

# Overview of Financial Plan 2024



*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

Our commitment to transparency and providing essential information to our residents remains unwavering. As part of this commitment, we have continued to provide the Financial Plan Overview in 2024, as an additional document providing details related to our Financial Plan for all citizens.

We would like to mention that first and foremost, we have maintained the freeze on the mill rate at 2022 level, ensuring stability for our taxpayers.

We would also like to reflect on the accomplishments of the past year as we undertook significant infrastructure projects. These include providing more opportunities for residents to connect to the sewer and water system, extensive construction of roads across the municipality. In addition, the construction of the St. Clements Activity Center on Donald Road has been a milestone achievement. We believe that it has been another of our busiest years yet!

Despite the challenges posed by climate change—bringing about ever more difficult weather conditions—we remain steadfast in our commitment to delivering efficient and effective services to our citizens. As leaders, we prioritize adaptability, listen to the voices of our community, and build trust through transparent communication and reconciliation efforts.

Community strength is paramount. Together, we can achieve more than any individual effort. Our Strategic Plan outlines our ambitious goals:

- A comprehensive plan for roads, drainage, and waste management
- Ensuring affordability for all residents
- Targeted, sustainable growth
- Preparation and planning for future recreation amenities and services
- Building diverse, resilient, and sustainable communities

Our population continues to grow steadily, and we must maintain our vision of making St. Clements “The Place to Be.” This involves attracting young families seeking a home, retaining newcomers to the area, and meeting the needs of our longtime residents. Sustainable growth will lead to a larger tax base, which, in turn, helps address the challenge of rising costs with limited income. Balancing service levels and cost management is crucial. We are diligently working on a plan with insights into how this year’s budget will support our vision.

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

## 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.

<b>VISION</b>	
Welcoming, diverse and growing communities, supporting a safe lifestyle for all ages to live, recreate and be prosperous.	
<b>MISSION</b>	<b>VALUES</b>
<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><b>COMMUNICATION AND OPENNESS</b> We communicate our plans and intentions openly, and work with residents and stakeholders to understand ideas, concerns and work towards solutions.</p> <p><b>COLLABORATION AND RESPECT</b> 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><b>DIVERSITY</b> We seek to uphold and increase the functional diversity in land uses, communities and lifestyles available for all ages across our municipality.</p> <p><b>FINANCIALLY ACCOUNTABLE</b> 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><b>CONTINUOUS IMPROVEMENT</b> 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><b>Comprehensive plan for roads, drainage, water &amp; waste</b></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><b>Affordability</b></p> <p>Keep costs affordable for ratepayers.</p> <p><b>Targeted, sustainable growth</b></p> <p>Increase sustainable growth in East Selkirk, Grand Marais, Henderson/East Lockport, Libau.</p> <p><b>Anticipate future needs in amenities &amp; services, focusing on recreation &amp; key destinations</b></p> <p>Evolve amenities and services to prepare for the future needs of our changing communities.</p> <p><b>Build diverse, resilient, and sustainable communities</b></p> <p>Focus on community development through service improvements and dialogue with communities.</p>
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## STRATEGIC HIGHLIGHTS

Through the 20 Year Road Plan, the RM identified several Major Road projects that are needed to continue to provide quality infrastructure through proper asset management. The road plan has been made available on our website along with the Financial Plan. 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 \$932,312.00.

In 2024, the RM is again investing in Major Road through two (2) major road projects as part of the road plan this year. Park Place for \$689,063.00 and Bridgeview Drive for \$984,375.00. The total for these projects combined in 2024 is \$ 1,673,438.00. In 2024 a commitment to begin construction on previous hard surfaced roads for reconstruction is estimated at approximately \$3.5M along with Traffic Safety Improvements in East Selkirk of approximately \$2M.

Increased budget for gravel road maintenance by \$58K which includes additional gravel, dust control & Brushing for a total of \$1,418,000.00.

In addition, projects not completed last year associated with the severe weather event in 2022 totalling over \$4.5M will be completed in 2024. 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 2023 allowed Council to replenish the multiple capital reserves to a total of over \$10.5 Million. It is projected that by year end in 2024 the reserves will be over \$4.5 Million. This allows for reduction in borrowing costs and majority of the reserve funds will be replenished in future years through infrastructure connection fees. 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 Fund	Actual	Actual	Actual	Actual	Actual	Actual	Forecasted
Balances as at December 31	2018	2019	2020	2021	2022*	2023*	2024*
General Purpose	-	-	-	-	-	-	-
Capital Improvement	236,591	180,541	1,384,145	1,873,520	2,658,522	3,528,383	645,883
Water Control/Bridges	154,738	145,101	148,178	121,735	174,644	228,699	278,699
Office Building	24,377	25,174	46,556	74,873	91,896	90,509	23,509
Public Works	212,142	86,960	534,163	286,036	329,863	480,810	68,810
ES Community Revitalization TIFF	-	-	-	-	-	-	43,123
Fire	642,235	599,172	574,369	932,217	986,032	1,128,704	331,704
Elections	-	7,049	14,260	31,612	13,291	20,622	27,622
Environment	88,206	35,516	187,249	238,442	349,455	281,652	113,652
Gas Tax	414,625	1,020,386	1,066,357	1,741,914	1,643,920	1,615,306	558,975
Recreation & Culture	92,776	104,853	118,720	108,372	158,321	396,412	308,412
Roads	41,900	474,495	160,321	539,112	257,448	849,010	377,884
Lockport Utility	161,847	207,365	239,355	242,806	286,911	346,652	296,652
East Selkirk Utility	163,594	253,976	455,859	523,089	650,023	813,808	763,808
Sunset Utility	94,364	136,339	182,520	208,684	252,537	277,509	277,509
Utility Expansion	20,366	31,516	49,807	117,829	416,020	453,589	453,589
<b>Total Reserve Funds:</b>	<b>2,347,761</b>	<b>3,308,443</b>	<b>5,161,859</b>	<b>7,040,241</b>	<b>8,268,882</b>	<b>10,511,665</b>	<b>4,569,831</b>

## Multi-Year Budgeting

In 2021 Council implemented a three-year budgeting strategy, the 2024 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.

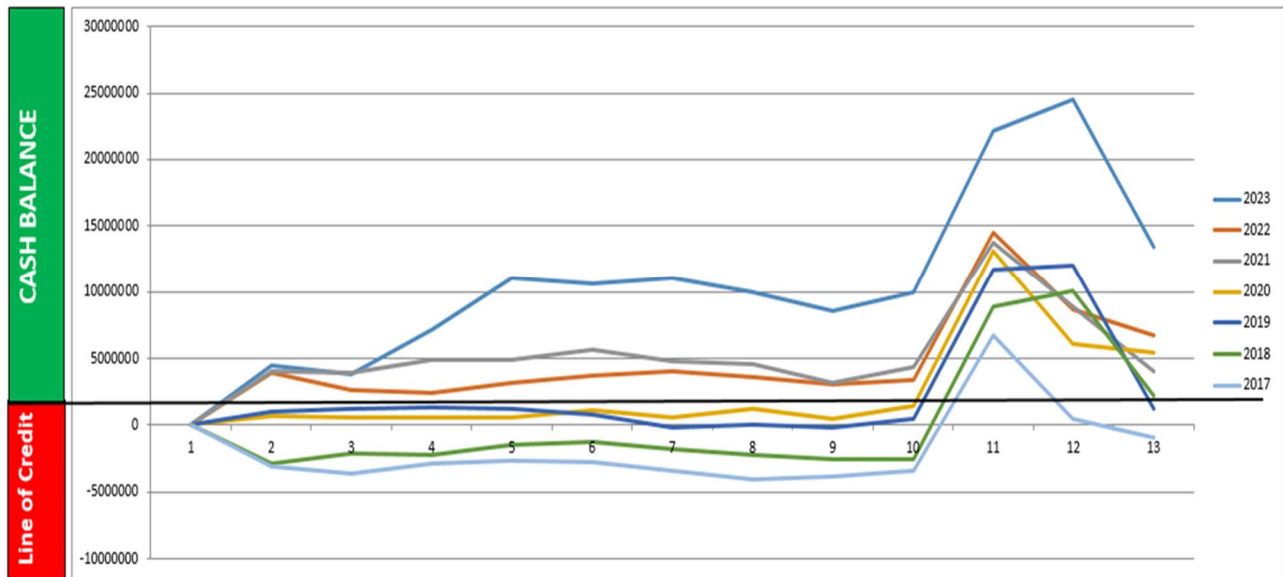
## FINANCIAL HIGHLIGHTS

1. In 2024 Council continues to reduce future risks related to infrastructure costs by:
  - a. 1 Mill rate dedicated towards roads, equaling \$ 932,312.00
  - b. Additional commitment to Hard Surface Road Infrastructure for over \$5.5M including commitment to complete previous hard surfaced roads at approximately \$3.5M continues
2. Stabilized the reserves from year end surpluses to provide sufficient funds for Capital projects in 2024 totaling over \$ 10.5M in reserves and cash flow management to reduce reliance on utilizing the Operating Line of Credit.
3. Support recreation in the RM with \$ 200,000 to reserves & the development of South St. Clements Activity Center for over \$6M as a Community Recreation Project and construction of a Boat Launch in the RM for \$300,000.
4. Continue to support business community with \$50,000 towards development of Business Improvement Zones and commitment to Community and Volunteer Groups through grants.
5. Delivery of next phase of strategic regional infrastructure priorities for over \$6M for regional Water projects.
6. Continue to implement a three-year budgeting strategy to provide a level of predictability and stability in the operations of the RM and continue a mill rate freeze in 2024 for third year in a row.
7. Increased Services and budget for dust control, gravel roads, grass cutting, drainage, brushing and ditching.
8. Expansion of Landfill with new cell construction in 2025 for \$3M.
9. Purchases for Fire Departments for over \$1M including two Fire Command Centre Units, UTV, Rescue Boat and Tanker.
10. Public Works equipment totalling over \$700,000 for fleet operations (Tandem, Trucks, Loader).
11. In addition the RM will continue to work on priority drainage projects and in 2023 the following projects have been identified.
  - 71075 Kirkness Road - 566m
  - Pine Road - 783m
  - IXL Industrial Park - 1,099m
  - Hay Road - 1,323m
  - Schneider Drain - 1,950m
  - McKay Road Drain - 612m
  - Road 85N Drain - 1,807m
  - Wheeler Drain - 2,389m
  - Road 79N Drain - 2,500m

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)**

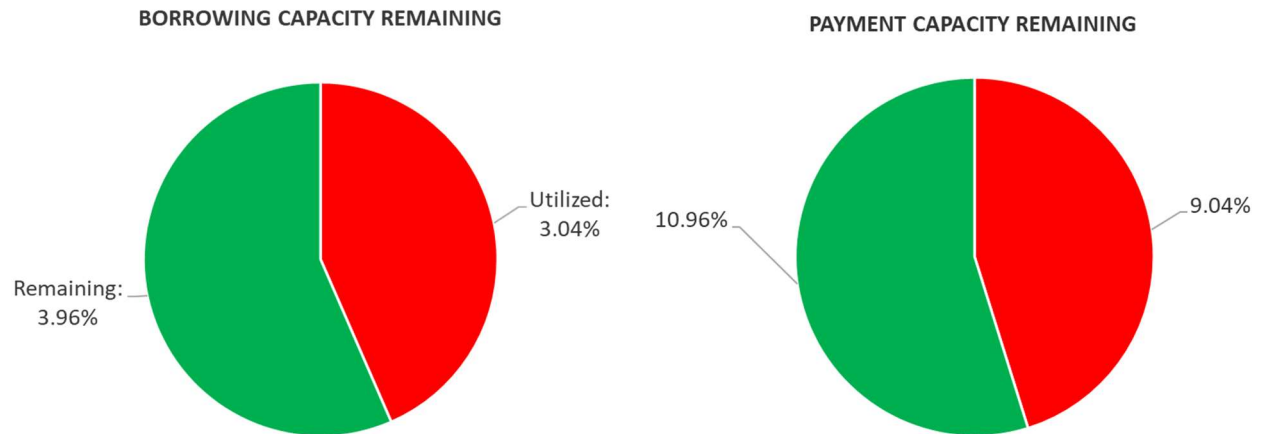
	J	F	M	A	M	J	J	A	S	O	N	D
2023	4,486,826	3,816,146	7,134,063	10,995,294	10,665,276	11,053,212	10,005,748	8,518,962	9,947,901	22,151,463	24,499,284	13,387,088
2022	3,931,822	2,616,395	2,387,248	3,167,269	3,743,232	3,986,249	3,633,619	3,023,877	3,420,836	14,458,958	8,702,259	6,686,830
2021	4,043,032	3,925,124	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.

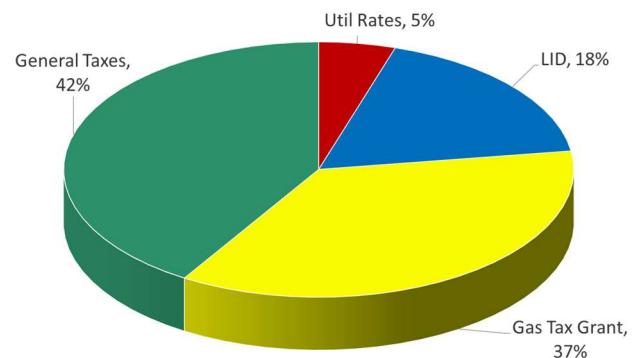
The RM continues to monitor its borrowing practices and associated risks in debt capacity and debt payments. The Province of Manitoba expects municipalities to follow the Municipal Board of Manitoba Debt Policy, which states:

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 2024 budget, of the 7% available there is still 3.96% of debt capacity remaining, totaling over \$36.8M and of the payment capacity of 20% there is still 10.96% available, totaling over \$2.8M 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 42% of the debt payments, The additional debt is offset by cash inflows from specific Local Improvement Districts (LID) which are related to specific infrastructure projects benefiting only those properties (18% of the total debt payments). The balance of the debt payments come from the Gas Tax Grants and Utility Rates related with the specific water or wastewater utilities.





In 2023 Council adopted a principle to minimize the impact of taxes on our ratepayers and committed to a mill rate freeze for the next two years. This municipal commitment along with the Provincial goal of reducing the impact of school taxes on the property tax bill has continued to show an overall reduction to the total property tax bill to our ratepayers.

Property Tax Comparisons:	Total Dwellings	2020	2021	2022	2023	2024
Selkirk*	4,328	20.562	20.992	18.536	20.992	17.310
Brokenhead	2,115	12.700	12.700	11.380	12.700	12.205
Alexander	4,144	11.903	11.980	12.131	12.131	10.646
Lac du Bonnet	2,684	10.296	10.296	9.956	10.296	10.647
Stonewall	2,127	10.160	10.459	10.734	10.701	10.880
<b>St. Clements</b>	<b>5,359</b>	<b>10.000</b>	<b>10.200</b>	<b>10.400</b>	<b>10.400</b>	<b>10.400</b>
Springfield	5,667	9.595	9.595	9.691	10.913	9.993
St. Andrews	4,699	9.927	9.527	9.980	9.980	10.276
East St. Paul	3,304	8.323	8.470	8.473	8.642	8.642
West St. Paul	2,270	8.930	9.100	9.100	7.855	7.751
Rosser	448	6.860	6.787	8.036	5.800	6.150
Headingley	1,342	6.400	6.400	6.400	6.400	6.400

Total dwellings based on 2021 Census

*\* Note: Selkirk changed taxation in 2024 to have a special levy for Police and Protective Services*

Despite various financial challenges facing municipalities, it is important that we keep costs affordable for our community. St. Clements is committed to managing the tax rates and the above table shows our 2024 “mill rate” is among the lowest when compared to our neighbours. The mill rate is not always the best indicator when comparing taxes between municipalities as numerous other factors must also be considered. The average cost of homes, lot size, density, the amount of commercial and industrial assessment along with service levels will all impact the level of taxation. The per dwelling comparison addresses some of these challenges but it does not offer a clear picture. Some of the listed municipalities have substantial commercial and industrial properties, which impact the revenue for the RM.

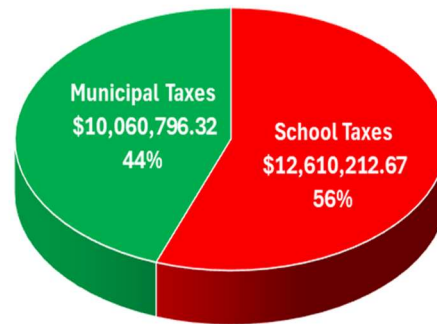
The RM has continued to see inflationary increases in the delivery of services for construction costs, gravel purchases and fuel costs. The cost of fuel, hydro and wages continue to rise. In order to provide predictability and address inflationary increases, Council is proposing to freeze the mill rate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

As part of the three-year budget planning, Council is projecting a 1% increase in 2025 and 2026, depending on rate of inflation and its impact on operations. This year the Province of Manitoba has continued on its commitment to reducing the school taxes by 50%.

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.

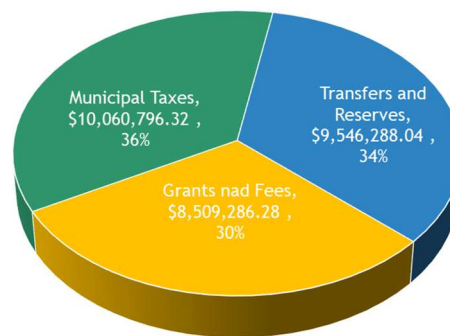
Distribution of Taxes 2024

The chart shows the overall proportion of Tax collected, with 56% of the taxes collected from all tax bills attributable to School Taxes.



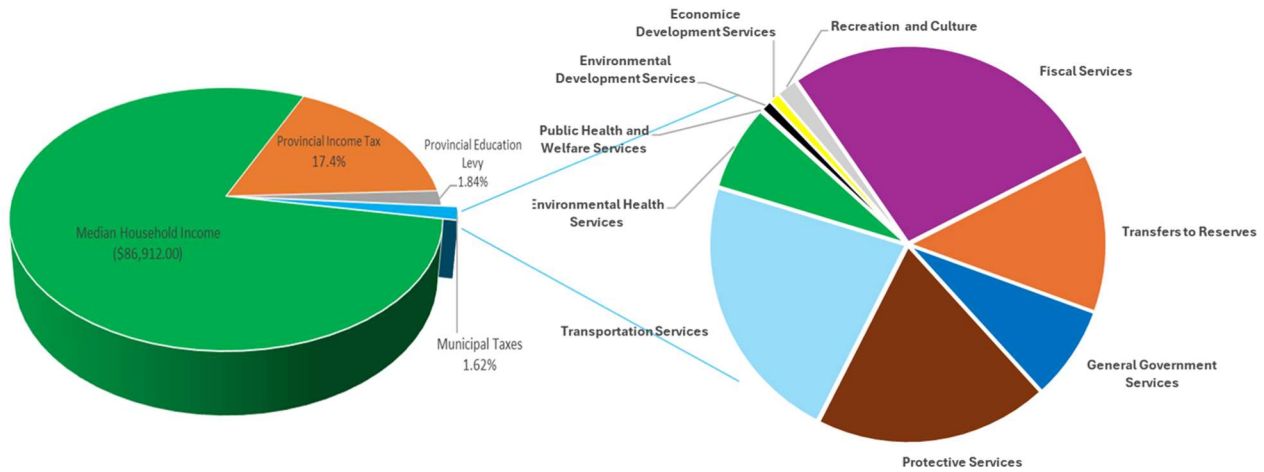
Total revenues for the municipality comes from municipal taxes, provincial and federal grants, service fees, transfers from accumulated surpluses and specific purpose reserves established by the municipality.

Total Municipal Revenue



It is estimated that an average house in St. Clements assessed at \$300,000 would have a municipal tax bill for approximately \$1,404. The delivery of services to the citizens of the RM of St. Clements relies significantly on property taxes as the main source of revenue, The other sources of revenue of the municipality is made up of business taxes, utilities, fees, grants and reserves. With targeted sustainable growth and managing costs for the ratepayers, it will be important to concentrate on the other sources of revenue to reduce reliance on property taxes.

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 remain at \$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 36% of the entire budget for the municipality. The following chart allocates the proportionate share of municipal budgeted expenditures.

Service Area	Budget Amount	% of Total	Tax Dollar
General Government Services	\$ 2,028,747.06	7.2%	\$ 101.31
Protective Services	\$ 5,005,743.31	17.8%	\$ 249.97
Transportation Services	\$ 7,789,431.30	27.7%	\$ 388.97
Environmental Health Services	\$ 1,825,477.00	6.5%	\$ 91.16
Public Health and Welfare Services	\$ 50,000.00	0.2%	\$ 2.50
Environmental Development Services	\$ 232,567.81	0.8%	\$ 11.61
Economic Development Services	\$ 229,200.00	0.8%	\$ 11.45
Recreation and Culture	\$ 448,350.00	1.6%	\$ 22.39
Fiscal Services	\$ 7,061,317.24	25.1%	\$ 352.61
Transfers to Reserves	\$ 3,445,096.35	12.3%	\$ 172.03
<b>Total Basic Expenditure</b>	<b>\$ 28,115,930.07</b>	<b>100.0%</b>	<b>\$ 1,404.00</b>

## FINANCIAL SUMMARY

### REVENUE

	2023 Budgeted	2023 Actual	2024 Budgeted	2025 Budgeted
Total Tax Levy - Page 8	20,902,706.60	20,902,706.60	21,907,397.30	22,023,250.58
Total Grants in Lieu of Taxes - Page 8	754,631.30	760,627.50	763,611.69	778,883.93
Sub-total	21,657,337.90	21,663,334.10	22,671,008.99	22,802,134.50
School Requisitions (deduct) - Page 8	11,649,395.84	11,649,395.84	12,610,212.67	12,862,416.93
<b>Municipal Taxes and Grants in Lieu of Taxes</b>	<b>10,007,942.06</b>	<b>10,013,938.26</b>	<b>10,060,796.32</b>	<b>9,939,717.58</b>
Other Revenue - Page 2	6,364,654.70	7,591,691.16	8,509,286.28	4,087,669.68
Transfers from Accumulated Surplus & Reserves - Page 2	6,423,133.92	2,286,004.61	9,546,288.04	4,041,360.73
<b>Total Municipal Revenue</b>	<b>22,795,730.68</b>	<b>19,891,634.03</b>	<b>28,116,370.64</b>	<b>18,068,747.99</b>

### EXPENDITURE

General Government Services	2,026,936.27	1,913,599.55	2,028,747.06	1,952,209.94
Protective Services	987,425.00	3,155,969.23	5,005,743.31	1,012,828.54
Transportation Services	5,065,067.73	4,417,925.57	7,789,431.30	5,104,676.38
Environmental Health Services	1,664,050.00	1,677,967.22	1,825,477.00	1,557,547.00
Public Health and Welfare Services	50,000.00	43,060.82	50,000.00	50,000.00
Environmental Development Services	125,555.00	100,793.54	232,567.81	232,805.23
Economic Development Services	261,200.00	164,315.67	229,200.00	229,200.00
Recreation and Cultural Services	782,447.52	534,123.96	448,350.00	488,515.00
Fiscal Services	7,968,688.29	3,704,236.82	7,061,317.24	4,021,008.59
Transfers - 2015 Capital Deficit Recoveries - Page 9	0.00	0.00	0.00	0.00
- To Reserves - Page 5	3,864,219.47	4,136,833.54	3,445,096.35	3,419,957.31
<b>Total Basic Expenditure</b>	<b>22,795,589.28</b>	<b>19,848,825.92</b>	<b>28,115,930.07</b>	<b>18,068,747.99</b>
Allowance For Tax Assets - Page 8	141.40	141.40	440.56	0.00
<b>Total Municipal Expenditure</b>	<b>22,795,730.68</b>	<b>19,848,967.32</b>	<b>28,116,370.64</b>	<b>18,068,747.99</b>
<b>Net Operating Surplus (Deficit)</b>	<b>0.00</b>	<b>42,666.71</b>	<b>0.00</b>	<b>0.00</b>

## 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
EB Command Truck Radios	15,000	7,500		7,500	
ES Command Truck Radios	15,000			15,000	
Recycling Mattress Storage Trailer	25,000			25,000	
IT Network/PCs	27,000			27,000	
EB Firehall Improvements (50%)	80,000	40,000		40,000	
Electric Car Charging Stations (2)	45,000			45,000	
CIL Shop Expansion	45,000			45,000	
Office Communications Network	55,000			55,000	
ES Bobcat UTV & Trailer	50,000			50,000	
SSC Daycare Utilities Install	50,000			50,000	
EB Water Rescue (Zodiac?) (50%)	150,000	75,000		75,000	
Transfer Station Improvements	120,000			120,000	
ES Tanker	140,000			140,000	
PWKS General Duty Fleet Trucks	132,000			132,000	
Lockport Sidewalk	200,000			200,000	
EB Commad Center Unit (50%)	550,000	275,000		275,000	
Loader	290,000			290,000	
Boat Launch	300,000			300,000	
Colville Sidewalk	300,000			300,000	
GMCC Upgrades	300,000			300,000	
Tandem/Sander	310,000			310,000	
Beaconia Well	350,000			350,000	
ES Rescue/Command truck replacement	550,000			550,000	
Lift Stn Odour Control	750,000				750,000
Raw Water Upgrades	1,500,000				1,500,000
SSC Community Center	2,000,000				2,000,000
Landfill Cell	3,000,000				3,000,000
SSC Utility BL 4-2023 Lift/Plant/Water Lines	3,250,000			1,000,000	2,250,000
Road Renewal Projects	3,500,000				3,500,000
Lockport Water Reservoir	4,000,000				4,000,000

Reserve Name and By-Law No.	General Fund Transfers		Utility Fund Transfers		Cash Resources
	To Operating	To Capital	To Operating	To Capital	(Opening balance in Reserve)
<b>[CIP] Capital Improvements Reserve</b>					3,528,383
<i>Asset Management Program</i>	20,000				
<i>Curbside Waste &amp; Recycling Bins</i>	35,000				
<i>Commercial/Industry Growth Initiatives</i>	50,000				
<i>Website Redevelopment</i>	16,500				
<i>ES Traffic Safety</i>	1,000,000				
<i>Capital (see above)</i>		2,290,000			
<b>[GT] Gas Tax Reserve</b>					1,615,306
<i>ESSW Debenture**</i>	293,198		293,198		
<i>SSC Utility Debenture</i>	401,653				
<i>ES Traffic Safety</i>	1,000,000				
<b>[PWKS] Public Works Reserve</b>					480,810
<i>Capital (see above)</i>		777,000			
<b>[OF] Office Reserve</b>					90,509
<i>Capital (see above)</i>		82,000			
<b>[FIRE] Fire Reserve</b>					1,128,704
<i>Capital (see above)</i>		1,152,500			
<b>[REC] Recreation &amp; Culture Reserve</b>					396,412
<i>GMCC Expansion Projects</i>		300,000			
<b>[RDS] Road Reserve</b>					849,010
<i>2024 Road Works</i>	1,673,438				
<b>[ENV] Environment Reserve</b>					281,652
<i>Curbside Waste &amp; Recycling Bins</i>	35,000				
<i>Gull Lake Zebra Prevention</i>	25,000				
<i>Capital (see above)</i>		295,000			
<b>[ELEC] Elec Reserve</b>					20,622
<i>No scheduled expenses 2024</i>					
<b>[WCW] Water Control Works Reserve</b>					228,699
<i>No scheduled expenses 2024</i>					
<b>[ESSW] East Selkirk Utility Reserve</b>					813,808
<i>Utilities Master Study</i>	50,000		50,000		
<b>[LKPT] Lockport Utility Reserve</b>					346,652
<i>Utilities Master Study</i>	50,000		50,000		
<b>[SUN] Sunset Utility Reserve</b>					277,509
<i>No scheduled expenses 2024</i>					
<b>[UTIL] Utility Expansion Reserve</b>					453,589
<i>No scheduled expenses 2024</i>					

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 - Lift Station Odor Control	750,000			1,307,768	20 YRS
CIP - Lokport Water Reservoir	4,000,000			6,974,765	20 YRS
CIP - ESSW Raw Water Upgrades	1,500,000			2,615,537	20 YRS
CIP - Landfill Cell	3,000,000			5,231,074	20 YRS
CIP - Road Renewal Projects	3,500,000			6,102,919	20 YRS

## LOOKING AHEAD

In light of the current economic and environmental considerations, the financial outlook for the Rural Municipality of St. Clements is cautiously optimistic. Council is committed to working collaboratively with other levels of government to mitigate external influences on our local economy. Recognizing the financial hardships faced by our residents, Council is dedicated to maintaining existing services, which is paramount for the safety and well-being of our community. The RM also acknowledges the challenges faced by residents due to the economic situation and will continue to keep costs affordable and predictable. Climate change and its impacts are also a priority, and the RM will endeavor to be better prepared to address them.

Council acknowledges the need to also improve service levels in road infrastructure, drainage, and water and waste services, based on the feedback from our residents. To address this, significant increases to both capital and operating budgets have been proposed. We will prioritize on the delivery of our gravel operations, dust control, drainage, ditching, brushing, and road infrastructure in 2024.

The administration, in partnership with the Council, will focus on delivery of the priorities outlined in the Financial Plan, ensuring the provision of services and the delivery of capital projects that contribute to the community's quality of life and economic benefits. The RM is exploring innovative service delivery methods, with a commitment to transparent communication and engagement with all citizens. As the economy recovers, new ways of service delivery will be explored, with a focus on citizen communication and interaction.

Looking ahead, the administration will work with the Council to identify and pursue new projects while adhering to our current Strategic Plan. Council is dedicated in ensuring that the RM of St. Clements remains "the place to be" in order to live and thrive. Council remains committed to making the RM of St. Clements an attractive and thriving community. This perspective is necessary to supporting the budget for the upcoming year and beyond, as we address the challenges and opportunities presented by the current economic and environmental landscape.