



# **2026 Financial Plan: Building Our Future**

## **Rural Municipality of St. Clements**

A transparent look at our operational budget,  
capital investments, and community growth.

# 2026 Financial Plan Overview

## Stable Tax Levy

The total property tax levy of Municipal and Education for \$46.77 million remains stable year-over-year to limit tax volatility for residents even though Education levy has increased by \$1.54 million.

## General Operating Fund Revenue

Approximately \$28.99 million funds municipal operating and Capital services including public works, emergency, and community services. Maintaining stable rates offsets external pressures and shows Council's dedication to responsible financial governance.

## Mill Rate Increase Source

The increase in total levy is mainly due to rising school division requisitions, not new municipal spending. General municipal mill rate remains steady with a 1% increase for hard surface roads plan, reflecting cost control and efficient service delivery with mill rate at 9.2 mills from 9.1 mills.

## Fiscal Responsibility and Sustainability

The plan emphasizes financial stewardship, sustainability, and alignment with strategic goals for predictable taxation. Maintaining stable rates offsets external pressures and shows Council's dedication to responsible financial governance.

# Revenue and Surplus Summary

## Diversified Revenue Sources

The municipality emphasizes multiple revenue streams to reduce dependence on property taxes and ensure financial stability.

## Landfill Fee Adjustment

Increasing landfill tipping fees to \$750,000 reflects higher waste volumes and improves cost recovery for operations.

## Managing Inflationary Pressures

Optimizing user fees and revenue helps absorb rising costs for fuel, materials, utilities, and contracted services.

## Budget Flexibility and Stability

A diversified revenue plan provides budget flexibility and supports mill rate stability while maintaining essential services.

# 2026 Executive Summary

**\$28.99 Million**

Proposed 2026 Operating & Capital Budget

**\$10.96 Million**

Municipal Taxes and Grants in Lieu

**1%**

Total 2026 Mill Rate

**\$18.03 Million**

Total Other Revenue & Grants

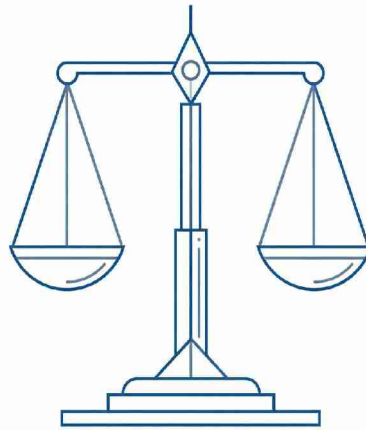
Original Reference

# The Municipal Balance: Operating vs. Capital

Keeping the RM Running

**\$10.96 Million**

Funds daily core services, municipal maintenance, protective services, and civic administration.



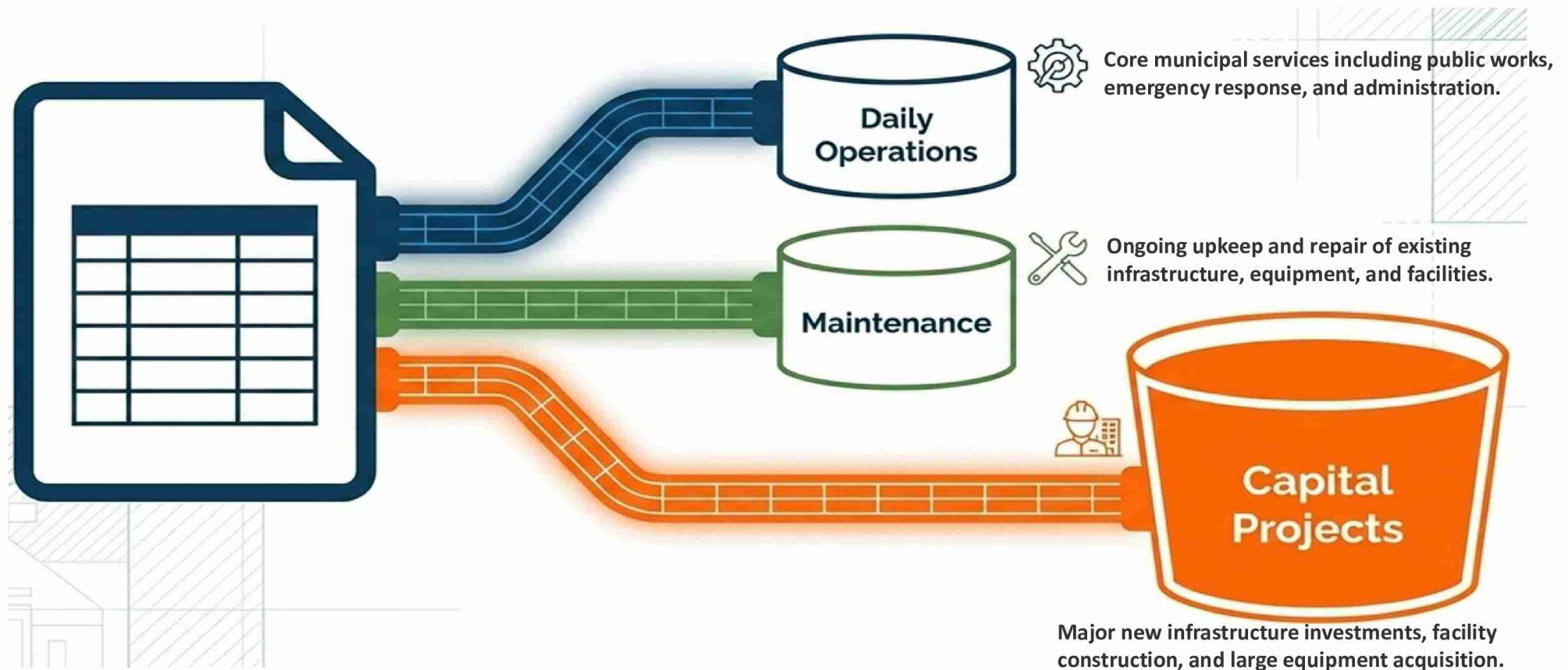
Building the RM's Future

**\$15.71 Million**

Funds long-term infrastructure, major facility construction, and heavy equipment acquisition.

# Delivery of Service: The 2026 Financial Plan

Governed by the Financial Plan, we fund daily services while investing in multi-generational community assets through capital projects.



# Your Operating Dollars at Work:

## Core Services

### Infrastructure

- Roads & Spring Restrictions Management
- Dust Control & Grading
- Regional Drainage & Culverts

### Protective Services

- Fire & Emergency Services
- By-Law Enforcement & Animal Control
- Flood Protection Readiness

### Core RM Services

### Environment & Utilities

- Garbage, Recycling & Libau Landfill
- Water & Sewer Operations
- Weed Control
- Dutch Elm Disease management

### Community & Recreation

- Trail Networks & East Beaches
- Heritage Preservation
- St. Clements Activity Centre
- Community Grants & Development

# 2026 Capital Investment

Sector	2026 Focus Area	Investment	Primary Funding Strategy
Roads	10-Year Hard-Surface Capital Plan and East Selkirk Safety Improvements.	\$3.8 Million	Reserves & Grants
Utilities	SSC Utility Reservoir and water wells.	\$2.8 Million	Borrowing & Utility Rates
Waste	Libau Landfill (Cell 3 Environmental Compliance)	\$2.0 Million	Municipal Reserves
Recreation	St. Clements Facility (Phase 1 Construction)	\$1.42 Million	Borrowing & Grants

# 2026 Capital Expenditure Program

## Capital Budget Overview

The 2026 capital budget totals \$10.317 million, showing a significant rise compared to previous years.

## Funding Sources

Majority funding comes from municipal reserves with \$15.3 million, reducing the need for borrowing.

## Borrowing and Operating Contributions

New borrowing of \$12.5 million and an operating contribution of \$201K support key capital projects.

## Investment Focus Areas

Investments concentrate on Public Works, Fire Services upgrades, and environmental and landfill projects.

# Constructing 2026: Major Capital Project Pillars

**By-Law 10-2025: SSC Utility  
- Reservoir, Well Field &  
River Pipeline Crossing**

**By-Law 9-2025: Water  
Control Works (Drainage  
Projects)**

**By-Law 6-2025: Road  
Remediation Works**

**By-Law 8-2025: Libau  
Landfill Expansion**

**By-Law 7-2025: South St  
Clements Recreation  
Facility**

**Hard-Surface Capital  
Road Plan 2025  
(1 mill Increase to 2 mills  
Over 10yrs)**

# Utility Services: Expanding Capacity



## Water & Sewer Security

Focusing on the South St. Clements (SSC) Utility Reservoir, Well Field, and River Pipeline Crossing.

**2026 Milestone:** Water Reservoir and Service Sharing



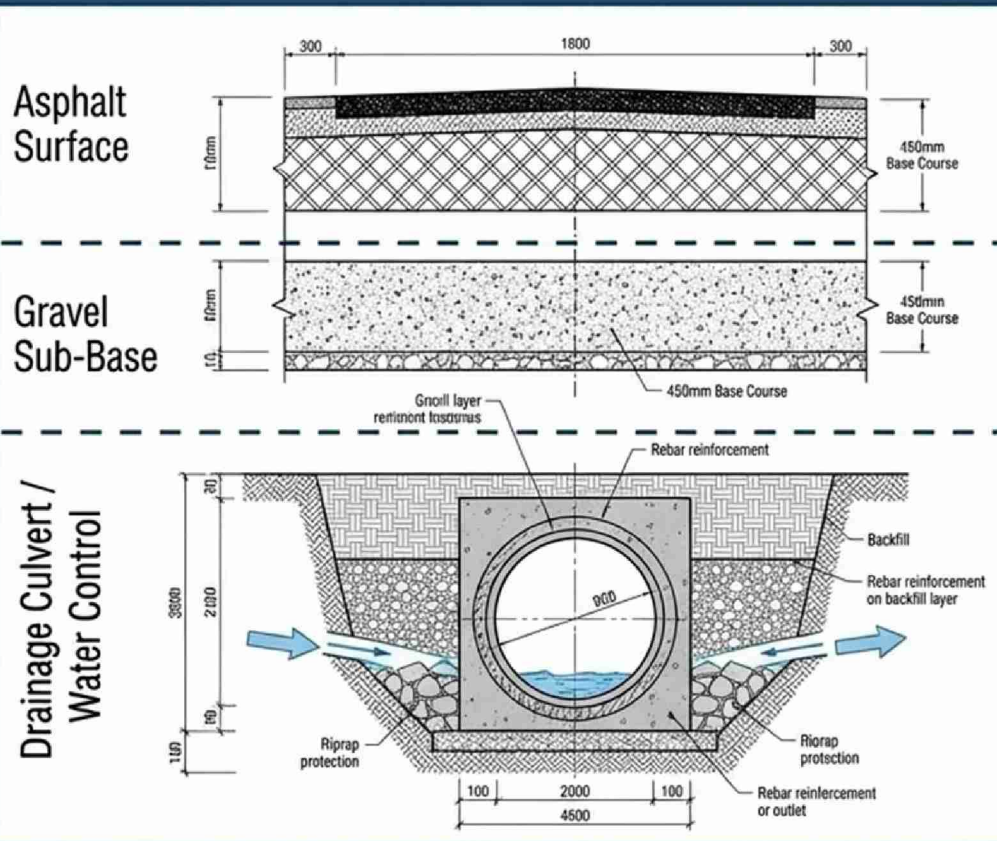
## Waste Management

Strategic long-term focus on the Libau Landfill site management, lifespan extension, and safe waste isolation.

**2026 Milestone:** Environmental Compliance & Cell 3 Expansion

Original Reference

# Infrastructure: Roads & Drainage



## Strategic Focus

Continuing year two of the newly expanded 10-Year Hard-Surface Capital Road Plan.

## 2026 Key Deliverables

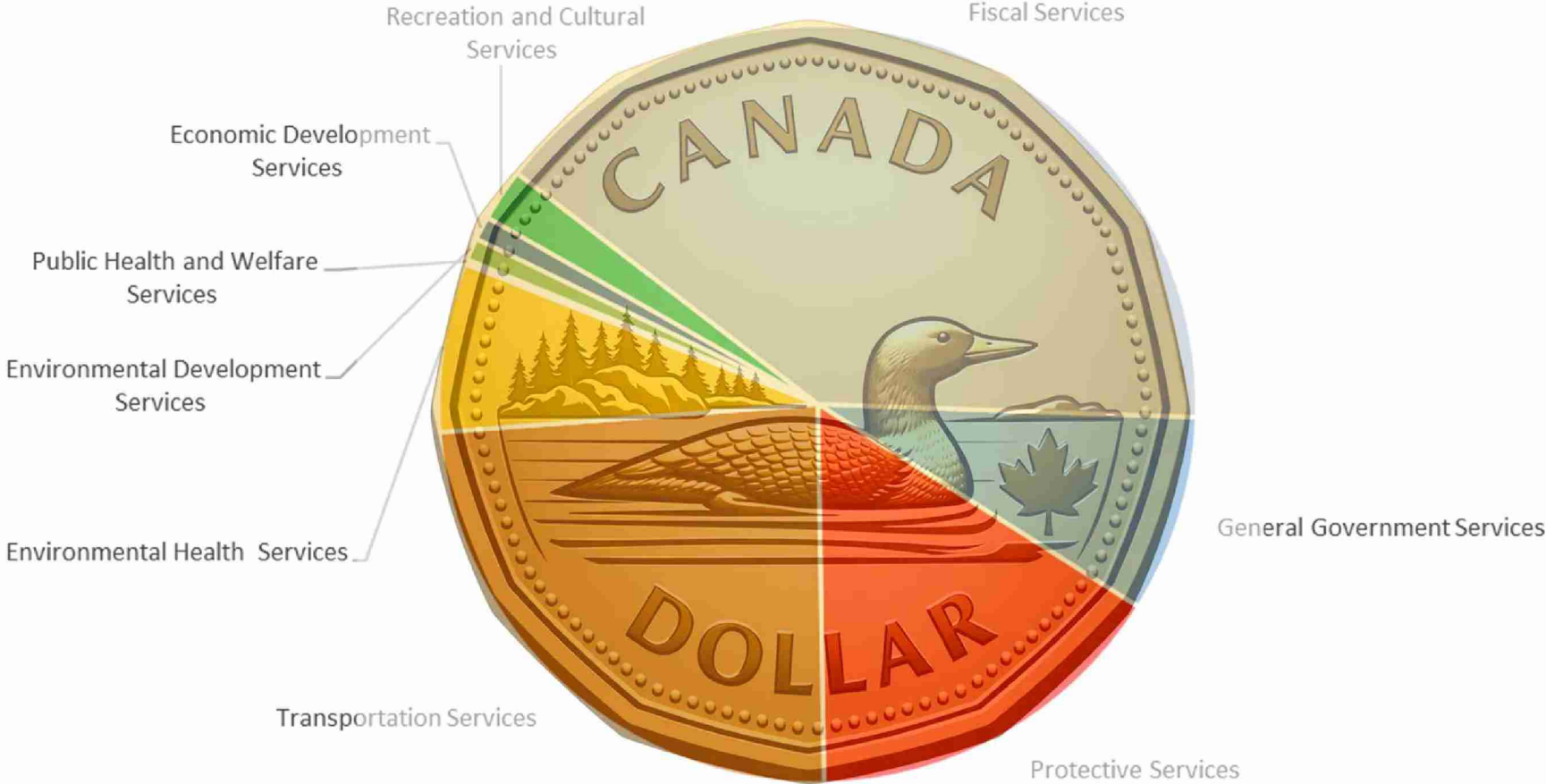
5 kilometres of comprehensive road remediation along with Hard Surface Road Reconstruction of Rebeck Road from Donald to Ludwick.

## Community Impact

Prevents long-term infrastructure degradation, mitigates spring road restriction impacts, and secures vital flood protection for all residents.



# 2026 Expenditures by Services



# 2026 Expenditures by Services

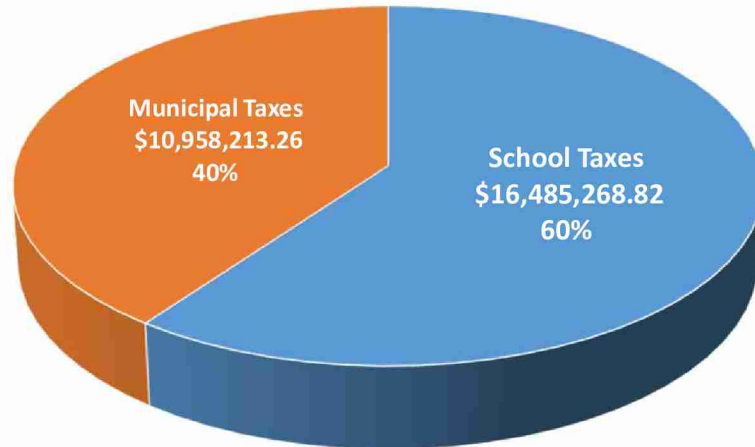
Service Area	Budget Amount	% of Total	Tax Dollar
General Government Services	\$ 2,072,414.46	7%	\$ 113.31
Protective Services	\$ 1,139,009.16	4%	\$ 62.28
Transportation Services	\$ 6,753,771.14	23%	\$ 369.27
Environmental Health Services	\$ 1,848,975.02	6%	\$ 101.09
Public Health and Welfare Services	\$ 50,000.00	0%	\$ 2.73
Environmental Development Services	\$ 237,380.80	1%	\$ 12.98
Economic Development Services	\$ 248,700.00	1%	\$ 13.60
Recreation and Cultural Services	\$ 924,212.56	3%	\$ 50.53
Fiscal Services	\$ 11,685,701.92	40%	\$ 638.93
Transfers to Reserves	\$ 4,024,893.00	14%	\$ 220.07
<b>TOTAL</b>	<b>\$ 28,986,120.61<sup>+</sup></b>	<b>100%</b>	<b>\$ 1,584.79<sup>*</sup></b>

\* Calculated on \$382,800 of total assessed value for average house (2021 Stat Canada) portioned at 45%

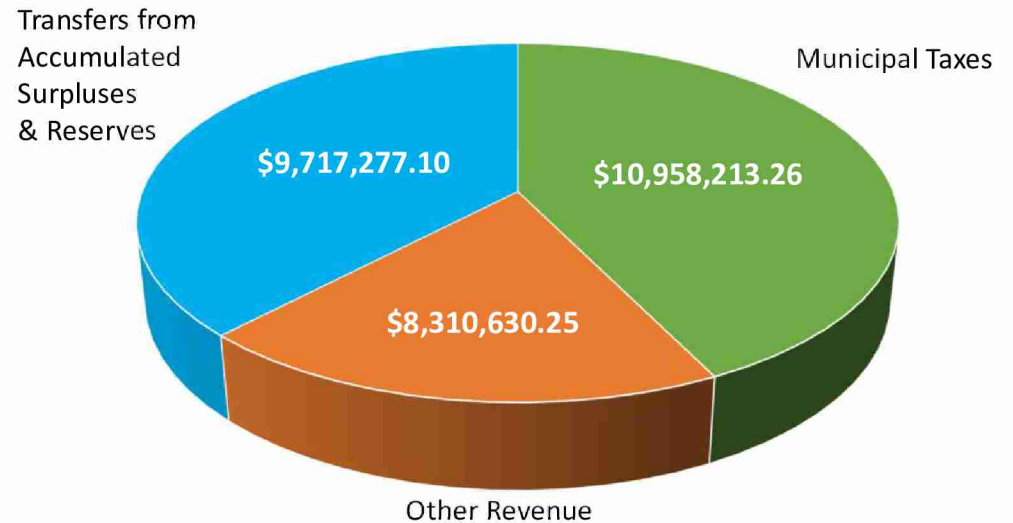
+ Allowance for Tax Assets \$1,062.55

# 2026 Distribution of Taxes & Municipal Revenue

Distribution of 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.

*Note: Residents will receive a \$1,600.00 portion of School Tax Rebate directly from the Province. **Rebate is only for primary residences only.***

# Municipal & School Taxes

**Only 40%** of your total property tax bill is directly managed by the RM of St. Clements for local operations, capital projects, and safety. Higher education taxes reduce municipal flexibility to maintain services and infrastructure without raising other taxes.



Education levies, now **60%**, have increased across all school divisions, driving significant changes in the 2026 tax framework. The education tax increases directly affect residents' total tax bills, independent of municipal budgets.

## Strategic Plan – GOAL 2

### Keep Costs Affordable for Ratepayers

Property Tax Comparisons	2020	2021	2022	2023	2024	2025	% Change
Selkirk *	20.562	20.992	18.536	20.992	17.310	17.046	-2.6%
Brokenhead	12.700	12.700	11.380	12.700	12.205	12.025	-1.8%
Alexander	11.903	11.980	12.131	12.131	10.646	8.904	-17.4%
Lac du Bonnet	10.296	10.296	9.956	10.296	10.647	9.896	-7.5%
Stonewall	10.160	10.459	10.734	10.701	10.569	8.995	-15.7%
St. Clements	10.000	10.200	10.400	10.400	10.400	9.100	-13.0%
Springfield	9.595	9.595	9.691	10.913	9.993	9.893	-1.0%
St. Andrews	9.927	9.527	9.980	9.980	10.097	9.071	-10.3%
East St. Paul	8.323	8.470	8.473	8.642	8.642	7.312	-13.3%
West St. Paul	8.930	9.100	9.100	7.855	7.751	6.296	-14.6%
Rosser	6.860	6.787	8.036	5.800	6.150	5.855	-3.0%
Headingley	6.400	6.400	6.400	6.400	6.400	5.632	-7.7%

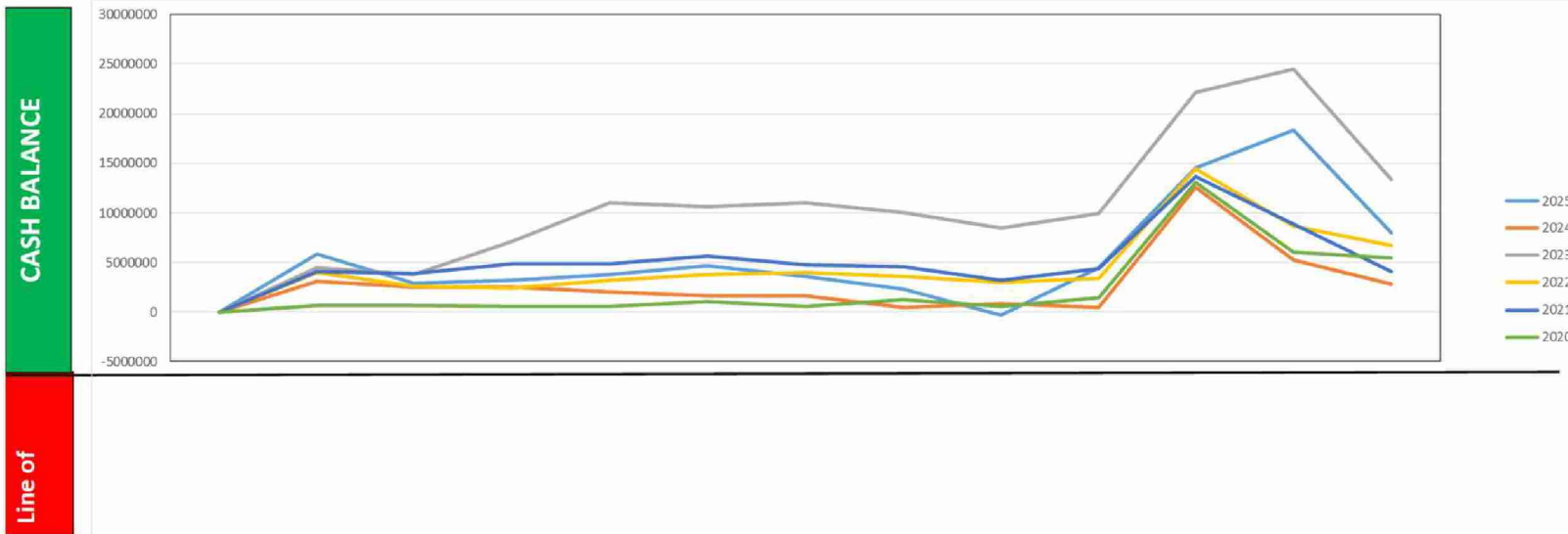
*Important Note: \* In 2024, Selkirk modified its taxation system to introduce a special service levy for Police and Protective Services. Additionally, in 2025, there will be a new special service levy for Transportation Services, both of which will be implemented over a period of 4 years, involving a total debenture of 3.412 mills for 2025.*

# Fiscal and Cash Flow Management



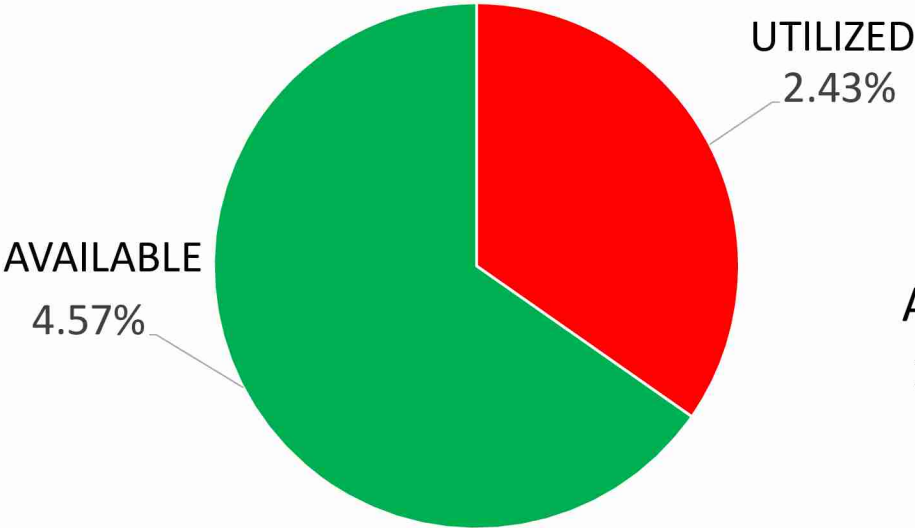
R.M. of St. Clements  
Annual Operating Line of Credit/Chequing Account  
Trend Analysis - (YTD)

	J	F	M	A	M	J	J	A	S	O	N	D	Year	Annual Limit
2025	5,805,206	2,890,909	3,215,160	3,788,395	4,657,818	3,555,217	2,344,696	(293,241)	4,476,003	14,528,874	18,377,058	7,959,608	2025	6,799,000
2024	3,110,818	2,471,543	2,489,206	2,068,022	1,604,049	1,648,241	444,374	886,202	486,332	12,588,163	5,229,206	2,840,201	2024	6,799,000
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	2023	6,799,000
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	2022	6,799,000
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

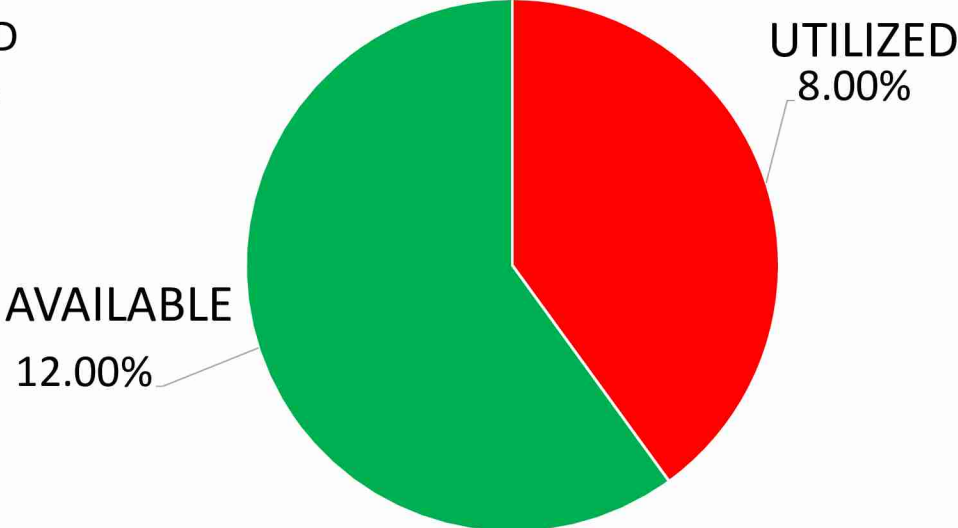


# 2026 Debt – Current Position

## Debt Capacity



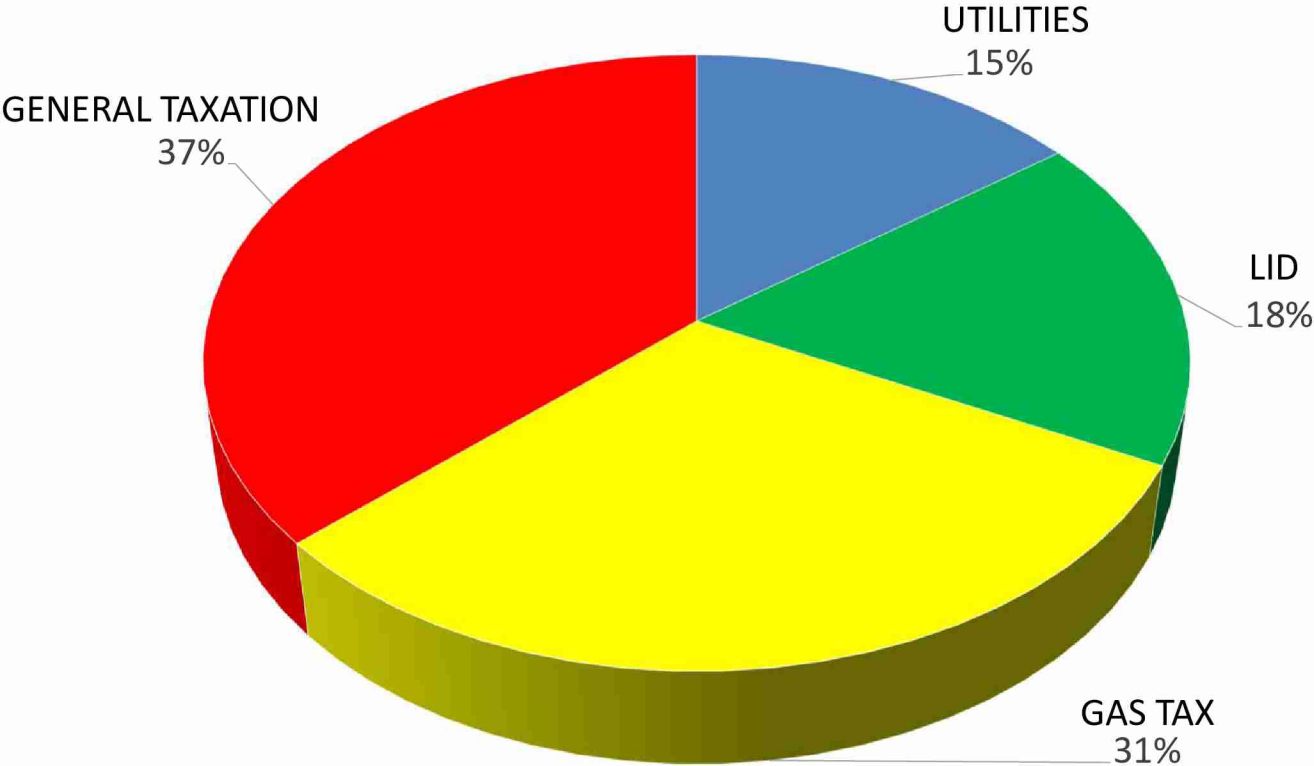
## Payment Capacity



In 2026 budget, of the 7% available there is still 4.57% of debt capacity remaining, totaling over \$53M and of the payment capacity of 20% there is still 12% available, totaling over \$3.6M 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.

# 2026 Debt Payments

## DEBT PAYMENTS BY FUNDING SOURCE



# Debt and Debenture Charges

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## Specialized Levies for Projects

Levies fund specific infrastructure projects and vary by benefiting area to ensure targeted funding.

## Annual Levy Adjustments

Levies are adjusted annually based on assessed property values to maintain fairness in debt repayment.

## Key Debenture Examples

2026 includes road renewals, SSC Community Building, Narol Fire Station, and Drainage projects with set levies.

## Transparent and Accountable Financing

The debt strategy supports capital projects while ensuring transparency and long-term affordability.

# How Projects are Financed

Funding Method	Timing	Taxpayer Impact
Cash on Hand	Pre/During Project	Baseline operation; no added tax burden.
Short-Term Loan / Line of Credit	During Project Execution	Temporary bridge funding; protects against halting construction.
Grants & Cost Savings	Concurrent with execution	Direct reduction of the final borrowing amount, saving taxpayer dollars.
Long-Term Borrowing	Post-Project	Spreads the cost of a long-lasting asset across annual property tax bills for current and future beneficiaries.

## 2026 Revenues

	2025 Budgeted	2025 Actual	2026 Budgeted	2027 Budgeted
Total Tax Levy - Page 8	24,921,735.53	24,924,731.22	26,626,238.23	27,162,858.00
Total Grants in Lieu of Taxes - Page 8	776,968.82	781,914.41	817,243.85	833,588.72
Sub-total	25,698,704.35	25,706,645.63	27,443,482.08	27,996,446.72
School Requisitions (deduct) - Page 8	14,946,172.86	14,946,110.58	16,485,268.82	16,814,974.20
<b>Municipal Taxes and Grants in Lieu of Taxes</b>	<b>10,752,531.49</b>	<b>10,760,535.05</b>	<b>10,958,213.26</b>	<b>11,181,472.52</b>
Other Revenue - Page 2	7,941,208.04	6,361,930.29	8,310,630.25	4,763,540.38
Transfers from Accumulated Surplus & Reserves - Page 2	9,670,660.25	4,355,522.94	9,717,277.10	5,163,675.66
<b>Total Municipal Revenue</b>	<b>28,364,399.77</b>	<b>21,477,988.28</b>	<b>28,986,120.61</b>	<b>21,108,688.56</b>

# 2026 Expenditures

	2025 Budgeted	2025 Actual	2026 Budgeted	2027 Budgeted
General Government Services	2,085,585.31	2,233,728.88	2,072,414.46	2,027,645.15
Protective Services	3,903,360.58	1,175,646.56	1,139,009.16	1,104,877.17
Transportation Services	5,965,266.18	5,878,882.74	6,753,771.14	5,852,295.68
Environmental Health Services	1,788,349.52	1,667,819.62	1,848,975.02	1,831,969.23
Public Health and Welfare Services	50,000.00	43,060.82	50,000.00	50,000.00
Environmental Development Services	234,947.12	214,124.63	237,380.80	239,875.32
Economic Development Services	248,700.00	109,129.70	248,700.00	248,700.00
Recreation and Cultural Services	555,844.10	668,753.76	924,212.56	761,587.51
Fiscal Services	9,938,229.00	5,675,226.86	11,685,701.92	5,299,283.35
Transfers - 2015 Capital Deficit Recoveries - Page 9	0.00	0.00	0.00	0.00
- To Reserves - Page 5	3,592,952.76	3,745,698.22	4,024,893.00	3,692,455.16
<b>Total Basic Expenditure</b>	<b>28,363,234.57</b>	<b>21,412,071.79</b>	<b>28,985,058.06</b>	<b>21,108,688.57</b>

# 2026 Capital Items

Particulars of Expenditure	Estimated Total Cost	Borne by General Fund	Borne by Utility Fund	Borne by Reserves	Borne by Borrowing
Land Purchases for RM Use	100,000			100,000	
Lockport Sidewalk	200,000			200,000	
Boat Launch	300,000			300,000	
Colville Sidewalk	139,727			139,727	
Beaconia Well	50,000			50,000	
SSC Daycare Utilities Install	50,000			50,000	
SSC Util - Reservoir & River Crossing	1,000,000			1,000,000	
ES Traffic Safety [Roundabout]	2,000,000			2,000,000	
CIL Office Expansion	50,000			50,000.00	
GMCC Upgrades	300,000			300,000	
SSC Rec - Playground Resurfacing	82,000	28,000		54,000.00	
Wobbly Wheel Packer	25,000			25,000.00	
Mower Deck	60,000			60,000.00	
General Duty Trucks	85,000			85,000.00	
Excavator Bullrush Bucket	30,000			30,000.00	
Trailer [End Dump]	40,000			40,000.00	
Tandem/Sander	475,000			475,000.00	
CIL Shop - Tent for Salt/Sand Storage	40,000			40,000.00	
Office Communications Network	25,000			25,000.00	
Landfill Bin Pads [Concrete]	60,000			60,000.00	
Loader Landfill - One Way Blade	30,000			30,000.00	
EB Water Rescue (Zodiac?) (50%)	250,000	125,000		125,000	
EB Bobcat UTV & Trailer (50%)	35,500	17,750		17,750	
EB Wildfire Drone (50%)	12,000	6,000		6,000	
EB Firehall Improvements (50%) Generator	50,000	25,000		25,000	
ES Tanker	145,000			145,000	
NL Tanker	250,000			250,000	
NL Command Center Unit	275,000			275,000	
NL Public Education Sign	75,000			75,000	
Well Licence Upgrade	100,000		100,000	100,000	
ES WTP Discharge to River	500,000		500,000	500,000	
ES Lagoon Repairs	87,000		87,000	87,000	
Meters Replacements - ES VILLAGE	68,000		68,000	68,000	
SSC Community Center	1,327,992	1,327,992			
Landfill Cell	2,000,000	2,000,000			

10,317,219

# 2026 Capital Items

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>[GEN] General Surplus Reserve</b>					81,137
<i>No scheduled expenses 2026</i>					
<b>[CIP] Capital Improvements Reserve</b>					3,462,663
<i>Asset Management Program</i>	20,000				
<i>Commercial/Industry Growth Initiatives</i>	50,000				
<i>Capital (see above)</i>		2,889,727			
<b>[GT] Gas Tax Reserve</b>					1,537,106
<i>ESSW Debenture**</i>	288,060		288,060		
<i>SSC Utility Debenture</i>	460,740		460,740		
<i>Capital (see above)</i>		1,000,000			
<b>[PWKS] Public Works Reserve</b>					865,319
<i>Capital (see above)</i>		755,000			
<b>[OF] Office Reserve</b>					107,539
<i>Office Reno/Sign Move</i>	25,000				
<i>Capital (see above)</i>		25,000			
<b>[FIRE] Fire Reserve</b>					1,009,237
<i>Capital (see above)</i>		918,750			
<b>[REC] Recreation &amp; Culture Reserve</b>					729,021
<i>ESRA/Rec Grants</i>	50,000				
<i>Rec &amp; Trails Master Plan</i>	86,000				
<i>Capital (see above)</i>		354,000			
<b>[RDS] Road Reserve</b>					512,942
<i>2026 Road Works</i>	1,800,000				
<b>[ENV] Environment Reserve</b>					581,930
<i>Gull Lake Zebra Prevention</i>	25,000				
<i>Capital (see above)</i>		90,000			
<b>[ELEC] Elec Reserve</b>					35,108
<i>Election expenses 2026</i>	25,000				
<b>[WCW] Water Control Works Reserve</b>					333,899
<i>No scheduled expenses 2026</i>					
<b>[ESSW] East Selkirk Utility Reserve</b>					1,954,789
<i>Utilities Master Study</i>	50,000		50,000		
<i>Capital (see above)</i>				755,000	
<b>[LKPT] Lockport Utility Reserve</b>					627,743
<i>Utilities Master Study</i>	50,000		50,000		
<b>[SUN] Sunset Utility Reserve</b>					368,477
<i>No scheduled expenses 2026</i>					
<b>[UTIL] Utility Expansion Reserve</b>					667,232
<i>No scheduled expenses 2026</i>					

# Fiscal Responsibility: Minimizing the Tax Burden



## Aggressive Grant Procurement

Actively applying for Provincial and Federal grants to drastically offset capital borrowing costs.

2026 Target: \$10 Million in Grants

## Regional Service Sharing

Partnering with entities like the Red River Planning District to share municipal services and reduce administrative overhead.

## Strategic Reserves Management

Utilizing strategically saved municipal funds to pay for projects upfront, avoiding long-term interest.

# 2025 vs. 2026 Financial Comparison

Category	2025 (By-Law 4-2025)	2026 (By-Law 2-2026)	Trend
Education Mill Rate (Avg)	~11.00–12.60	12.78–13.89	↑ Up
Municipal Mill Rate	9.1	9.2	↔ Stable
Road Reserve Levy	1.100	1.200	↑ Up
Capital Expenditures	\$13.5M	\$17.6M	↑ Up
Total Property Tax Levy	\$44,300,000	\$46,770,232.40	↑ Up

# Analysis of Education Tax

## Education Tax Increases

Education levies increased across all school divisions, driving significant changes in the 2026 tax framework.

## Impact on Tax Bills

These education tax increases directly affect residents' total tax bills, independent of municipal budgets.

## Municipal Budget Constraints

Higher education taxes reduce municipal flexibility to maintain services and infrastructure without raising other taxes.

## Need for Balanced Funding

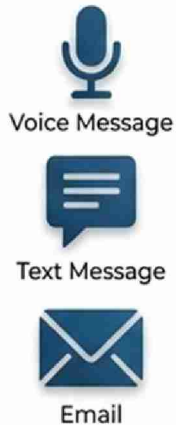
Clear communication and advocacy are essential to promote balanced education funding and taxpayer affordability.

## Financial Plan – Highlights

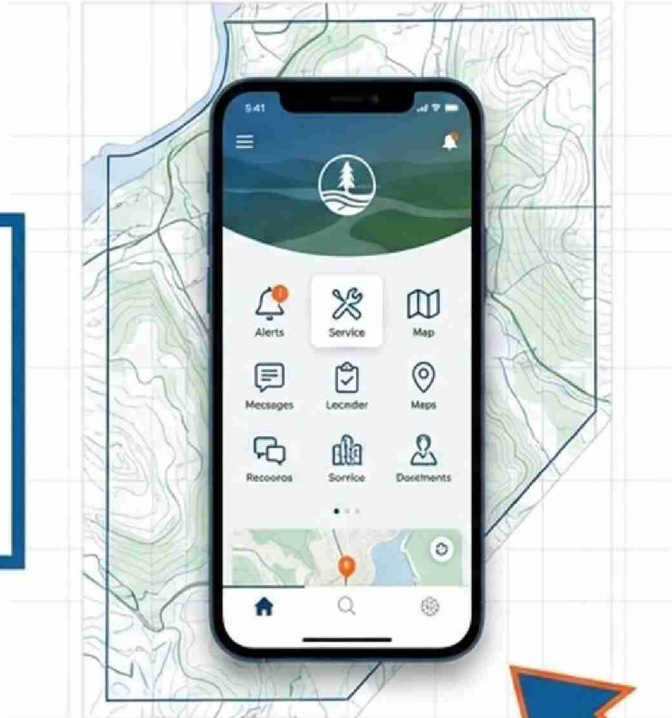
1. In 2026 Council continues to reduce future risks related to infrastructure costs by:
  - a) 1.2 Mill rate dedicated towards roads, equaling \$1,392,873.90.
  - b) Additional commitment to Hard Surface Road Infrastructure for 10 Years of .1 Mill Rate per year for total of 2 Mill rates stabilize Road Plan for future.
2. Continue to stabilize reserves to provide sufficient funds for Capital projects from reserves and continued cash flow management to reduce reliance on utilizing the Operating Line of Credit.
3. Increase support recreation in the RM through reserves & the completion of St. Clements Activity Center and commitment to a Boat Launch in the RM for 2026.
4. Continue to support business community with \$50,000 towards development of Biz Improvement Zones and commitment to Community and Volunteer Groups through grants.
5. Delivery of next phase of strategic regional infrastructure priorities for regional Water and wastewater projects.
6. Continue to implement budgeting strategies to provide a level of predictability and stability in the operations of the RM and a 1% mill rate in 2026.
7. Increased Services and budget for dust control, gravel roads, grass cutting, drainage, brushing and ditching.
8. Expansion of Landfill with new cell construction.
9. Stabilization of capital for Fire and Public Works equipment for fleet operations.

# Stay Informed, Get Involved: St. Clements Connect

## St. Clements Connect



Register to get alerts specific to your exact location.



## Service Requests



**Submit Service Requests** directly to the RM to report local issues.



Ask St. Clement  
(Virtual Assistant)