

# Tax Supported Budget



THE TOWNSHIP OF  
**MINDEN HILLS**  
IN SEASON, EVERY SEASON

# Message from the Mayor

In April of 2025, the Provincial Government expanded the list of municipalities where the Head of Council has strong mayor powers. The mayors of these municipalities were granted additional duties and powers as described in The Strong Mayors, Building Homes Act, 2022 and the Better Municipal Governance Act, 2022. It is now the duty of the Mayor to prepare a proposed budget for the community.

It is my privilege to present the proposed 2026 Budget for the Township of Minden Hills. 2026 will be a challenging year for Minden Hills. Municipal government must sustain essential programs & services and rebuild aging infrastructure whilst ensuring that our tax rates remain affordable for our citizens.

Although we have received additional funding from the Province for 2026, this is offset by an 11% increase in our OPP costs. Costs continue to rise on all fronts.

Facing this challenge, Staff have worked diligently to review and examine expenditures and service levels in every department.

## **The result is a 5.13% tax increase for 2026.**

This increase includes:

- Enhanced service levels.
- A robust capital expenditure program focussing on infrastructure.
- A new Community Centre in Lochlin.
- 1.5% put aside for future capital needs.
- Maintaining healthy reserves to ensure fiscal sustainability.

This budget strikes a balance between investment for now and the future, fiscal responsibility and affordability for the people of Minden Hills.

*Sincerely,  
Bob Carter*

# Budget 2026 Overview

The Township of Minden Hills 2026 Budget reflects commitment to innovating processes, ensuring sound infrastructure, collaboration and partnership, and providing a financially responsible level of service to our community. The 2026 budget strikes a balance between a fiscally responsible work plan, while maintaining a sustainable financial position for the Township.

## Priorities

- Continue innovating and improving processes
- Infrastructure investment
- Communication

<b>\$12.47 Million</b>	<b>6.14%</b>		<b>4.32%</b>	<b>for Municipal Services</b>
<b>Total Tax Supported Budget</b>	<b>Municipal Levy Increase</b>		<b>0.00%</b>	<b>for dedicated Capital Investment</b>
			<b>1.82%</b>	<b>for Policing Costs (OPP)</b>

## Impact to Residents:

### Residential Property:

Tax increase: \$23.99 per \$100,000 of assessment.

### Commercial Property:

Tax increase: \$35.57 per \$100,000 of assessment.

Single Family Detached):



\$109.98/year (**on water** -avg.  
assessed value =\$458,420)



\$96.41/year – avg.  
assessed value =\$401,861



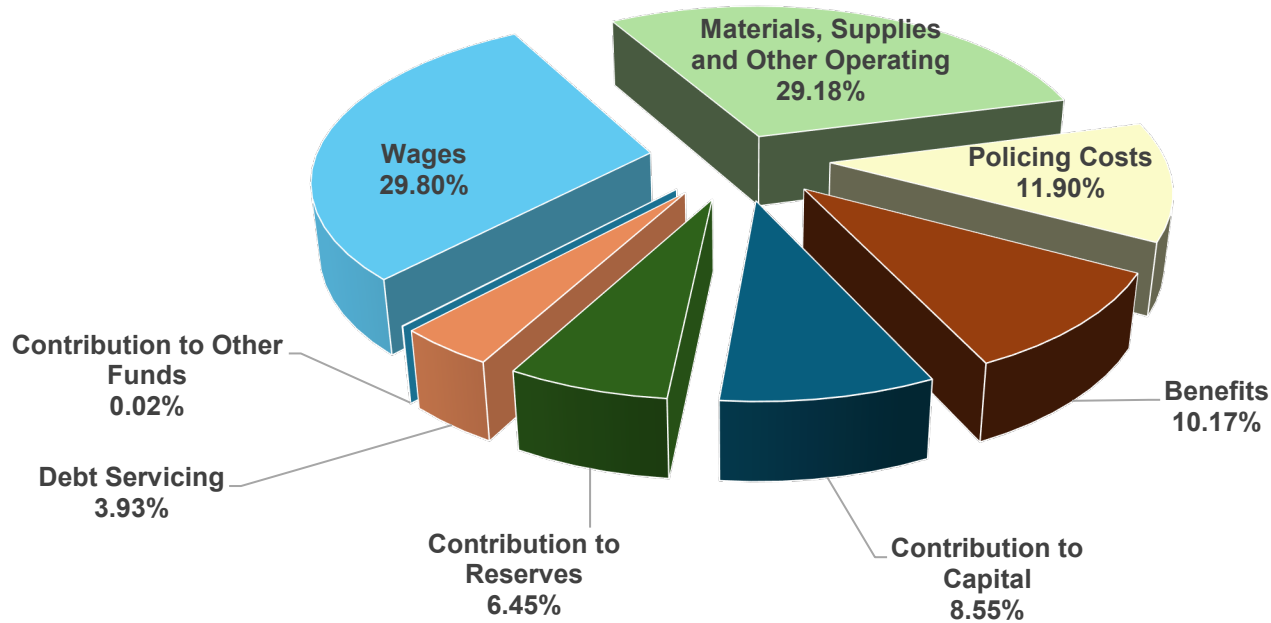
\$57.29/year (**not on water** -avg.  
assessed value =\$238,793)

# Budget 2026 Overview - Continued

## Operating Expenses:

The Total Operating expenditures is ~\$18.1 M

The Total Operating budget (levy requirement is ~\$12.47 M



Expenditures	2026 Budget	%
Wages	5,395,684	29.80%
Materials, Supplies and Other Operating	5,283,332	29.18%
Policing Costs	2,155,045	11.90%
Benefits	1,841,514	10.17%
Contribution to Capital	1,548,037	8.55%
Contribution to Reserves	1,168,055	6.45%
Debt Servicing	712,023	3.93%
Contribution to Other Funds	4,500	0.02%
<b>Total</b>	<b>18,108,190</b>	<b>100.00%</b>

# Budget 2026 Overview - Continued

## Capital Investment:

The Total Capital budget is ~\$7.61 M (including some carry-over projects)



\$4.27 Million Transportation/Servicing/Waste Management



\$2.33 Million Facility Upgrades



\$0.34 Million Municipal Fleet and Equipment



\$0.35 Million Fire/Emergency Preparedness



\$0.18 Million Community parks, trails, cemetery



\$0.26 Million Service Improvement

# Municipal Budget

The Township's Budget is a financial plan which assesses costs, revenues and resources needed for the coming year. The plan reflects future financial conditions based on reasonable assumptions.

As a guiding tool, the budget supports and reflects:

- Priorities & ongoing progress
- Business plans + associated financial resources
- Funding policies
- Contingency to handle unforeseen adverse situations
- Communication tool showing intended work and resource commitments

## **Challenges:**

- Managing competing priorities for new services and the desire for low tax increases
- Managing the impact of continued delay in Property Tax Reassessment
- Unpredictability of Provincial and Federal funding
- Impacts of provincial downloading
- External legislated requirements
- US Tariffs

The 2026 budget was prepared by staff, in consultation with the Mayor. Senior staff have worked pragmatically with the Mayor to present the 2026 budget as a realistic financial plan and guiding document.

# Budget Groupings

## Operating Budget



### Funding for Daily Operations and Services:

- Maintenance
- Utilities
- Supplies/Materials
- Fuel
- Compensation
- Services Contracts

## Capital Budget



### Funding for Long Term Improvements (Infrastructure/Assets)

- IT Assets
- Transportation Assets
- Parks
- Facilities
- Vehicles/Equipment
- Other Asset Investment
- Other projects

## Rate Supported Budget



### Funding for Operations and Capital Funded by Fees and Charged to Users

- Water
- Wastewater

## Reserves



### Reserves Funding to Ensure:

- Township can **manage unexpected** situations or opportunities
- Adequate cash flow/**good financial planning**
- Long term financial **stability**
- Funding for **major infrastructure investment** (Asset Management Planning)
- Provide for **stable tax rates** over time, during emergencies or major unforeseen expenses

# Budget Process

The annual budget for the Township of Minden Hills consists of three (3) components:

- ❖ Operating Budget – Supported by various sources of funding, including grants, user fees, sales, rentals, interest income, donations, contributions from reserves and taxes.
- ❖ Capital Budget – Supported by contributions from reserves, general operating and project specific grants, prior year surpluses, debt and taxation (contribution from the operating fund).
- ❖ Water & Wastewater Budget – Supported by usage rates, fees for service, interest income, reserves and grants (where available and approved). Note: This rate supported budget is presented separately.

Each budget is prepared through a departmental review of prior year revenues and expenditures, staffing requirements, Township by-laws, potential new and carry-forward projects, legislated changes, internal agreements, funding notifications, potential price increases/decreases for supplies and services and Council approved plans (strategic, asset, road needs, departmental, etc.)

## Budget Process – Continued

The following is a list of potential governments, agencies, partners and individuals consulted during this process:

- Mayor and CAO/Treasurer
- Finance staff
- Departmental Directors and staff
- Federal and Provincial funding/billing agencies
- County of Haliburton IT department
- Other municipalities
- Consultants, suppliers and service providers
- Municipal Property Assessment Corporation (MPAC)

Upon completion and approval of each budget, Council will be presented with the applicable rate calculations and required by-law(s):

- to adopt the estimates of expenditures and revenues for the year 2026;
- to authorize levying the rates of taxation for 2026; and
- to set fees for water and sewage (wastewater) services.

# Reserves

## **Benefits:**

**Financial stability:** Reserves help to manage financial risks and ensure the continuity of services during unexpected events or economic downturns.

**Rate stabilization:** They help prevent large, sudden increases in property or user rates by softening the impact of unexpected costs.

**Long-term planning:** Reserves are a key tool for funding long-term asset management plans and ensuring major infrastructure projects can be completed.

## **Types of reserves and reserve funds:**

**Capital reserves:** Funds set aside for specific capital projects, such as a new community center or road repairs.

**Obligatory reserve funds:** Created when a statute requires funds received for a specific purpose to be segregated, such as grants received for a particular project.

**Discretionary reserve funds:** Established by council to finance a future expenditure or provide for a specific contingent liability, shortfall or unexpected expenditure.

## **How they are managed:**

**Purpose:** Funds are saved over time to pay for major projects or unexpected costs, ensuring funds are available when needed without imposing a significant burden on taxpayers in a single year.

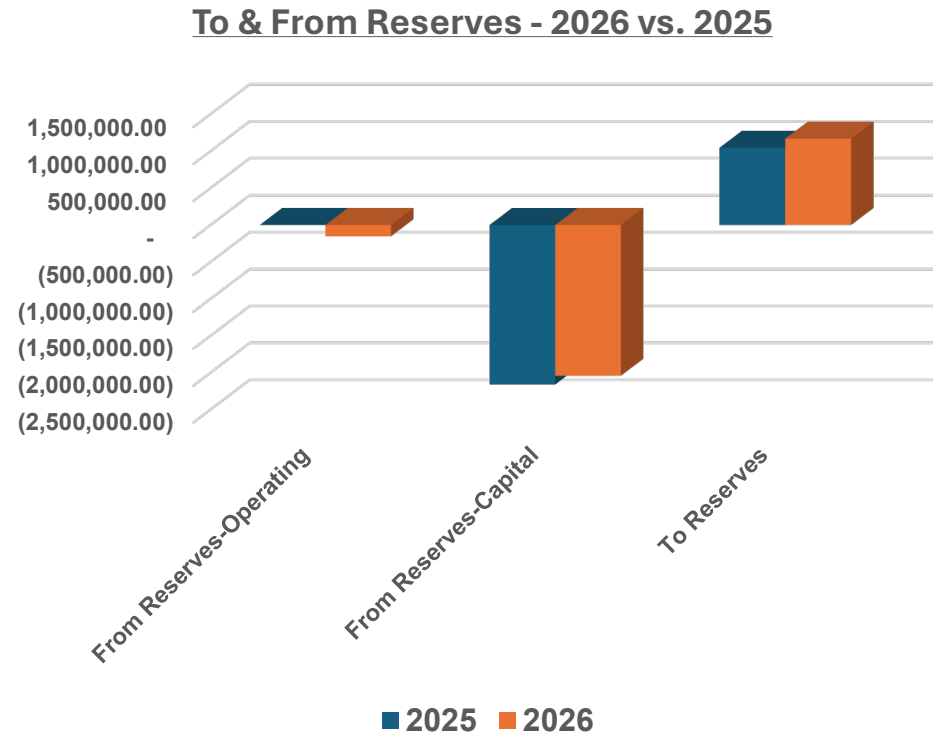
**Approval:** All transfers to and from reserves require authorization from municipal council through the annual budget process or by resolution.

## Reserves - Continued:

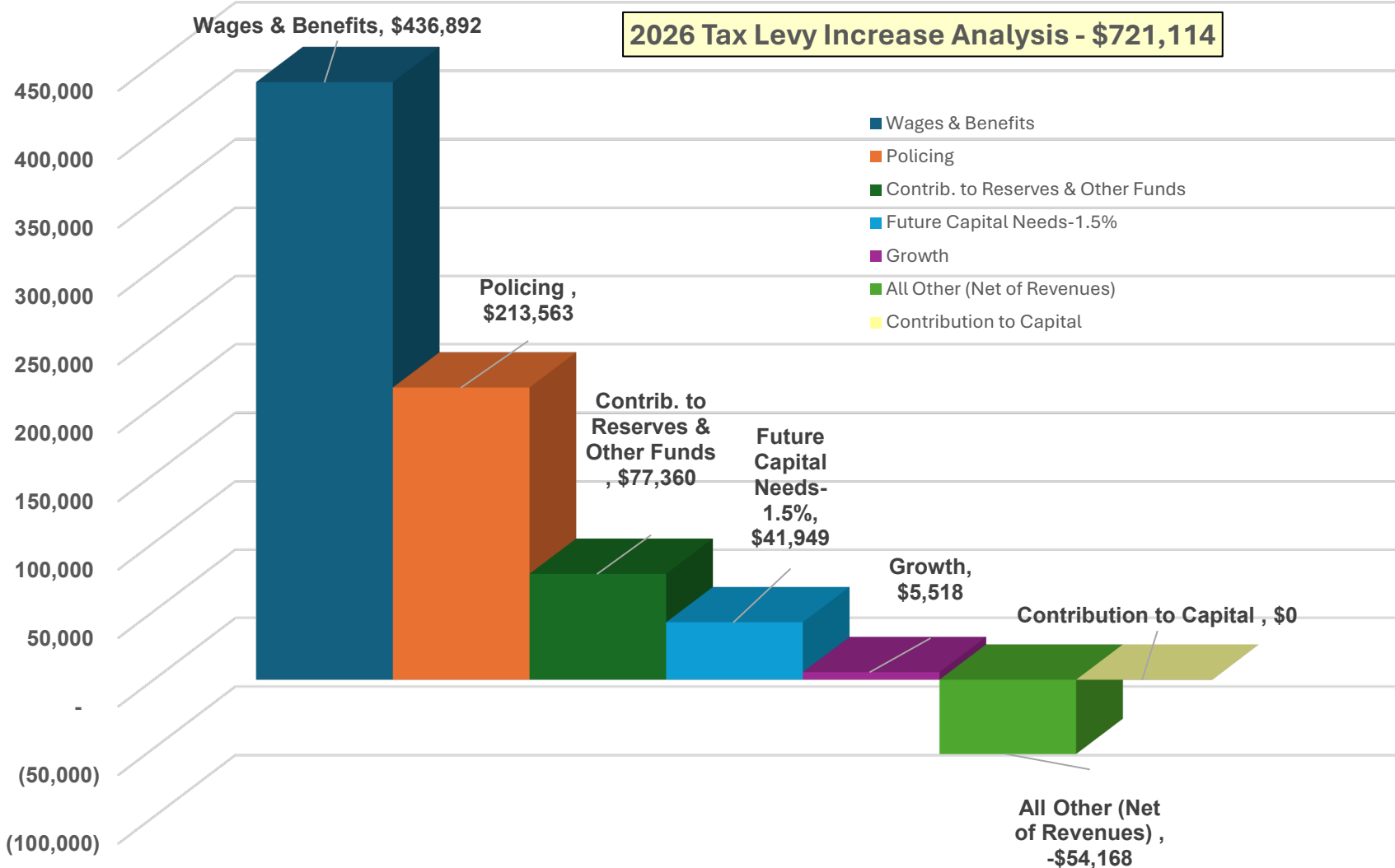
The 2026 Budget includes transfers to and from reserves for both operating and capital purposes. The following summary and chart provides a comparison over the 2025 year.

Amounts will include prior year operating surpluses where applicable.

Budget	2025	2026	Variance - \$
From Reserves-Operating	-	(152,500.00)	(152,500.00)
From Reserves-Capital	(2,160,782.00)	(2,042,258.00)	299,857.00
To Reserves	1,044,246.00	1,168,055.00	103,809.00
<b>Net Transfer</b>	<b>(1,116,536.00)</b>	<b>(865,370.00)</b>	<b>251,166.00</b>



# Analysis of 2026 Levy Increase



# 2026 Budget Content

- **Operational Budget**
  - Organizational summary of operating revenues and expenditures.
    - Summary table and chart – 2026 net levy requirement by municipal function.
    - Summary table and chart – 2026 vs. 2025 net levy requirement by municipal function (see function details below).
  - Departmental summaries of revenues and expenditures.
  - Analysis (tables and charts):
    - Summary table and chart – 2026 operating expenditures by expenditure type.
    - Summary tables and charts – 2026 vs. 2025 operating expenditure and revenue comparisons.
    - Summary table and chart – 2026 operating wages and benefits.
- **Capital Budget**
  - Summary of expenditures by function and source of funding.
  - Detailed list of 2026 capital projects and source of funding. Projects carried from previous year(s) have been highlighted.

**Function Legend:**

General Government	Council, Administration, Finance, Property, H/R, Election, Information Technology
Environmental	Waste Management (Landfills)
Health & Welfare	Cemeteries, Medical Centre
Parks, Recreation & Cultural Services	Community Services, Cultural Centre, Programming & Events
Planning & Development	Planning, Committee of Adjustment, Economic Development
Protections to Persons & Property	Policing, Fire & Emergency Preparedness/Events, Building, By-Law, Short-Term Rentals
Transportation	Roads, Sidewalks, Street Lighting

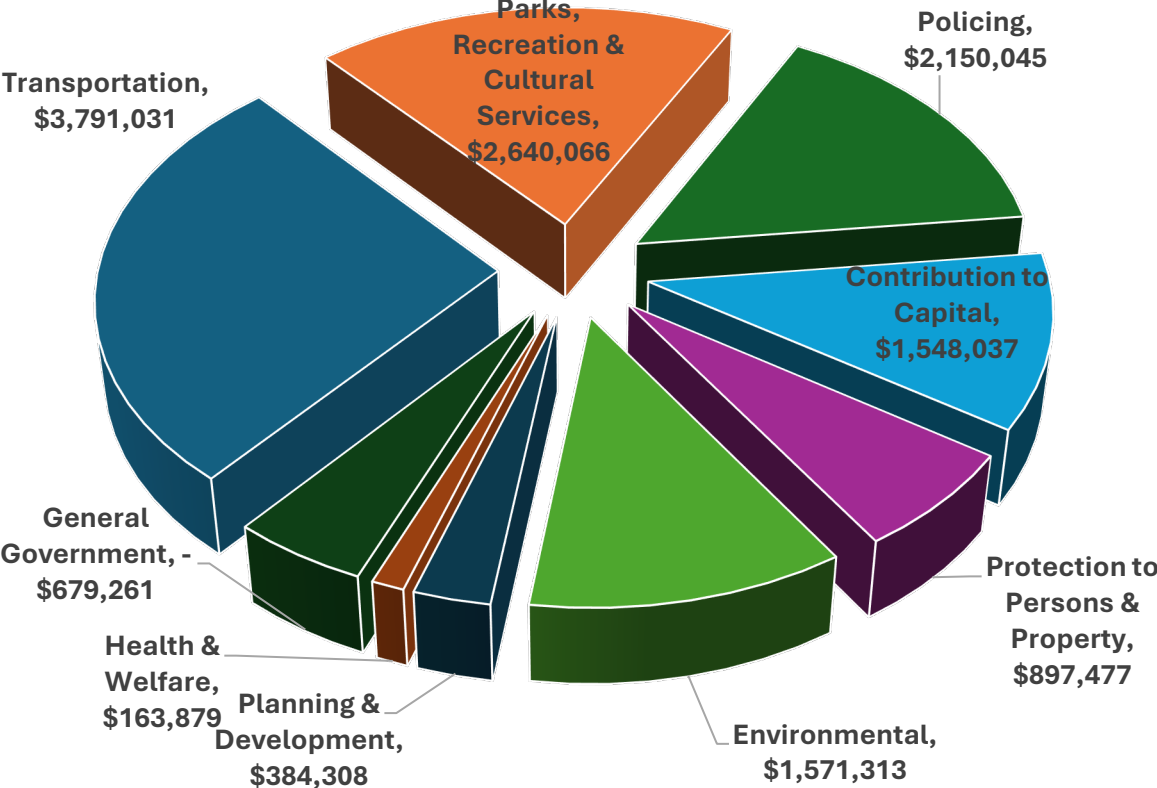
# Operating Budget Summary

	2025 Budget	2026 Final Budget
<b>Operating revenues:</b>		
Property taxation and payments-in-lieu	(144,000)	(128,000)
User fees	(1,248,835)	(1,446,665)
Penalties, interest and other revenues	(1,171,047)	(1,191,900)
Grant funding	(2,462,309)	(2,722,230)
Contribution from reserves	-	(152,500)
	<u>(5,026,191)</u>	<u>(5,641,295)</u>
<b>Operating expenditures:</b>		
Wages	5,122,190	5,395,684
Benefits	1,678,116	1,841,514
Materials, supplies and other operating costs	4,709,513	5,283,332
Policing costs	1,941,482	2,155,045
Debt servicing costs	712,023	712,023
Contribution to other funds	16,365	4,500
Contribution to reserves	1,044,246	1,168,055
	<u>15,223,935</u>	<u>16,560,153</u>
<b>Operating Net Budget</b>	<b>10,197,744</b>	<b>10,918,858</b>
<b>Capital Expenditures</b>		
Capital Investments	6,833,887	7,613,814
Capital Investments -To be funded by Reserves	(2,160,782)	(2,042,258)
Capital Investments -To be funded by other Provincial Grant	(1,323,169)	(834,019)
Capital Investments -To be funded by any Surplus	-	(289,500)
Capital Investments -Debt or Other	(1,801,899)	(2,900,000)
Capital Fund-To be funded by CCFB, OCIF & Taxation	<u>1,548,037</u>	<u>1,548,037</u>
<b>Tax Levy</b>	<b>11,745,781</b>	<b>12,466,895</b>
<b>Percentage Increase from 2025</b>		<b>6.14%</b>
<b>Tax Rate % increase from 2025</b>		<b>5.13%</b>

# Operating Budget – 2026 net levy requirement by Municipal function

**2026 Operating Budget by Municipal**

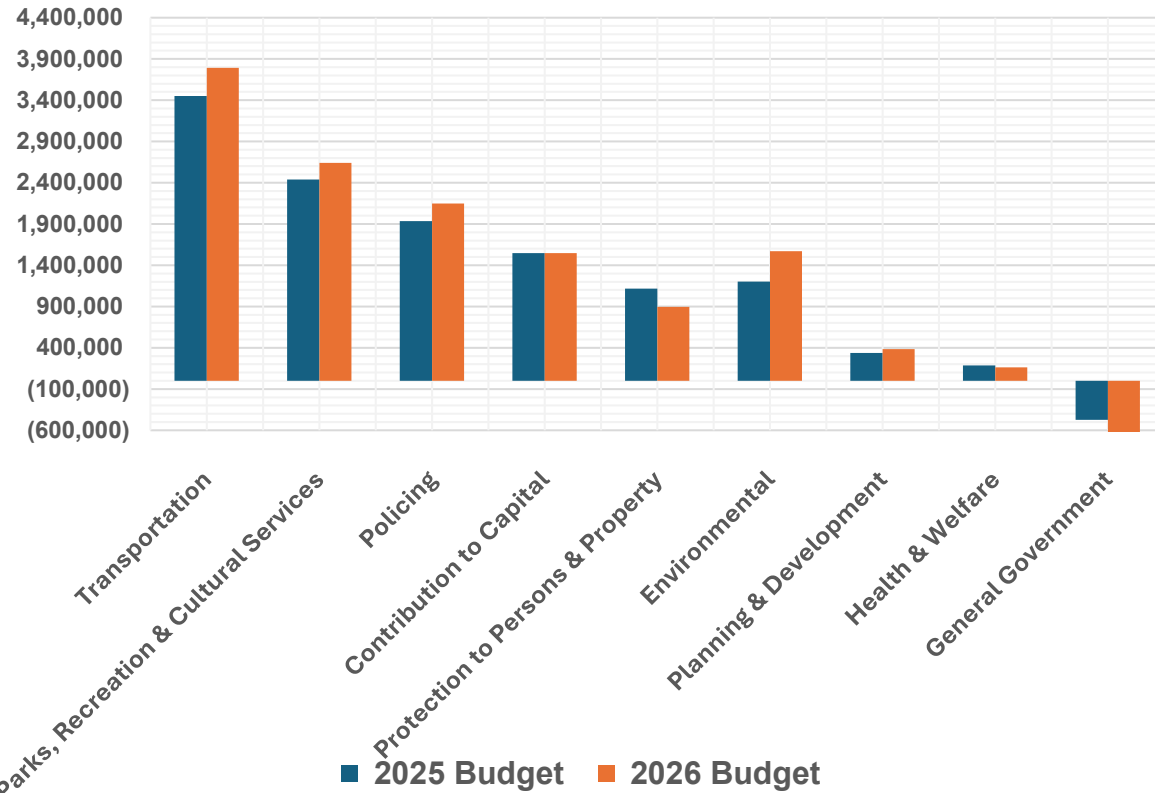
**Function**



Function	2026 Budget	% of Total Requirement
Transportation	3,791,031	30.41%
Parks, Recreation & Cultural Services	2,640,066	21.18%
Policing	2,150,045	17.25%
Contribution to Capital	1,548,037	12.42%
Protection to Persons & Property	897,477	7.20%
Environmental	1,571,313	12.60%
Planning & Development	384,308	3.08%
Health & Welfare	163,879	1.31%
General Government	(679,261)	-5.45%
<b>Total Net Levy Requirement</b>	<b>12,466,895</b>	<b>100.00%</b>

# Operating Budget – 2026 vs. 2025 net levy requirement by Municipal Function

2026 vs. 2025 Tax Levy by Function)



Function	2025 Budget	2026 Budget	Variance
Transportation	3,452,352	3,791,031	338,679
Parks, Recreation & Cultural Services	2,437,428	2,640,066	202,638
Policing	1,936,482	2,150,045	213,563
Contribution to Capital	1,548,037	1,548,037	-
Protection to Persons & Property	1,117,567	897,477	(220,090)
Environmental	1,203,727	1,571,313	367,586
Planning & Development	337,941	384,308	46,367
Health & Welfare	186,868	163,879	(22,989)
General Government	(474,621)	(679,261)	(204,640)
<b>Total Net Levy Requirement</b>	<b>11,745,781</b>	<b>12,466,895</b>	<b>721,114</b>

# Council

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	-	-	-
Penalties, interest and other revenues	-	-	-
Grant funding	-	-	-
Contribution from reserves	-	-	-
	-	-	-
<b>Operating expenditures:</b>			
Wages	193,931	193,955	200,719
Benefits	20,360	23,817	25,000
Materials, supplies and other operating costs	13,000	13,269	18,000
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	-	-	-
	227,291	231,041	243,719
<b>Tax Levy</b>	<b>227,291</b>	<b>231,041</b>	<b>243,719</b>

## CAO/Administration

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(6,500)	(5,052)	(7,000)
Penalties, interest and other revenues	(1,000)	(3,406)	(4,000)
Grant funding	-	-	-
Contribution from reserves	-	(13,229)	(152,500)
	(7,500)	(21,687)	(163,500)
<b>Operating expenditures:</b>			
Wages	527,678	531,874	546,147
Benefits	168,439	151,311	191,151
Materials, supplies and other operating costs	413,050	855,726	548,550
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	59,160	59,160	83,360
	1,168,327	1,598,071	1,369,208
<b>Tax Levy</b>	<b>1,160,827</b>	<b>1,576,383</b>	<b>1,205,708</b>

# Policing

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	-	-	-
Penalties, interest and other revenues	-	-	-
Grant funding	(5,000)	(12,423)	(5,000)
Contribution from reserves	-	-	-
	(5,000)	(12,423)	(5,000)
<b>Operating expenditures:</b>			
Wages	-	-	-
Benefits	-	-	-
Materials, supplies and other operating costs	-	-	-
Policing	1,941,482	1,779,690	2,155,045
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	-	-	-
	1,941,482	1,779,690	2,155,045
<b>Tax Levy</b>	<b>1,936,482</b>	<b>1,767,268</b>	<b>2,150,045</b>

## Committee of Adjustment (COA)

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	-	-	-
Penalties, interest and other revenues	-	-	-
Grant funding	-	-	-
Contribution from reserves	-	-	-
	-	-	-
<b>Operating expenditures:</b>			
Wages	-	8,635	8,000
Benefits	-	2,518	2,000
Materials, supplies and other operating costs	-	1,528	3,600
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	-	-	-
	-	12,681	13,600
<b>Tax Levy</b>	-	<b>12,681</b>	<b>13,600</b>

## Building/By-Law

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(435,800)	(386,482)	(537,800)
Penalties, interest and other revenues	-	-	-
Grant funding	-	-	-
Contribution from reserves	-	(5,294)	-
	(435,800)	(391,775)	(537,800)
<b>Operating expenditures:</b>			
Wages	456,429	403,047	527,604
Benefits	163,621	114,124	184,661
Materials, supplies and other operating costs	89,000	108,367	182,582
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	20,400	20,400	20,400
	729,450	645,938	915,247
<b>Tax Levy</b>	<b>293,650</b>	<b>254,163</b>	<b>377,447</b>

# Planning

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(129,000)	(22,380)	(142,750)
Penalties, interest and other revenues	-	-	-
Grant funding	-	-	-
Contribution from reserves	-	-	-
	<u>(129,000)</u>	<u>(22,380)</u>	<u>(142,750)</u>
<b>Operating expenditures:</b>			
Wages	281,639	277,961	291,496
Benefits	96,992	81,461	102,024
Materials, supplies and other operating costs	88,310	56,116	133,538
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	-	-	-
	<u>466,941</u>	<u>415,538</u>	<u>527,058</u>
<b>Tax Levy</b>	<b>337,941</b>	<b>393,158</b>	<b>384,308</b>

# Cemetery

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(32,085)	(36,595)	(32,815)
Penalties, interest and other revenues	(12,270)	(13,172)	(9,000)
Grant funding	-	-	-
Contribution from reserves	-	-	-
	<u>(44,355)</u>	<u>(49,767)</u>	<u>(41,815)</u>
<b>Operating expenditures:</b>			
Wages	89,228	91,092	92,351
Benefits	30,654	31,419	31,399
Materials, supplies and other operating costs	86,341	64,842	71,944
Debt servicing costs	4,000	4,000	4,000
Contribution to other funds	4,500	4,500	4,500
Contribution to reserves	1,500	1,500	1,500
	<u>216,223</u>	<u>197,353</u>	<u>205,694</u>
<b>Tax Levy</b>	<b>171,868</b>	<b>147,586</b>	<b>163,879</b>

## Community Services - Arena

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(202,700)	(212,162)	(235,900)
Penalties, interest and other revenues	(49,946)	(215,120)	(38,000)
Grant funding	-	-	-
Contribution from reserves	-	(10,759)	-
	(252,646)	(438,041)	(273,900)
<b>Operating expenditures:</b>			
Wages	910,452	888,908	942,318
Benefits	312,447	260,902	329,811
Materials, supplies and other operating costs	428,800	407,144	444,755
Debt servicing costs	629,457	629,457	629,457
Contribution to other funds	-	-	-
Contribution to reserves	-	-	-
	2,281,156	2,186,411	2,346,341
<b>Tax Levy</b>	<b>2,028,510</b>	<b>1,748,370</b>	<b>2,072,441</b>

## Community Services – Parks and Recreation

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(85,600)	(102,038)	(115,600)
Penalties, interest and other revenues	(11,500)	(7,065)	(4,400)
Grant funding	(10,000)	-	-
Contribution from reserves	-	-	-
	<u>(107,100)</u>	<u>(109,103)</u>	<u>(120,000)</u>
<b>Operating expenditures:</b>			
Wages	-	-	-
Benefits	-	-	-
Materials, supplies and other operating costs	136,550	128,870	153,075
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	-	-	-
	<u>136,550</u>	<u>128,870</u>	<u>153,075</u>
<b>Tax Levy</b>	<b>29,450</b>	<b>19,766</b>	<b>33,075</b>

# Property

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(26,300.00)	(24,105.62)	(23,500.00)
Penalties, interest and other revenues	-	-	-
Grant funding	-	-	-
Contribution from reserves	-	-	-
	<u>(26,300.00)</u>	<u>(24,105.62)</u>	<u>(23,500.00)</u>
<b>Operating expenditures:</b>			
Wages	-	-	-
Benefits	-	-	-
Materials, supplies and other operating costs	150,560.00	151,994.20	166,155.00
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	6,290.00	6,290.00	37,795.00
	<u>156,850.00</u>	<u>158,284.20</u>	<u>203,950.00</u>
<b>Tax Levy</b>	<b>130,550.00</b>	<b>134,178.58</b>	<b>180,450.00</b>

# Cultural Services

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(11,200)	(3,609)	(6,200)
Penalties, interest and other revenues	(6,000)	(15,187)	(6,000)
Grant funding	(18,300)	(23,805)	(18,300)
Contribution from reserves	-	-	-
	(35,500)	(42,601)	(30,500)
<b>Operating expenditures:</b>			
Wages	219,950	187,315	227,648
Benefits	72,768	49,978	79,677
Materials, supplies and other operating costs	77,250	72,005	77,275
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	-	-	-
	369,968	309,297	384,600
<b>Tax Levy</b>	<b>334,468</b>	<b>266,696</b>	<b>354,100</b>

# Finance

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	(144,000)	(12,211,446)	(128,000)
User fees	(39,000)	(278,497)	(36,000)
Penalties, interest and other revenues	(786,138)	(862,641)	(795,500)
Grant funding	(2,426,509)	(2,452,210)	(2,698,930)
Contribution from reserves	-	-	-
	<b>(3,395,647)</b>	<b>(15,804,794)</b>	<b>(3,658,430)</b>
<b>Operating expenditures:</b>			
Wages	473,490	464,424	490,062
Benefits	162,910	136,720	171,522
Materials, supplies and other operating costs	587,677	517,483	584,558
Debt servicing costs	-	-	-
Contribution to other funds	11,865	583,089	-
Contribution to reserves	226,416	226,416	270,000
	<b>1,462,358</b>	<b>1,928,133</b>	<b>1,516,142</b>
<b>Tax Levy</b>	<b>(1,933,289)</b>	<b>(13,876,661)</b>	<b>(2,142,288)</b>

# Fire

	2025 Budget	2025 Actual	2026 Final Budget
Operating revenues:			
Property taxation and payments-in-lieu	-	-	-
User fees	(32,000)	(37,257)	(31,000)
Penalties, interest and other revenues	(200)	(8,871)	-
Grant funding	-	(31,092)	-
Contribution from reserves	-	-	-
	(32,200)	(77,220)	(31,000)
Operating expenditures:			
Wages	351,817	343,870	364,131
Benefits	106,800	74,648	127,446
Materials, supplies and other operating costs	252,500	301,273	291,900
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	145,000	145,000	145,000
	856,117	864,791	928,477
<b>Tax Levy</b>	<b>823,917</b>	<b>787,570</b>	<b>897,477</b>

## Public Works – Roads Operations

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(6,000)	(6,675)	(6,000)
Penalties, interest and other revenues	(110,993)	(244,710)	(145,000)
Grant funding	(2,500)	(77,124)	-
Contribution from reserves	-	-	-
	<u>(119,493)</u>	<u>(328,509)</u>	<u>(151,000)</u>
<b>Operating expenditures:</b>			
Wages	1,054,307	847,701	1,155,208
Benefits	362,283	261,609	404,323
Materials, supplies and other operating costs	1,656,475	1,678,578	1,862,500
Debt servicing costs	-	-	-
Contribution to other funds	-	-	-
Contribution to reserves	498,780	498,780	520,000
	<u>3,571,845</u>	<u>3,286,668</u>	<u>3,942,031</u>
<b>Tax Levy</b>	<b>3,452,352</b>	<b>2,958,159</b>	<b>3,791,031</b>

## Public Works – Environmental Services

	2025 Budget	2025 Actual	2026 Final Budget
<b>Operating revenues:</b>			
Property taxation and payments-in-lieu	-	-	-
User fees	(242,650)	(297,557)	(272,100)
Penalties, interest and other revenues	(193,000)	(168,245)	(190,000)
Grant funding	-	-	-
Contribution from reserves	-	-	-
	(435,650)	(465,802)	(462,100)
<b>Operating expenditures:</b>			
Wages	563,269	365,354	550,000
Benefits	180,842	104,471	192,500
Materials, supplies and other operating costs	730,000	462,077	744,900
Debt servicing costs	78,566	154,868	78,566
Contribution to other funds	-	-	-
Contribution to reserves	86,700	287,657	90,000
	1,639,377	1,374,426	1,655,966
<b>Tax Levy</b>	<b>1,203,727</b>	<b>908,624</b>	<b>1,193,866</b>



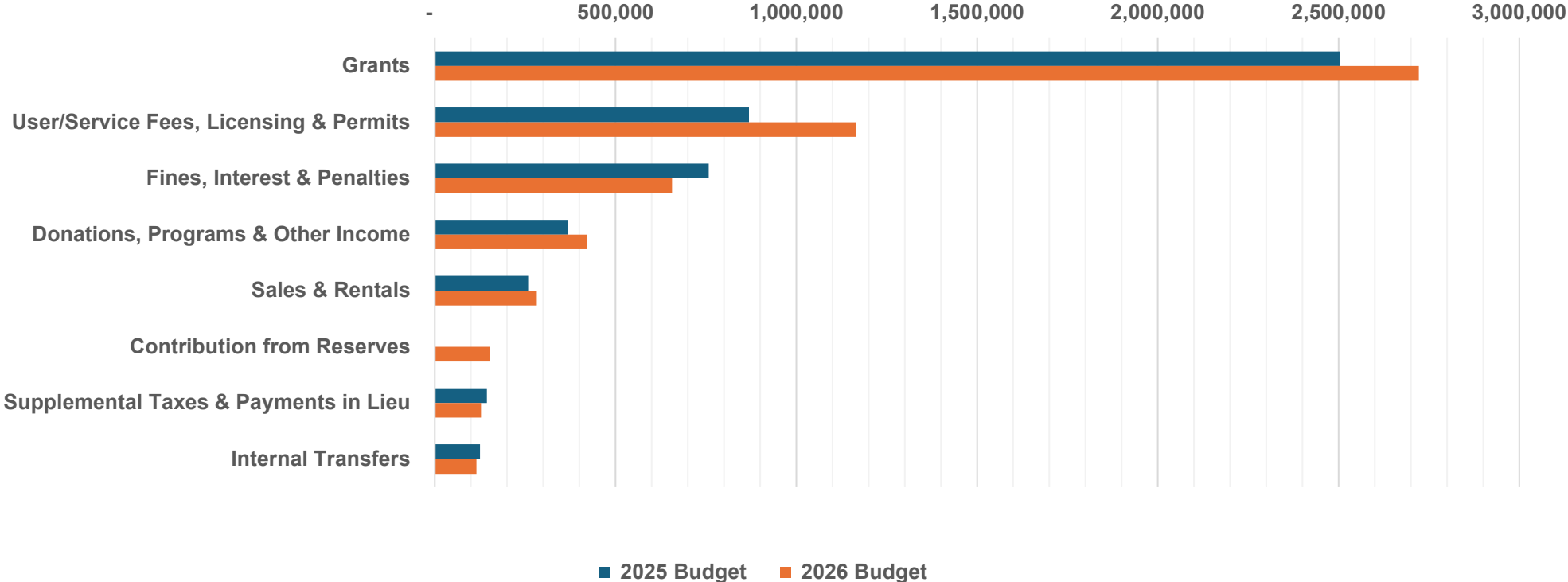
Revenues	2025 Budget	2026 Budget	Variance-\$	Variance-%
Grants	2,504,309	2,722,230	217,921	8.70%
User/Service Fees, Licensing & Permits	868,925	1,164,250	295,325	33.99%
Fines, Interest & Penalties	757,820	771,300	13,480	1.78%
Donations, Programs & Other Income	367,900	305,600	(62,300)	-16.93%
Sales & Rentals	258,410	282,415	24,005	9.29%
Contribution from Reserves	-	152,500	152,500	0.00%
Supplemental Taxes & Payments in Lieu	144,000	128,000	(16,000)	-11.11%
Internal Transfers	124,827	115,000	(9,827)	-7.87%
<b>Total Revenues</b>	<b>5,026,191</b>	<b>5,641,295</b>	<b>615,104</b>	<b>12.24%</b>

Expenditures	2025 Budget	2026 Budget	Variance-\$	Variance-%
Wages	5,122,190	5,395,684	273,494	5.34%
Benefits	1,678,116	1,841,514	163,398	9.74%
Policing	1,941,482	2,155,045	213,563	11.00%
Other Services & Expenses	1,075,800	1,426,618	350,818	32.61%
Contribution to Capital	1,548,037	1,548,037	-	0.00%
Contribution to Reserves	1,044,246	1,148,055	103,809	9.94%
Audit, Legal, Consultants, Insurance & Bank	891,032	973,557	82,525	9.26%
Materials, Supplies, Licences & Permits	892,475	961,750	69,275	7.76%
Equip, Property & Vehicle Purch., Rental & F	691,250	727,932	36,682	5.31%
Write-Off's & Debt. Repayment	737,023	722,023	(15,000)	-2.04%
Utilities, Heating, Fuel, Oil & Propane	687,050	713,025	25,975	3.78%
Programming & Advertising	156,400	178,200	21,800	13.94%
Conferences, Memberships, Employee Allow	167,100	177,250	10,150	6.07%
Telephone & Communications	66,960	75,000	8,040	12.01%
Internal Transfers & Grants to Others	56,446	60,000	3,554	6.30%
Contribution to Other Funds	16,365	4,500	(11,865)	-72.50%
<b>Total Expenses</b>	<b>16,771,972</b>	<b>18,108,190</b>	<b>1,336,218</b>	<b>7.97%</b>

<b>Net Levy Requirement</b>	<b>11,745,781</b>	<b>12,466,895</b>	<b>721,114</b>	<b>6.14%</b>
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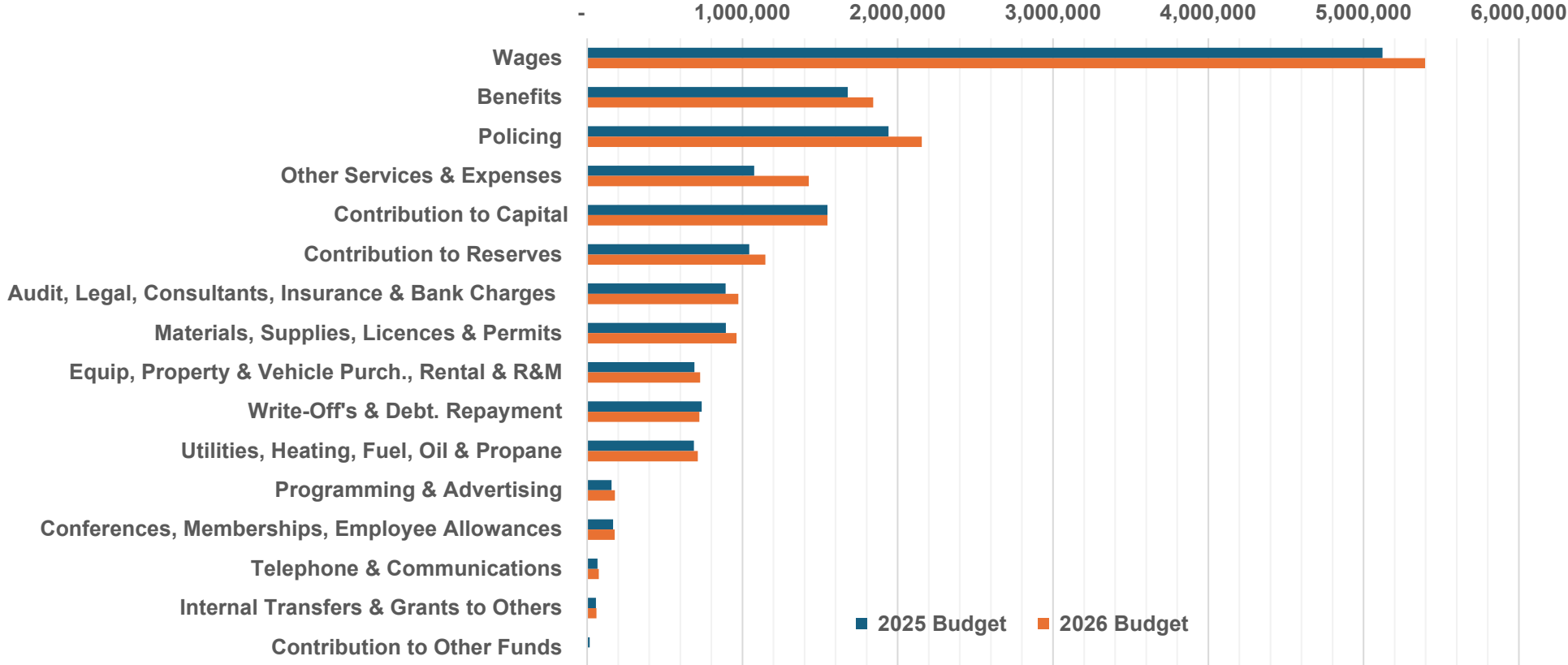
# 2026 Operating Revenues

2026 vs. 2025 Operating Revenues



# 2026 Operating Expenditures

2026 vs. 2025 Operating Expenditures



## Wages & Benefits

Wages and benefits account for approximately 40.48% of the 2026 operating expenditures. This figure does not include staffing requirements in the water and wastewater budget.

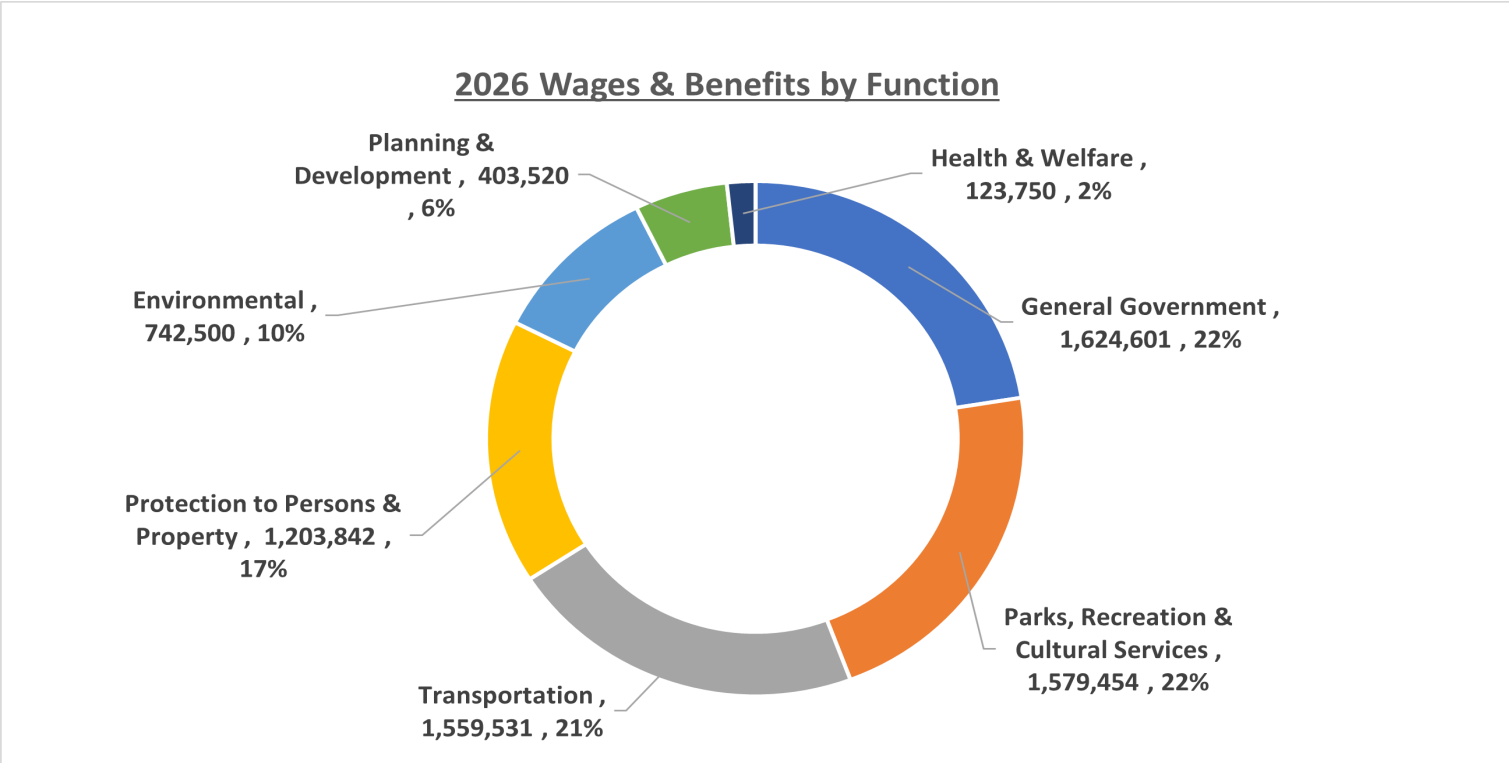
Effective hiring processes and staff retention is crucial to efficient operations and in meeting regulatory obligations and standards. Compensation is governed by numerous legislated requirements, including the Employment Standards Act, a CUPE collective agreement, the Income Tax Act, CPP, EI, WSIB and EHT regulations; and the guidelines set forth by the Ontario Municipal Employees Retirement System (OMERS).

The following summary and chart outline the functional wage and benefit requirements for the 2026 budget year. While the overall combined increase is 6.42%, it is important to note that the 2026 budget includes the following two (2) new positions:

- Roads Labourer – to meet annual road maintenance requirements and adequate service and maintenance levels for Township properties. Further information is provided on Appendix #1 attached.
- Septic Inspector – in-house assumption of septic reinspection program. The cost of this position will be off-set by inspection fees. Council received Report # 25-24 (Building and Bylaw) - Septic Re-inspection program at the Regular meeting of November 13, 2025, and approved the additional staffing resource for this program.

# Wages & Benefits – Continued

Wages & Benefits	2025 Budget	2026 Budget	Variance-\$	Variance-%
General Government	1,546,808	1,624,601	77,793	5.03%
Parks, Recreation & Cultural Services	1,515,617	1,579,454	63,837	4.21%
Transportation	1,416,590	1,559,531	142,941	10.09%
Protections to Persons & Property	1,078,667	1,203,842	125,175	11.60%
Environmental	744,111	742,500	(1,611)	-0.22%
Planning & Development	378,631	403,520	24,889	6.57%
Health & Welfare	119,882	123,750	3,868	3.23%
<b>Total Wages &amp; Benefits</b>	<b>6,800,306</b>	<b>7,237,198</b>	<b>436,892</b>	<b>6.42%</b>



- 2026 Wages - \$5,395,684
- 2026 Benefits - \$1,841,514

# 2026 Capital Budget

The capital budget includes projects or initiatives that are time specific in nature and related to infrastructure investment. The Township's recently adopted Asset Management Plan (AMP), identified capital investment needs of \$49.4 million dollars over the next 10 years. To continue to address the funding gap and mitigate the need for sizeable tax increases the budget includes a 1.5% dedicated capital levy.

The Township is in the process of updating Asset Management Software, which will assist in the management of assets and in the preparation of year-end adjustments for depreciation, losses or gains in the disposal of assets and ownership transfers between departments.

## **Vehicles/Equipment:**

- The Township is developing a formal fleet management schedule which will be part of the overall Asset Management Plan. Replacement of equipment such as vehicles and machinery is planned for and incorporated into the annual budget. Replacement vehicles/equipment included in the budget are at the end of serviceable life. The 2026 budget includes the following:
  - \$70,000 for the replacement of a half-ton pick-up truck for Public Works-Environmental Services. The vehicle is used for visiting sites, delivering supplies, transporting materials and equipment, and for completing required site work.
  - \$120,000 for the purchase of a new heavy duty pick-up truck for the Public Works-Roads Department – to facilitate more efficient snow removal. This purchase is tied to the additional staff person which has been included in the Roads overhead budget and is explained on Appendix #1.
  - \$150,000 for the purchase of one new bulldozer for Public Works-Environmental Services. The current backhoe is at the end of its serviceable life and is not the proper equipment for the Landfill function. A bulldozer will support efficient operations, extend landfill lifespan, improve safety and compliance at the Township's waste disposal site. The Township's landfill is a critical asset requiring specialized equipment to manage waste effectively.

## **Other Projects and Equipment Purchases:**

- **Council Chambers:** To purchase Audio/Visual equipment and other improvements/finishes to the council chambers.
- **Records Management (SharePoint):** To complete the final stages of the cloud-based records management project.

## 2026 Capital Budget – Continued

- **Columbarium:** To add 48 niches to 12 Mile Cemetery, which is at capacity and with a waiting list. Each niche can accommodate up to 2 cremains (potential for 96 spaces). There is a potential for \$48,000 (resident rate) to \$96,000 (non-resident rate).
- **Furnace Upgrade:** To replace the furnace at Irondale with high efficiency unit.
- **Riverwalk Lighting:** Carry over project. Installation of new solar lighting, ~10 lights on each side of the river.
- **Snowdon Park Long Foot Bridge:** The long foot bridge is located on the Orange Trail and is the longest trail at Snowdon Park. The long foot bridge is at the end of useful life. The 2026 project is for engineering design services and preparation of procurement documents.
- **Water Street Dock:** The dock is in need of surface and in-water repairs. The 2026 project is for engineering design services and preparation of procurement documents.
- **ERP Project:** Council approved the Township's participation in the County-led request for proposal process to secure an Enterprise Resource Planning system. This system integrates and manages core business processes, such as finance, HR, and supply chain, into a single, unified platform.
- **Asset Management Software:** Carry over project and funding from 2025. To complete data entry and balance of existing financial documents.
- **Back-up Generator:** SG Nesbitt Memorial Arena is an evacuation centre for emergencies, and a back-up generator is needed. This project is for the purchase and installation of the equipment.
- **Roof and Ramp Repairs, Renovations:** Repairs & renovations include the Municipal Building roof and washrooms, as well as the Curling Club and Cultural Centre/Library roof.
- **Lochlin Hall New Building:** In the fall of 2025, Council approved the demolition of the existing building and replacement with a pre-fabricated building.
- **ICIP Grant for Accessibility:** Other projects related to the remaining grant allocation.

## 2026 Capital Budget – Continued

- **Sidewalk Improvements/Crosswalk:** To repair damaged sidewalk, improve accessibility and install a crosswalk in the village core.
- **Organic Recycling Program:** Organic material typically represents 30–40% of household waste. Implementing an organics program will divert this material from the landfill, extending its lifespan and reducing long-term waste management costs.
- **Scotch Line Transfer Station:** Carry over project and funding from 2025.
- **Clear Lake Culvert:** Design and Permitting process underway

### **Road Resurfacing/Double Surface Treatment:**

- Blairhampton Road: From Alexander to Duck Lake Road
- Nichols Road: From County Road 1 to the limits of the public portion
- Salerno Lake Road: From Irondale Road to 150m past bridge
- Irondale Road: From Salerno Lake Road to Township Limit (Highlands East)
- Sedgwick Rd East & Francis Rd: From County Road 1 to the County Rail Trail
- Sedwick Road West: From County Road 1 to gravel portion
- **Slurry Seal:** Blairhampton Road and Davis Lake Road

**The following two (2) slides provide a functional summary and list of projects with estimated costs. Both slides include related funding sources. The 2026 capital budget includes \$7,613,814 in projects with various funding sources, including \$1,548,037 from (and included in) the 2026 operating budget.**

# Capital Projects by Function & Funding Sources

## Capital Projects:

Administration	0.72%	55,000	
Community Services	2.40%	182,500	
Finance	2.76%	210,000	
Fire & Emergency Preparedness	4.60%	350,000	
Property	30.59%	2,329,019	
Public Works - Roads	29.52%	2,247,795	
Public Works - Environmental	28.10%	2,139,500	
Water & Wastewater - Servicing	1.31%	100,000	
<b>Total Project Estimated Costs</b>	<b>100.00%</b>		<b>7,613,814</b>

## Source of Funding:

Reserves	26.82%	(2,042,258)	
Prior Year Surpluses	3.80%	(289,500)	
Grants	10.95%	(834,019)	
Debt/Other (Including Cost Sharing)	38.09%	<u>(2,900,000)</u>	(6,065,777)

## Contribution from Operating Fund:

Gas Tax Grant-CCBF	3.00%	(228,301)	
Ontario Community Investment Fund - OCIF	2.23%	(169,629)	
Taxation	15.11%	(1,150,107)	(1,548,037)
<b>Total Funding</b>	<b>100.00%</b>		<b>(7,613,814)</b>

**Total Unfinanced**

-

- Total Project Costs = \$7,613,814.
- Anticipated Debt & Cost Sharing Requirement = \$2,900,000.
- Contribution from Operating Fund = \$1,548,037.
- Total Unfinanced = \$0.00



Department	Project Description	Budget Year	Budget	Taxation	Reserves	Surplus	Grant-OCIF	Gas Tax Grant-CCBF	Debt	Other (incl. Cost Sharing)
Admin	Council Chambers AV/finishes	2026	40,000	-	40,000	-	-	-	-	-
Admin	Records Management (SharePoint)	Carry-Over	15,000	-	15,000	-	-	-	-	-
			<b>55,000</b>	-	<b>55,000</b>	-	-	-	-	-
CSD	Columbarium	2026	30,000	-	30,000	-	-	-	-	-
CSD	Furnace Upgrade at Iroindale	2026	7,500	-	7,500	-	-	-	-	-
CSD	Riverwalk Lighting	2026	50,000	-	50,000	-	-	-	-	-
CSD	Snowdon Plan-Long Foot Bridge Engineering	2026	65,000	-	65,000	-	-	-	-	-
CSD	Water Street Dock- Engineering	2026	30,000	-	30,000	-	-	-	-	-
			<b>182,500</b>	-	<b>182,500</b>	-	-	-	-	-
Finance	ERP (Enterprise Resource Planning)	2026	200,000	-	200,000	-	-	-	-	-
Finance	Asset Management software (Citywide) update data	Carry-Over	10,000	-	10,000	-	-	-	-	-
			<b>210,000</b>	-	<b>210,000</b>	-	-	-	-	-
Fire	Shed	2026	-	-	-	-	-	-	-	-
Fire	Old Fire hall		50,000	50,000	-	-	-	-	-	-
Fire-Emergency Prep.	Arena Back Up generator-Back up EOC	Carry-Over	300,000	-	300,000	-	-	-	-	-
			<b>350,000</b>	<b>50,000</b>	<b>300,000</b>	-	-	-	-	-
Property	Access buttons	2026	60,000	-	60,000	-	-	-	-	-
Property	Municipal Building-Washroom Renovations	2026	100,000	100,000	-	-	-	-	-	-
Property	Municipal Roof	2026	300,000	-	-	-	-	-	300,000	-
Property	Curling Club Roof	Carry-Over	185,000	-	185,000	-	-	-	-	-
Property	ICIP Grant for Accessibility-Cultural Centre Ramp	Carry-Over	300,000	-	-	-	300,000	-	-	-
Property	ICIP Grant for Accessibility-Other Projects	Carry-Over	534,019	-	-	-	534,019	-	-	-
Property	Cultural Centre / Library Roof	Carry-Over	150,000	-	150,000	-	-	-	-	-
Property	Lochlin New Build	2026	700,000	50,000	-	-	-	-	650,000	-
			<b>2,329,019</b>	<b>150,000</b>	<b>395,000</b>	-	<b>834,019</b>	-	<b>950,000</b>	-
Public Works - Roads	Clear lake culvert	2026	350,000	-	350,000	-	-	-	-	-
Public Works - Roads	Bethel Road	2026	-	-	-	-	-	-	-	-
Public Works - Roads	Slurry seal	2026	130,000	130,000	-	-	-	-	-	-
Public Works - Roads	Blairhampton Road	2026	423,580	25,650	-	-	169,629	228,301	-	-
Public Works - Roads	Nichols Road	2026	71,235	71,235	-	-	-	-	-	-
Public Works - Roads	Salerno Lake Road & Iroindale	2026	343,630	343,630	-	-	-	-	-	-
Public Works - Roads	Sedwick Road East & Francis Road	2026	154,675	154,675	-	-	-	-	-	-
Public Works - Roads	Sedwick Road West	2026	154,675	154,675	-	-	-	-	-	-
Public Works - Roads	Sidewalk Improvements + Crosswalk	Carry-Over	500,000	30,000	470,000	-	-	-	-	-
Public Works - Roads	Pick Up Truck-Plow	2026	120,000	-	-	120,000	-	-	-	-
			<b>2,247,795</b>	<b>909,865</b>	<b>820,000</b>	<b>120,000</b>	<b>169,629</b>	<b>228,301</b>	-	-
Public Works -Env	Bulldozer	2026	150,000	-	-	150,000	-	-	-	-
Public Works -Env	Moloks	2026	19,500	-	-	19,500	-	-	-	-
Public Works -Env	Pickup Truck	2026	70,000	40,242	29,758	-	-	-	-	-
Public Works, Env	Scotch Line Transfer Station Project	Carry-Over	1,900,000	-	-	-	-	-	1,900,000	-
			<b>2,139,500</b>	<b>40,242</b>	<b>29,758</b>	<b>169,500</b>	-	-	<b>1,900,000</b>	-
Water	Servicing	2026	100,000	-	50,000	-	-	-	-	50,000
<b>Total</b>			<b>7,613,814</b>	<b>1,150,107</b>	<b>2,042,258</b>	<b>289,500</b>	<b>1,003,648</b>	<b>228,301</b>	<b>2,850,000</b>	<b>50,000</b>

# Tax Rate Comparison

## The calculation of Tax Rates:

Assessment values are updated by the Municipal Property Assessment Corporation (MPAC).

The main reasons for updated values include the following:

- **Physical Changes to the Property:** addition, new construction, major renovation, or demolition.
- **Province-wide Reassessment Cycles:** The Ontario government typically mandates a province-wide reassessment every four years to update all property values to a new, fixed valuation date. The last full reassessment was based on the **January 1, 2016** valuation date, which is still used for 2026 property taxes. When the cycle resumes, values will be updated across the board based on the new valuation date.
- **Changes in Classification or Tax Liability:** A change in how a property is used (e.g., from residential to commercial, or a change in eligibility for tax exemptions/incentive programs like Managed Forest Tax Plans) can trigger an assessment change.
- **Correction of Errors:** If there is a factual error in the assessed value or property details (e.g., number of bedrooms, lot size), a correction will be made.

These assessment values, in conjunction with a weighted ratio established by the County of Haliburton, are used to calculate annual tax rates.

## Tax Rate Comparison – Continued

The following table outlines the **estimated** residential and commercial tax rates for 2026, based on the Municipal Change Profile report (MCP) provided by MPAC. This change profile outlines a **.95% increase in overall assessment** during the 2025 tax year.

*It is important to note that the average assessed values, used below, continue to be based on the 2016 evaluation. As an example, if the residential “on water” average assessment increased by 6% per year from 2016 to 2025, the revised value would be ~\$775,000.*

*The calculated amounts provided below are based on a levy increase of \$721,114 or 6.14%.*

Tax Class	Avg. Assessment	2025 Rate	2026 Rate	2025 Taxes	2026 Taxes	Variance-\$	Variance-%
Residential	285,835	0.00467533	0.00491524	\$1,336.37	\$1,404.95	\$68.57	5.13%
Commercial	401,861	0.00693211	0.00728723	\$2,785.75	\$2,928.46	\$142.96	5.13%

## Summary

Within the proposed 5.13% overall tax rate increase (6.14% levy increase), we have the foundation for a well composed municipal budget. There are no service level cuts. In fact, there are proposed service level enhancements with the addition of a resource in Public Works Roads department (for better winter maintenance and seasonal road repairs) and in the Building Department (for in-house septic inspection program).

We are also prioritizing asset investment and sound reserve fund management. The 2026 budget addresses increasing costs of capital projects, maintains service levels and addresses infrastructure investment needs.

The goal of the 2026 Tax Supported Budget is to strike a balance between rising costs of providing essential service, affordability and sound fiscal practices.

