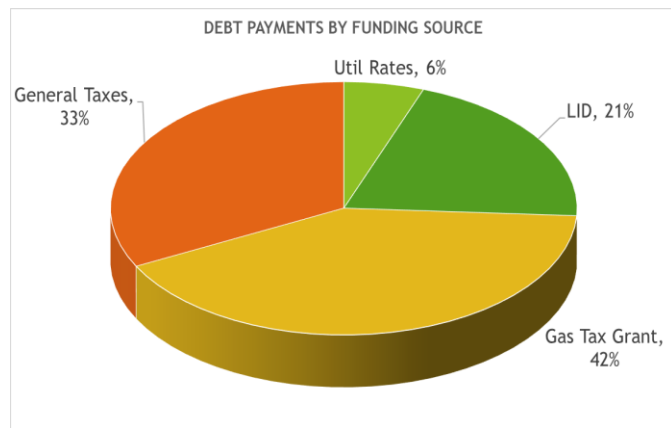
The RM continues to monitor its borrowing practices and associated risks in debt capacity and debt payments. The Province of Manitoba expects municipalities to follow the Municipal Board of Manitoba Debt Policy, which states:

1. Municipal Debt cannot exceed 7% of the total municipal assessment Current Year At Large Total Assessment:
2. Annual debt payments cannot exceed 20% of annual revenue Annual Revenue - Net Municipal Taxation & Other Revenues, No Education Levies

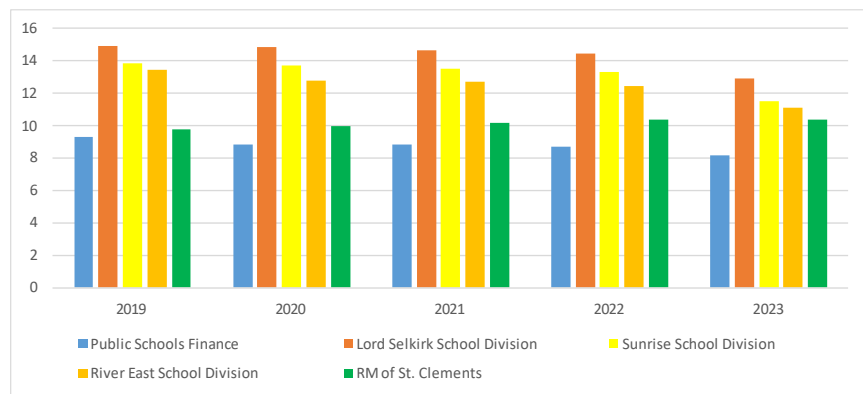


In 2023 budget, of the 7% available there is still 4.47% of debt capacity remaining, totaling over \$40M and of the payment capacity of 20% there is still 11.18% available, totaling over \$2.5M in payments. Commitment to fiscal management has allowed the RM to continue to be in a sound financial position in relation to the debt ceilings for the RM.

Furthermore, not all debt payments are directly related to general taxation. In St. Clements, the General Taxation accounts for only 33% of the debt payments, The balance of the debt is offset by cash inflows from specific Local Improvement Districts (LID) which are related to specific infrastructure projects benefiting only those properties (21% of the total debt payments). The balance come from the Gas Tax Grants and Utility Rates related with the specific water or wastewater utilities.



In 2019 Council adopted a principle to minimize the impact of taxes on our ratepayers and committed to a modest 2% per year increase. This municipal commitment along with the Provincial goal of reducing the impact of school taxes on the property tax bill had continued to show an overall reduction to the total property tax bill to our ratepayers.



This year the Province of Manitoba has continued on its commitment to reducing the school taxes by 50%. The 50% refund for 2023 from the Province will be sent out to tax payers by cheque directly from the Province.

The RM has continued to see inflationary increases in the delivery of services for construction costs, gravel purchases and fuel costs. In order to provide predictability and address inflationary increases, Council is proposing to freeze the mill rate for 2023 at the same rate as 2022 and to also look to freeze the mill rate in 2024 at the same rate. The freeze in the mill rate in 2023 will show no increase on the municipal portion of the tax bill for a property assessed at same amount as 2022.

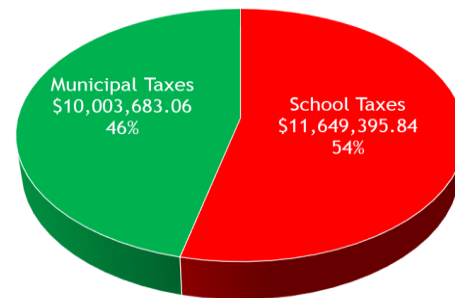
Although, 2023 is a reassessment year and many properties will see an increase in property assessments. It is anticipated that any property assessment increases and resulting tax increases will be somewhat offset by the increase in the School Tax Rebate this year. It is difficult to determine the exact offset as the reassessments are based on market value and some properties will go higher and some may go lower. In addition, the Province of Manitoba is proposing further increasing the School Tax Rebate for 2024 and with the mill rate for the RM remaining constant, it will further reduce the overall property taxes.

As part of the three year budget planning, Council is projecting a 1% increase in 2025, depending on rate of inflation and its impact on operations. It is anticipated that the 2023 budget and proposed 2024 budget will provide a level of predictability and in the long run reduce the tax burden on residents.

As identified earlier Municipalities have limited options available for generating revenue and property taxes is the significant component used in order to provide the services.

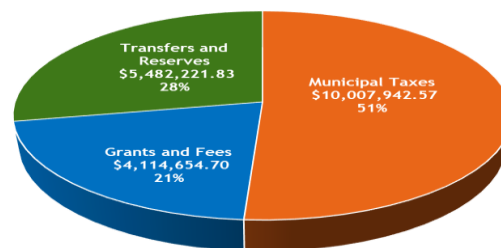
Distribution of Taxes 2023

The chart shows the overall proportion of Tax collected, with 54% of the taxes collected from all tax bills attributable to School Taxes.



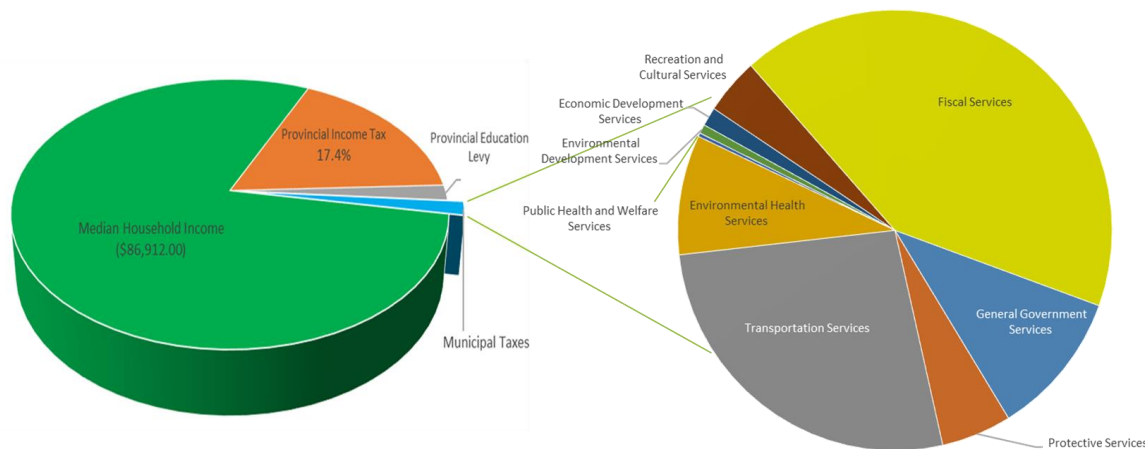
Total Municipal Revenue

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.



It is estimated that an average house in St. Clements assessed at \$300,000 would have a municipal tax bill for approximately \$1,404.

As part of the previous Provincial Budget, the Province showed a chart identifying Provincial Taxes (including school taxes) of \$11,976 on an average household income of \$86,000. This year the RM of St. Clements has continued to use the same provincial numbers to illustrate the percentage of property taxes as compared to overall taxes per household. This year the municipal portion of the property tax would be \$1,404 estimated for an average household in St. Clements assessed at \$300,000.00 and the mill rate of 10.40.



The above chart shows the distribution of funds to services from municipal taxes, provincial and federal grants, service fees, transfers from accumulated surpluses and transfers from specific purpose reserves. This year municipal taxes pay for approximately 51% of the entire budget for the

municipality. The following chart allocates the proportionate share of municipal taxes to the budgeted services.

Service Area	Budget Amount	% of Total	51% of Budget	Tax Dollar
General Government Services	\$ 2,022,677.26	9%	\$ 1,031,565.40	\$ 124.60
Protective Services	\$ 987,425.00	4%	\$ 503,586.75	\$ 56.16
Transportation Services	\$ 5,065,067.73	22%	\$ 2,583,184.54	\$ 308.88
Environmental Health Services	\$ 1,664,050.00	7%	\$ 848,665.50	\$ 98.28
Public Health and Welfare Services	\$ 50,000.00	1%	\$ 25,500.00	\$ 10.52
Environmental Development Services	\$ 125,555.00	1%	\$ 64,033.05	\$ 17.03
Economic Development Services	\$ 261,200.00	1%	\$ 133,212.00	\$ 17.03
Recreation and Cultural Services	\$ 782,447.52	3%	\$ 399,048.24	\$ 42.12
Fiscal Services	\$ 7,968,688.29	35%	\$ 4,064,031.03	\$ 491.40
Transfers To Reserves	\$ 3,864,219.47	17%	\$ 1,970,751.93	\$ 237.98
Total Basic Expenditure	\$ 22,791,330.27	100%	\$ 11,623,578.44	\$ 1,404.00

As discussed earlier, general taxation in the RM of St. Clements accounts for only 33% of overall Debt Payments with Utility Rates, Gas Tax Reserve and LID Charges accounting for the rest.

OPERATING HIGHLIGHTS

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. In 2023 Council continues to reduce future risks related to infrastructure costs by:
 - a) 1 Mill rate dedicated towards roads, equaling \$903,717.00
2. Stabilized the reserves from year end surpluses to provide sufficient funds for Capital projects in 2023 totaling over \$7.8M in reserves.
3. Support recreation in the RM with \$200,000 in reserves & development South St. Clements Activity Center as a Community Recreation Project.
4. Construction of a Boat Launch for \$300,000
5. Continue to support business community with \$50,000 towards development of Biz Improvement Zones
6. Commitment to Community and Volunteer Groups in grants
7. Delivery of next phase of strategic infrastructure priorities totaling \$6.5M 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. Increased Services for dust control, gravel roads, grass cutting, drainage, brushing and ditching.
11. In 2023 a commitment to complete previous hard surfaced roads at approximately \$3.5M.

In order to support Financial Accountability, during the 2021 budget process, Council established a three year budget to create predictability in future budget exercises.

The 2023 budget supports many of the strategies and commitment to service delivery as efficiently and effectively as possible. The following are some of the highlights from the general operating fund of the 2023 budget.

General

The 2023 budget has managed expenditures in most areas and only allowing for increases in budgets to provide service levels increases in front line services. Budgets for 2024 and 2025 have been balanced, with a proposal to freeze the mill rate again in 2024 and a modest increase of 1% in 2025 related to anticipated cost of living increases.

The need to keep reserves at positive levels provides sustainability and predictability in future budget development. To achieve this, Council has increased many of the reserves again from year end surpluses to minimize the need to borrow or increase taxes to support capital programs. With the capital borrowing for the priority drainage projects completed and Council has put forward \$60K increase to \$100K in its operating budget on an ongoing basis to address drainage issues.

As a result of several severe weather events in 2022, submissions were made for Disaster Financial Assistance in 2022. Five (5) major capital projects totalling over \$4.5M were approved by the Province of Manitoba, to be completed in 2023. The projects are as follows:

Road 89 slope failures	\$ 3,515,809.00
Ashfield Road slope repair	\$ 449,613.00
Ludwick Road slope failures	\$ 92,704.00
Old Henderson north of bridge - ditch erosion	\$ 180,875.00
Old Henderson south of bridge - ditch erosion	\$ 301,725.00
TOTAL	\$ 4,540,726.00

Recreation

The RM of St. Clements recognizes the importance of recreation activities, including active transportation by connecting the community through a series of sidewalks and trails.

The RM of St. Clements also recognizes the value and commitment of our volunteers and various community support groups who help to address the needs of our vibrant community. In 2023 the municipality has continued to budget for grants to be paid out in support to these groups as they continue to provide a valuable service in our RM. The RM also has continued to work with various community groups in order to receive grants from other levels of government to deliver programs, capital improvements and operating grants.

Capital Budget

With the exception of the major strategic infrastructure projects, the remaining capital projects are funded through the operating and reserve accounts. The chart below also shows the revised borrowing for the capital projects.

Particulars of Expenditure	Estimated Total Cost	Borne by General Fund	Borne by Utility Fund	Borne by Reserves	Borne by Borrowing
IT/Servers	18,000			18,000	
Electric Car Charging Stations (3)	30,000			30,000	
Landfill Storage Trailer & Magnet	40,000			40,000	
EBFD Side by Side/UTV	44,000	22,000		22,000	
EBFD Firehall Generator Pad	50,000	25,000		25,000	
ESFD Extrication Tools	51,000			51,000	
Beaconia Shop - Expansion	110,000			110,000	
Lockport Sidewalk	200,000			200,000	
Dozer	220,000			220,000	
Tandem/Sander	240,000			240,000	
ESFD Driveway	250,000			250,000	
Boat Launch	300,000			300,000	
Colville Sidewalk	300,000			300,000	
Beaconia Well	350,000			350,000	
ESFD Rescue/Command Truck Replacement	550,000			550,000	
SSC Util - BL 4-2023 - Plant/Water Lines	3,250,000			1,000,000	2,250,000
SSC Rec Community Building - Grant Rec'd	116,017	116,017		116,017	

PROPOSAL	TEMPORARY FINANCING			REPAYMENT	
	Bank Loan	Operating Loan	Reserve Loan	Amount	Term
CIP - South St. Clements Recreation	2,000,000			2,977,251	20 YRS
CIP - Water Control Works	1,525,000			2,270,154	20 YRS
CIP - South St. Clements Utility - Plant/Water Lines	2,250,000			4,583,349	20 YRS
CIP - South St. Clements Utility - Plant/Water Lines			1,000,000	1,000,000	Reserve Loan
CIP - South St. Clements Utility - LID	981,217			1,645,559	20 YRS

FINANCIAL SUMMARY

REVENUE

	2022 Budgeted	2022 Actual	2023 Budgeted	2024 Budgeted
Total Tax Levy - Page 8	19,566,136.87	19,572,772.15	20,902,706.60	20,902,706.60
Total Grants in Lieu of Taxes - Page 8	756,920.51	756,920.51	750,372.30	750,372.30
Sub-total	20,323,057.38	20,329,692.66	21,653,078.90	21,653,078.90
School Requisitions (deduct) - Page 8	11,560,825.55	11,560,825.55	11,649,395.84	11,649,395.84
Municipal Taxes and Grants in Lieu of Taxes	8,762,231.83	8,768,867.11	10,003,683.06	10,003,683.06
Other Revenue - Page 2	3,884,942.04	5,633,764.23	6,364,654.70	4,324,637.70
Transfers from Accumulated Surplus & Reserves - Page 2	5,260,042.55	3,042,902.12	6,423,133.92	5,129,305.00
Total Municipal Revenue	17,907,216.42	17,445,533.46	22,791,471.68	19,457,625.76

EXPENDITURE

General Government Services	1,937,687.44	1,699,283.74	2,022,677.26	1,997,396.59
Protective Services	846,000.00	923,309.56	987,425.00	1,001,897.75
Transportation Services	5,529,766.00	5,738,839.47	5,065,067.73	5,158,567.73
Environmental Health Services	1,606,020.00	1,372,577.74	1,664,050.00	1,390,477.00
Public Health and Welfare Services	50,000.00	43,060.82	50,000.00	50,000.00
Environmental Development Services	128,100.00	82,723.16	125,555.00	126,500.00
Economic Development Services	226,200.00	118,306.01	261,200.00	226,200.00
Recreation and Cultural Services	455,100.00	375,009.29	782,447.52	444,730.45
Fiscal Services	4,169,101.92	3,237,260.60	7,968,688.29	5,016,154.03
Transfers - 2015 Capital Deficit Recoveries - Page 9	0.00	0.00	0.00	0.00
- To Reserves - Page 5	2,958,523.78	3,454,445.78	3,864,219.47	4,045,702.21
Total Basic Expenditure	17,906,499.14	17,044,816.17	22,791,330.27	19,457,625.76
Allowance For Tax Assets - Page 8	717.29	717.29	141.40	0.00
Total Municipal Expenditure	17,907,216.43	17,045,533.46	22,791,471.68	19,457,625.76
Net Operating Surplus (Deficit)	0.01	400,000.00	0.00	0.00

LOOKING AHEAD

This year will continue to bring many challenges as we continue to work closely with other levels of government in working through the recovery from the Global Pandemic and its impact on our economy. Council also recognizes the current economic times and the challenges that all residents have faced in our community. In addition, the past few years have also shown that municipalities need to be better prepared to address climate change and its impact on the services to the residents of the RM.

As we progress throughout the year, Council will continue to focus on our essential services as the safety of our residents, community and our employees continues to be our top priority. Council has also heard from the residents, the need to address service levels for road infrastructure, drainage and water and waste services have to improve. To address these service demands, Council has put forward significant increases in capital and operating budgets.

In 2023 Council has placed priority on increasing service levels for gravel operations, dust control, drainage with ditching and brushing and road infrastructure. Our essential services will also remain a priority, as Council and the administration focus on delivering the priorities identified in the Financial Plan. We will continue to provide our day-to-day services and the various capital projects to enhance our community as we begin to recover our economy. In the future we will also explore new ways to deliver our services with a commitment to communicating and interacting with all our citizens. The RM will continue to provide information of interest to the entire community in the most efficient way possible.

Our administration will continue to work with Council, looking to the future at new projects while at the same time ensuring that our current Strategic Plan is being followed.

Council will continue to work hard to make the RM of St. Clements the place to be.