

2026 HURON-KINLOSS DRAFT BUDGET

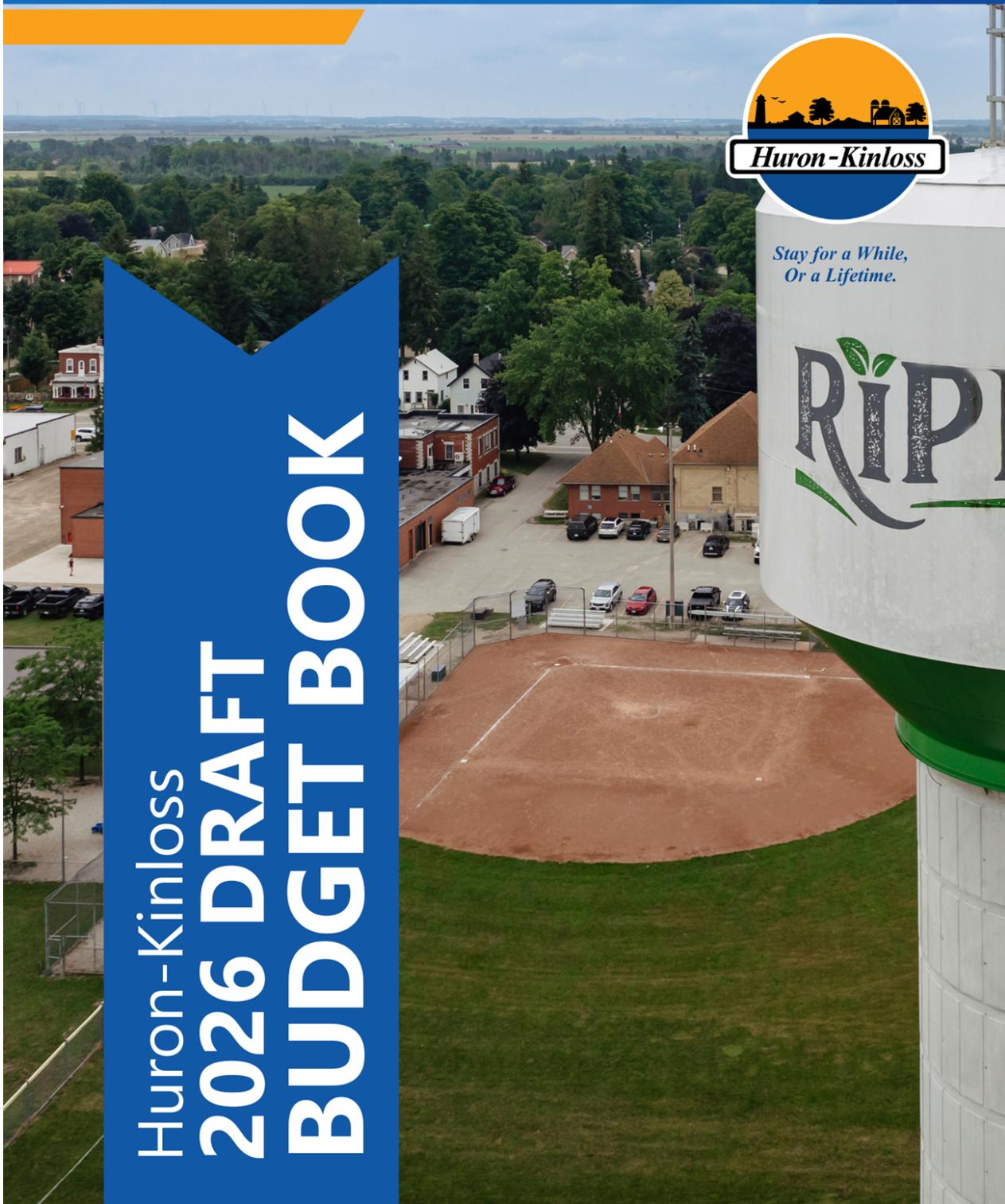


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Message from the Mayor



I am honoured to present the 2026 Municipal Budget for the Township of Huron-Kinloss. This year's plan is built on a simple promise: to protect the rural lifestyle we love while making the smart investments needed to keep our community thriving for years to come.

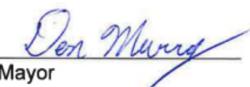
As you may have heard, new provincial legislation—often called "Strong Mayor" powers—now gives the Mayor's office the responsibility to lead the budget's creation. While I take this new accountability seriously, I have remained committed to a collaborative process. The plan before you is the result of meaningful work between myself, Council, and our staff. Most importantly, it is informed by the feedback we've heard from you. Our infrastructure remains our biggest priority. We are focusing on the essential work of keeping our roads, bridges, and water systems in good repair. These projects are the backbone of our local economy and the foundation of a safe community. By taking care of what we have today, we are preventing much higher costs down the road and ensuring that Huron-Kinloss remains a place where our families can afford to live for generations to come.

“ By finding ways to work more efficiently and prioritizing long-term stability, we are working to keep our Township an affordable and welcoming place for everyone. I am grateful to our Council and staff for their hard work, and I want to extend a sincere thank you to you, our residents.

We are all aware of the financial pressures facing our households today. With that in mind, we have worked hard to keep this budget lean and focused on the services that matter most to your daily lives. By finding ways to work more efficiently and prioritizing long-term stability, we are working to keep our Township an affordable and welcoming place for everyone.

I am grateful to our Council and staff for their hard work, and I want to extend a sincere thank you to you, our residents. We never take for granted that you have chosen to build your lives and invest your future in Huron-Kinloss. Your feedback ensures that this budget reflects our

community's heart and soul. Whether you have lived here for a lifetime or just started to call Huron-Kinloss home, we are building this future together. I encourage you to review this budget book to see exactly how your tax dollars are being put to work.

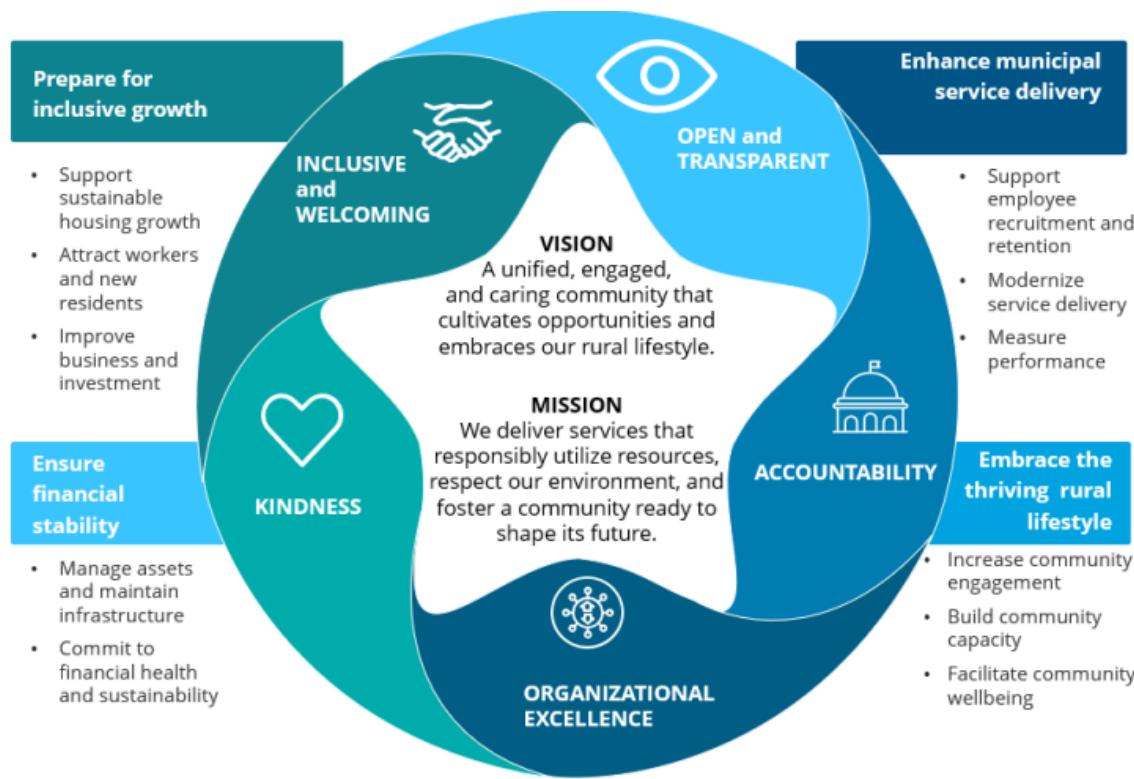


Don Murray
Mayor

Sincerely,
Don Murray, Mayor

Blue Print for Success - Strategic Plan

The 2023-2033 Strategic Plan: Blueprint for our Future was developed collaboratively with Council, Staff and the Community.



Our Guiding Principles.

Guiding principles are our values. These values will not be compromised while working to achieve our vision and are meant to guide Staff and Council decisions and the work that we do.

- **Inclusive and Welcoming**
- **Open and Transparent**
- **Organizational Excellence**

- **Accountability**
- **Kindness**

Huron-Kinloss at a Glance

Huron-Kinloss provides caring and reliable municipal services for Ripley, Lucknow, Point Clark and the hamlets of Holyrood, Kinlough and Whitechurch, while embracing and supporting all of our rural communities.



The average single family detached household assessment is \$272,000.



The current population of Huron-Kinloss, according to the 2022 census is 7,723.

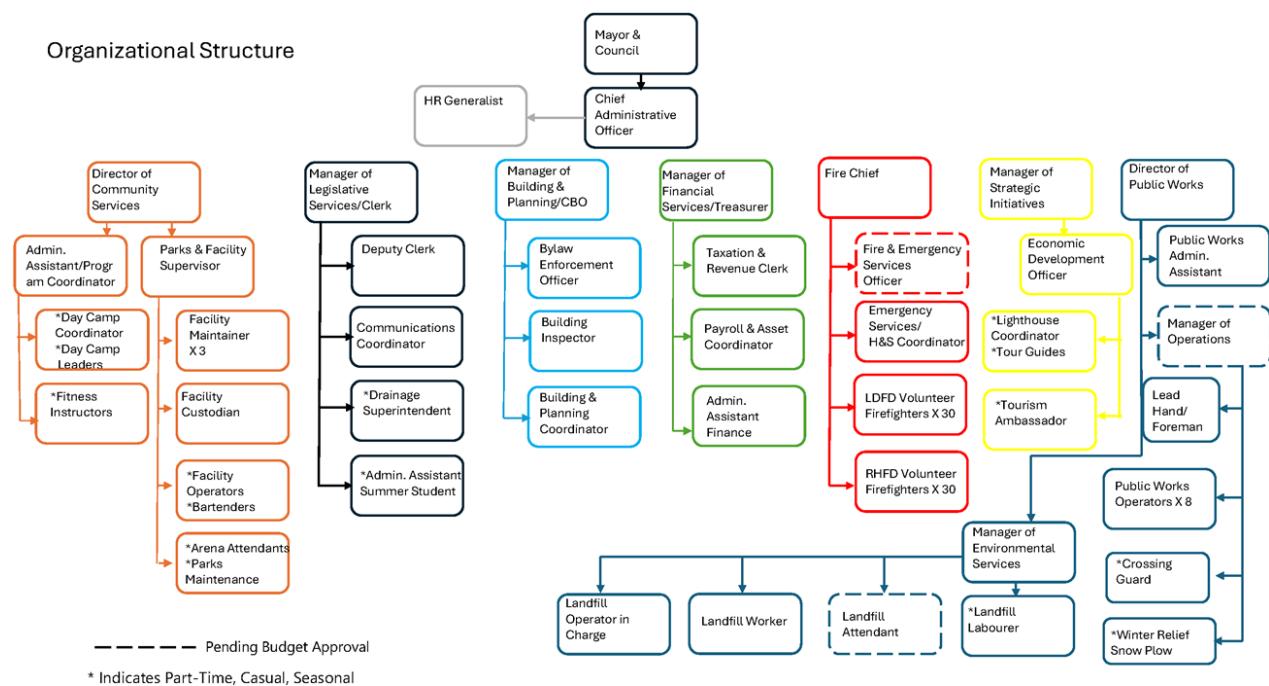


We have 19 parks, 2 splash pads, 1 outdoor pool, 23 km of shoreline, 2 arenas and 20 km of trails.



There are 104 bridges and culverts and 12 km of sidewalks in Huron-Kinloss.

Organizational Structure



Property Assessment

In 2016, MPAC updated the assessed values of every property in Ontario. These values will continue to be used to calculate the property taxes for 2026, unless there have been changes to the property that resulted in an updated assessment from MPAC.

Updated assessment resulting from a change to property includes:

- Change to the property's value resulting from a Request for Reconsideration, or an Assessment Review Board decision.
- Property value increase/decrease reflecting a change to the property; for example, a new structure, addition, or removal of an old structure.
- Change in the classification or tax liability of the property.

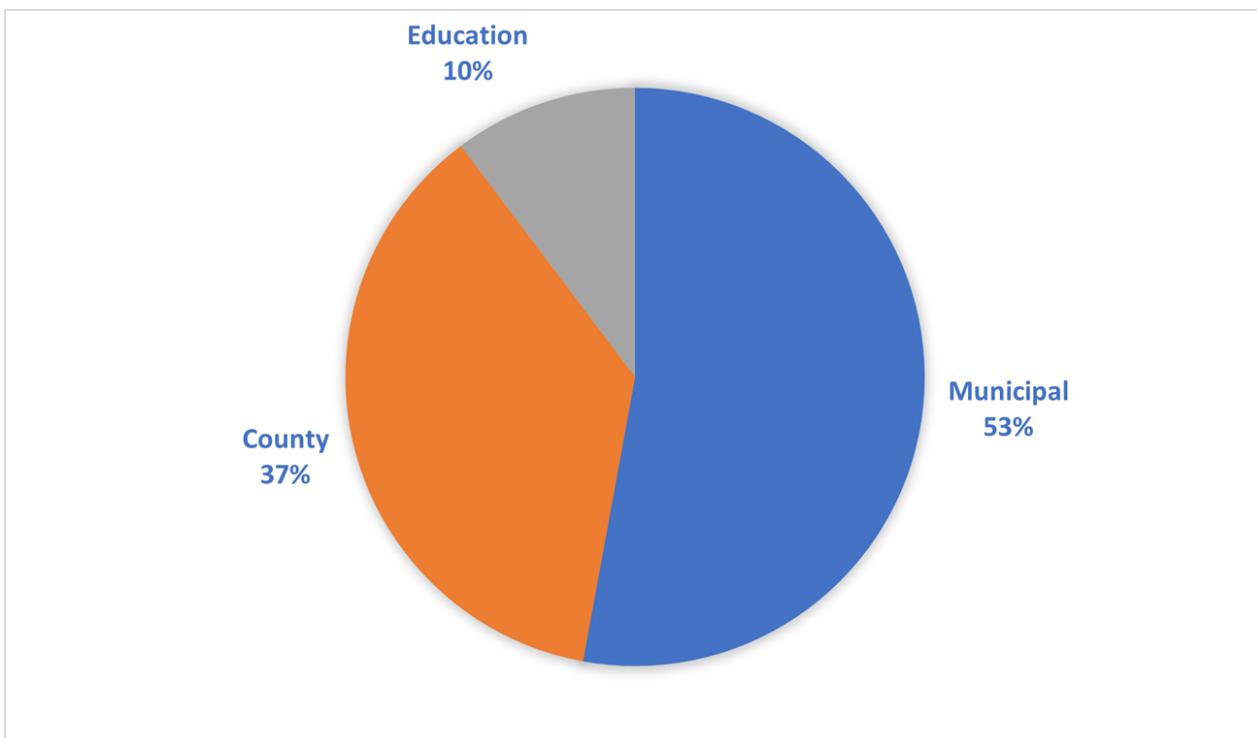
The Township's increase in assessment due to these changes from 2025 to 2026 was 2.41% which would result in an increase in tax dollars of \$276,737. The Province is still conducting a review of the property taxation and assessment system focusing on fairness, equity and economic competitiveness. Property reassessment will be deferred until this work has been completed.



picture of houses

Tax Rate

The annual property taxes are broken down into three rate categories:



The Township of Huron-Kinloss is responsible for setting the municipal tax rate only.

The proposed 2026 budget includes a levy increase of 6.51 % or \$746,968 compared to 2025. After Revenues and transfers from Reserve have been allocated, this results in a 4% increase in the municipal residential tax rate. The education tax rate remains unchanged and the county rate is pending approval.

Impact on Residents

For every 100,000 in assessed value, the municipal property taxes will increase by \$30.32. For the average assessed home of 272,000, municipal property taxes will increase by approximately \$82.50.

The combined tax increase for municipal, county and education will increase by approx. \$54.00 for every 100,000 in assessed value. This equates to \$0.15

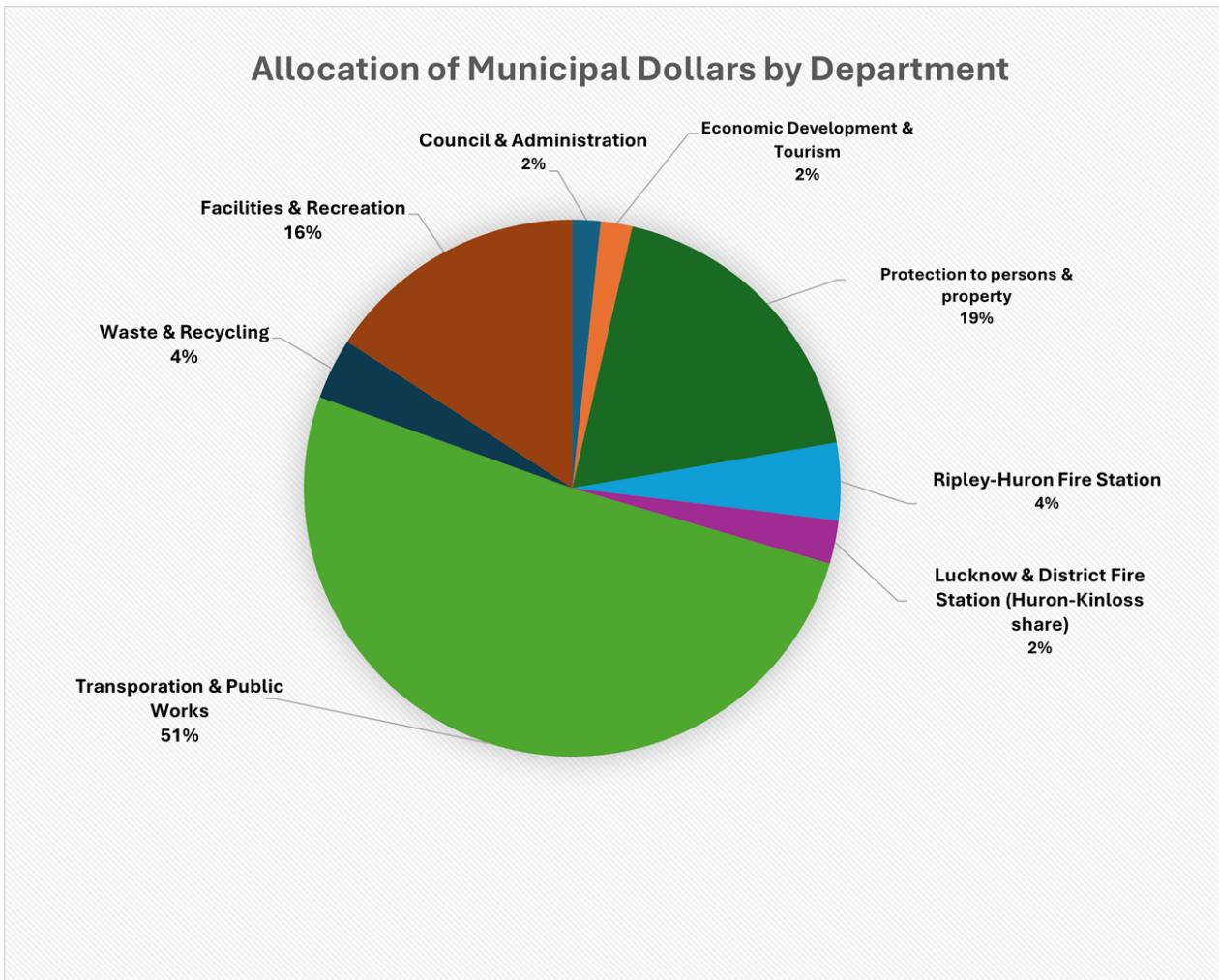
per day for every 100,000 in assessed value.

Historical Trends

The table below shows the historical impacts:

Year	Tax Rate Increase	Levy Increase	Operating Expenses	Net Capital Expenses
2022	2.83%	4.14%	10,121,620	3,077,684
2023	4.73%	7.57%	10,628,242	3,002,759
2024	4.60%	6.90%	10,803,419	3,073,098
2025	4.75%	6.25%	11,479,035	3,264,365
Proposed 2026	4.00%	6.51%	12,713,398	3,633,892
5 Year Average	4.18%	6.27%	11,149,142	3,210,359

Budget Overview



Staff undertook a comprehensive review of the Township's financial position for the upcoming fiscal year. The goal was to ensure continued delivery of essential municipal services while maintaining fiscal responsibility and minimizing the impact on taxpayers. This review included three key components:

1. Revenue Analysis

Projected revenues were evaluated from multiple sources, including:

- Taxation: Anticipated property tax revenues based on current assessment data.
- User Fees: Income from municipal services such as permits, recreation programs, and utilities.
- Grants and External Funding: Provincial and federal contributions to support infrastructure and community programs.
- Other Sources: Investment income and miscellaneous revenues.

2. Expenditure Review

Departmental operating and capital requirements were assessed to maintain service levels and address infrastructure needs. This included:

- Operating Costs: Salaries, utilities, maintenance, and program delivery.
- Capital Investments: Planned upgrades and replacements for roads, facilities, and equipment to ensure long-term sustainability.

3. Reserve Transfers

Strategic use of reserves was considered to offset costs and reduce pressure on the tax levy. This approach helps stabilize fluctuations in annual budgets and supports major projects without creating undue financial strain.

Staff analyzed the 2025 year end revenues and identified approximately \$115,000 in additional income from supplemental assessment. This surplus has been incorporated into the 2026 budget to help offset the tax rate increase.

Resulting Tax Rate Impact

After balancing revenues, expenditures, and reserve transfers, the proposed budget achieves the necessary funding for municipal services while limiting the tax rate increase to 4%. This reflects:

- A commitment to fiscal responsibility.
- Continued investment in critical infrastructure and community programs.
- Efforts to minimize the burden on residents while maintaining service quality.

Budget Overview

Department	Estimated 2026 Revenue	Estimated 2026 Expenditure	Department 2026 Surplus or Deficit
Operating			
Council	\$0.00	\$296,746.17	\$296,746.17
Legislative Services	\$60,874.00	\$538,590.83	\$477,716.83
Financial Services	\$54,500.00	\$803,845.23	\$749,345.23
Chief Administrative Office	\$0.00	\$590,583.42	\$590,583.42
Economic Development & Tourism	\$36,800.00	\$241,902.27	\$205,102.27
Ripley-Huron Fire Station	\$17,000.00	\$514,498.10	\$497,498.10
Lucknow & District Fire Station	\$255,191.00	\$505,382.00	\$250,191.00
Protection to Persons & Property	\$4,500.00	\$1,468,070.00	\$1,463,570.00
By-Law Enforcement	\$19,000.00	\$133,981.42	\$114,981.42
Emergency Management	\$0.00	\$134,781.78	\$134,781.78
Police Services Board	\$0.00	\$5,000.00	\$5,000.00
Conservation Authorities	\$1,500.00	\$298,323.00	\$296,823.00
Nuclear Waste DGR Site Selection Process	\$0.00	\$0.00	\$0.00
Healthcare	\$0.00	\$27,368.00	\$27,368.00
Crossing Guard	\$0.00	\$13,108.99	\$13,108.99
Kinloss Gravel Pit	\$1,600.00	\$3,000.00	\$1,400.00
Roads Maintenance	\$304,429.00	\$3,830,460.68	\$3,526,031.68
Streetlighting	\$0.00	\$68,750.00	\$68,750.00
Huron Landfill	\$303,000.00	\$582,639.06	\$279,639.06
Waste Collection	\$301,250.00	\$217,450.00	-\$83,800.00
Recycling	\$600.00	\$36,500.00	\$35,900.00
Kinloss Landfill	\$0.00	\$33,946.19	\$33,946.19
Lakeshore Environmental	\$15,150.00	\$82,500.00	\$67,350.00
Municipal Drains	\$20,000.00	\$62,402.09	\$42,402.09
Building Inspection	\$517,149.57	\$517,149.57	\$0.00

Department	Estimated 2026 Revenue	Estimated 2026 Expenditure	Department 2026 Surplus or Deficit
Planning Administration	\$12,000.00	\$57,908.66	\$45,908.66
Septic Inspection	\$228,928.00	\$228,928.00	\$0.00
Facilities, Parks & Community Services	\$32,050.00	\$445,823.15	\$413,773.15
Point Clark Lighthouse	\$32,500.00	\$58,933.71	\$26,433.71
Lucknow Medical Centre	\$0.00	\$11,454.00	\$11,454.00
Ripley Medical Centre	\$12,550.00	\$14,990.00	\$2,440.00
Lucknow Town Hall	\$400.00	\$28,874.19	\$28,474.19
Ripley Library	\$10,200.00	\$9,690.00	-\$510.00
Lucknow Library	\$17,300.00	\$1,650.00	-\$15,650.00
Ripley-Huron Community Centre	\$406,150.00	\$1,156,712.06	\$750,562.06
Lucknow & District Sports Complex	\$157,775.00	\$397,250.00	\$239,475.00
Point Clark & Huron District Community Ce	\$12,000.00	\$40,283.66	\$28,283.66
Huron-Kinloss Water Systems	\$2,716,320.00	\$2,716,320.00	\$0.00
Ripley Sanitary Sewers	\$382,300.00	\$382,300.00	\$0.00
Lucknow Sanitary Sewers	\$619,650.00	\$619,650.00	\$0.00
Huronville Sanitary Sewers	\$200,000.00	\$200,000.00	\$0.00
(Surplus)/Deficit Operating	\$6,752,666.57	\$17,377,746.23	\$10,625,079.66
Capital			
Financial Services	\$15,000.00	\$15,000.00	\$0.00
Healthcare	\$100,000.00	\$200,000.00	\$100,000.00
Economic Development & Tourism	\$105,000.00	\$105,000.00	\$0.00
Ripley-Huron Fire Department	\$0.00	\$72,000.00	\$72,000.00
Lucknow Fire Department	\$68,750.00	\$137,500.00	\$68,750.00
Roads	\$3,707,044.00	\$6,000,000.00	\$2,292,956.00
Equipment	\$550,000.00	\$880,000.00	\$330,000.00
Streetlights	\$0.00	\$10,000.00	\$10,000.00
Waste Management	\$0.00	\$185,000.00	\$185,000.00
Land Use Planning	\$220,000.00	\$320,000.00	\$100,000.00
Facilities, Parks & Community Services	\$911,500.00	\$1,043,000.00	\$131,500.00
Ripley-Huron Community Centre	\$677,000.00	\$1,020,686.00	\$343,686.00

Department	Estimated 2026 Revenue	Estimated 2026 Expenditure	Department 2026 Surplus or Deficit
Lucknow & District Sports Complex	\$375,000.00	\$375,000.00	\$0.00
Huron-Kinloss Water Systems	\$3,026,000.00	\$3,026,000.00	\$0.00
(Surplus)/Deficit Capital	\$9,755,294.00	\$13,389,186.00	\$3,633,892.00
General Revenues	<u>\$2,032,968.45</u>		<u>-\$2,032,968.45</u>
Grand Total to be raised from taxation			<u>\$12,226,003.21</u>

Reserves and Reserve Funds

What Are Reserves and Reserve Funds?

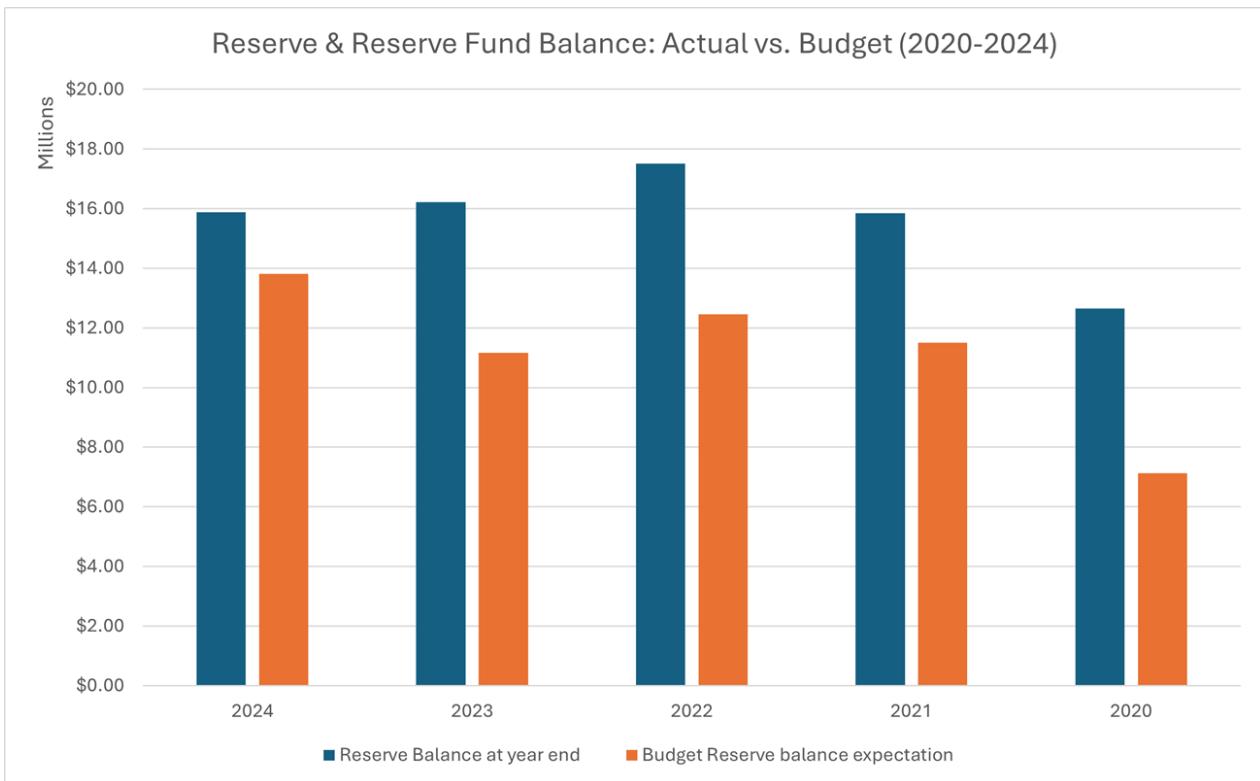
Reserves and Reserve Funds are financial tools municipalities use to plan for future needs. They are essentially savings accounts set aside for specific purposes, governed by municipal policy and legislation.

Reserves

- Internal allocations of funds set aside by council decision. They are not legally restricted and can be reallocated by council if priorities change.
- To provide flexibility for future projects, operating needs, or unexpected costs.
- Example: A reserve for equipment replacement or future capital projects.

Reserve Funds

- Funds set up by either statutory requirement or by-law, accumulate (accrue) interest earned on balances. Generally are either "obligatory" or "discretionary"
- Obligatory Reserve Funds are created whenever a statute requires that funds received be segregated from the general revenues of the municipality.
- Example: Development charges reserve fund or Canada Community Building Fund (Gas Tax).
- Discretionary Reserve Funds are established at the discretion of Council and is most often established by by-law. The funds are earmarked for a specific purpose.
- Example: Debt Retirement Reserve Funds



Why Actual Balances Are Higher Than Budget

The variance between the budgeted reserve balances and the actual year-end balances is primarily due to interest earned on reserve funds and projects coming in under budget. Reserves and reserve funds generate investment income throughout the year, and this interest is not always fully accounted for in the original budget, so actual balances end up higher. In addition, when capital projects cost less than anticipated, less money is drawn from reserves, meaning more funds remain than originally planned. These factors combined lead to actual balances exceeding budget expectations every year.

Budget Approach vs. Project Delivery

Although actual reserve balances often exceed budget because of interest earned and projects coming in under budget, staff's preference is not to cut projects to save on reserves. Instead, projects should remain in the budget as planned to maintain council priorities and service levels. Going to tender early allows the Township to be more competitive in the market, which can secure better pricing and contractor availability. Cutting projects to preserve reserves can delay infrastructure renewal and service improvements, while early tendering supports cost efficiency and timely delivery.

Reserves

Township of Huron-Kinloss Reserves	Description
Working Capital	Should be equal to tax receivables, so as not to borrow.
Tax Mitigation Reserve	Used to directly reduce burden to taxpayers
Capital Asset Renewal & Replacement Reserve	Established to ensure that funding is available for existing tangible capital assets identified for renewal or replacement in a Council approved Asset Management Plan
Modernization of Municipal Services	One Time Funding to improve service delivery
Lucknow Promotional Sign	Revenue from the Stop and Shop Sign and matched from Township
Road Equipment Replacement	Purchase fleet machinery rental surplus
Mid Huron Landfill	For post closure expenses related to Mid Huron Site
Landfill	Capital upgrades at the landfill sites/post closure
Lakeshore Area Waterworks Distribution Watermain Capital	Used to bank roll extensions of the lakeshore distribution system
Election	To be used to offset election costs
Huron-Kinloss Fire and Emergency Services	Capital expenditures for apparatus and equipment
Ripley - Huron Recreation	Capital expenditures
Lucknow Development	Economic development, improvements, and promote development.
Pickleball Courts Reserve	Funds raised to date
Ontario Cannabis Legalization	Provincial funding for costs related to legislative changes.
Canada Day	Funds raised to support the Canada Day fireworks
Building Department	Department operating surplus as prescribed under Bill 124
History Book - Ripley-Huron	Sale of books
Gravel Pit Rehabilitation	Closure and Restoration of the Gravel Pit
Physician Recruitment	Surplus funds from Wingham Recruitment committee to be used for incentives
Bridge Maintenance	Repairs of bridges and culverts not funded by gas tax revenues
Municipal Capital Projects	Capital projects

Reserve Funds

Township of Huron-Kinloss Reserve Funds	Description
Park Dedication	Bylaw 2000-59 Section 42(15), Planning Act, shall be paid into a special account and spent only for the acquisition of land to be used for park or other public recreational purposes, including the erection or

	repair of buildings and the acquisition of machinery for park or other public recreational purposes. 1994, 23, s. 25.
Development Charges	By-law 2024-103 collected for growth related projects.
Lakeshore Area Waterworks	By-law 96-90 shall be expended for the purpose of maintaining the operation of the Lakeshore Area Waterworks System.
Ripley Area Purification	By-law 96-91 capital expenditures and maintaining the operation of the Ripley Purification System.
Ripley Area Waterworks	By-law 96-93 capital expenditures including the replacement of distribution watermain and maintaining the operation of the Ripley Waterworks System.
Lucknow Sanitary Sewers	By-law 99-186 capital expenditures and maintaining the operation of the Lucknow Sewer System.
Lucknow Area Waterworks	improvements to the Lucknow water system.
Lucknow-Ripley PUC Reserve Fund	By-law 2000-90- dividends received from Westario Power - sewers and waterworks within the boundaries of the former Village of Ripley.
Lucknow-Ripley PUC Reserve Fund	By-law 2000-90- dividends payments received from Westario Power - sewers and waterworks within the boundaries of the former Village of Lucknow.
Health Care Reserve Fund	By-Law 2024-28- Funds pledged for Kincardine Hospital Redevelopment.
Ontario Community Infrastructure Fund OCIFC	Funds for qualifying infrastructure projects.
Trust #2	By-law 95-80 any purpose which the municipality has authority to spend funds. Former Township of Huron.
Park & Recreation	By-law 95-79 That money in the Park & Recreation Reserve Fund shall be expended only for the acquisition of lands to be used for park or other public recreational purposes, including the erection or repair of buildings or other structures thereon or for the maintenance of lands, buildings or structures used for park or other public recreational purposes, including the acquisition of machinery and equipment required for such maintenance.
Huron-Kinloss General Waterworks	By-law 2008-31 The surplus from water systems - capital expense of all water systems recommend transfer to reserve fund.
Bridge Replacement	Federal Gas Tax Monies under the Canada Community Building Fund.
Community Well-Being Reserve	By-Law 2015-09 to support projects, programs or services that benefit seniors, youth, community sustainability, energy efficiency or economic development initiatives.
Community Sustainability & Well-Being Reserve	By-Law 2018-50 to support continuing efforts to build community sustainability and well-being and to support capacity building.



Reserves and Reserve Funds

Township of Huron-Kinloss statement of reserves and reserve funds - 2026 Budget.

Opening balance does not include all 2025 transfers or adjustments. Subject to change.

Name	Opening Balance	Contributions	Transfers From	Closing Balance
Working Capital	\$468,600.00	\$0.00	\$0.00	\$468,600.00
Tax Mitigation	\$441,210.66	\$0.00	\$115,000.00	\$326,210.66
Capital Asset Renewal/Replacement	\$1,056,487.86	\$0.00	\$300,000.00	\$756,487.86
General Office Equipment	\$0.00	\$0.00	\$0.00	\$0.00
Modernization of Mun'l Services	\$210,778.22	\$0.00	\$120,000.00	\$90,778.22
Road Equipment Replacement	\$1,190,993.78	\$0.00	\$550,000.00	\$640,993.78
Municipal Capital Projects	\$3,068,685.08	\$0.00	\$2,193,322.00	\$875,363.08
Landfill	\$221,962.69	\$15,000.00	\$0.00	\$236,962.69
Mid-Huron Landfill	\$1,250.00	\$0.00	\$1,250.00	\$0.00
Lucknow Promotional Sign	\$2,385.15	\$3,600.00	\$0.00	\$5,985.15
Huron-Kinloss Fire & Emg Services	\$265,393.10	\$0.00	\$0.00	\$265,393.10
Lucknow Development	\$2,243.10	\$0.00	\$0.00	\$2,243.10
Election	\$31,811.80	\$0.00	\$31,811.80	\$0.00
Ontario Cannabis Legalization	\$21,945.00	\$0.00	\$10,000.00	\$11,945.00
Building Department	\$68,829.88	\$0.00	\$65,000.00	\$3,829.88
Gravel Pit Rehabilitation	\$23,900.00	\$0.00	\$0.00	\$23,900.00
Ripley-Huron Recreation	\$125,803.28	\$6,000.00	\$0.00	\$131,803.28
Ripley-Huron Recreation Memorial	\$0.00	\$0.00	\$0.00	\$0.00
Canada Day Fireworks	\$5,534.40	\$0.00	\$0.00	\$5,534.40
History Book - Ripley-Huron	\$1,373.00	\$0.00	\$0.00	\$1,373.00
Health Care Reserve Fund	\$0.00	\$0.00	\$0.00	\$0.00
Physician Recruitment	\$6,236.16	\$0.00	\$0.00	\$6,236.16
Bridge Maintenance	\$100,000.00	\$0.00	\$20,000.00	\$80,000.00
Parks & Recreation	\$19,806.40	\$0.00	\$0.00	\$19,806.40

Park Dedication	\$220,885.41	\$0.00	\$58,500.00	\$162,385.41
Trust #2	\$555,858.89	\$0.00	\$0.00	\$555,858.89
Development Charges	\$108,628.17	\$0.00	\$50,000.00	\$58,628.17
Community Well-Being	\$395,101.25	\$0.00	\$175,000.00	\$220,101.25
Comm. Sustainability & Well-Being	\$993,656.84	\$0.00	\$177,500.00	\$816,156.84
Ontario Comm Infrastructure Fund	\$0.00	\$0.00	\$0.00	\$0.00
Bridge Replacement (Fed Gas Tax)	\$256,766.40	\$252,929.00	\$505,000.00	\$4,695.40
	\$9,866,126.52	\$277,529.00	\$4,372,383.80	\$5,771,271.72

Water and Wastewater Reserves:

Huron-Kinloss General Waterworks	\$4,105,361.67	\$1,274,685.21	\$2,086,000.00	\$3,294,046.88
Distribution Watermain	\$59,265.91	\$0.00	\$0.00	\$59,265.91
Lakeshore Area Waterworks	\$1,903,967.49	\$496,875.00	\$65,000.00	\$2,335,842.49
Ripley Area Waterworks	\$724,801.21	\$82,945.00	\$780,000.00	\$27,746.21
Lucknow Area Waterworks	\$244,253.91	\$132,500.00	\$65,000.00	\$311,753.91
Lucknow PUC	\$75,145.04	\$1,650,000.00	\$0.00	\$1,725,145.04
Ripley PUC	\$82,069.20	\$550,000.00	\$30,000.00	\$602,069.20
Ripley Area Purification	\$407,524.57	\$0.00	\$158,500.00	\$249,024.57
Lucknow Sanitary Sewers	\$335,381.13	\$0.00	\$226,500.00	\$108,881.13
Total	\$17,803,896.65			\$14,485,047.06
Net increase/(decrease) in Reserve and Reser				-\$3,318,849.59

Council Overview

Council represents the public and makes policy and service decisions which consider the well-being and interests of the public. Members of Council have several roles which includes representative, policymaking and stewardship.

Council Responsibilities Include:

- Passing by-laws
- Develop and evaluate policies and programs
- Providing strategic direction and planning
- Determine which services the municipality will provide and at what level
- Maintain financial integrity of the municipality
- Participate in respectful discourse during meetings

Elected Officials

Mayor x1

Deputy Mayor x 1

Councillors x 5



2022-2026 Huron-Kinloss Council: Larry Allison, Carl Sloetjes, Shari Flett, Scott Gibson, Ed McGugan, Mayor Don Murray, Deputy Mayor Jim Hanna

Council Highlights

Department Highlights 2026

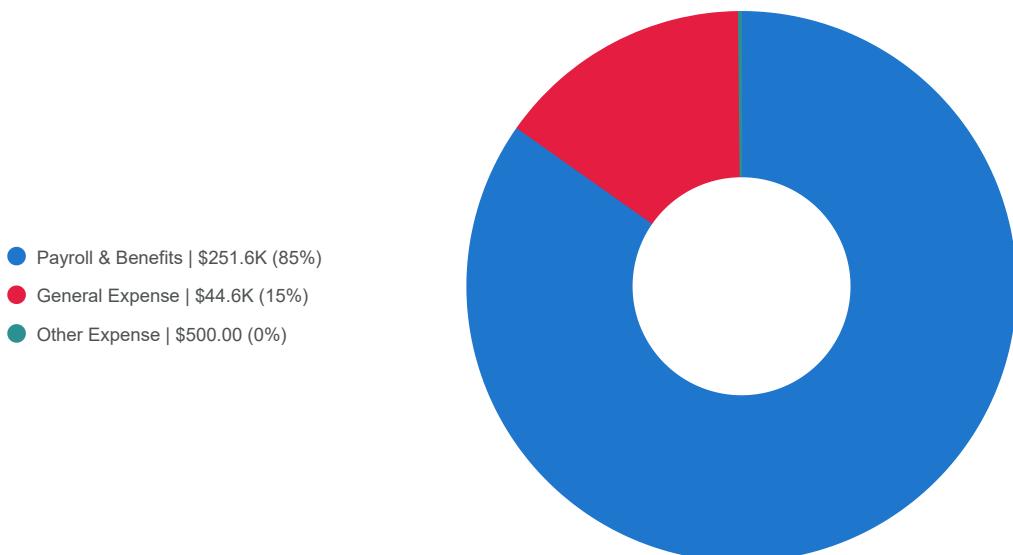
Goal	Description	Budget
Conferences	Allowances for members of Council to attend 2 conferences in 2026.	\$22,700
Education and Training	Allowances for members of Council to engage in training sessions and educational opportunities - includes mandatory training for new term of council.	\$6,000
Coffee Break with the Mayor	Part of a community engagement strategy. Will only take place until April 30th due to 2026 election.	\$200

Council

Council's budget is comprised of the remuneration and expenses for Council meetings, conferences and training.

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	39,000.00	44,600.00
Other Expense	0.00	500.00
Payroll & Benefits	251,481.82	251,646.17
Total: \$290,481.82		Total: \$296,746.17

Health Care Highlights

Department Highlights for 2026

Goal	Description	Budget
Physician Recruitment	Contribution to the Wingham Area Physician Recruitment Committee	\$10,368
Physician Recruitment	Contribution to the Kincardine Physician Recruitment Program	\$17,000

Major Initiatives for 2026

Goal	Description	Budget
Hospital Redevelopment	Contribution towards the capital request from the Kincardine & Community Health Care Foundation. Council has supported annual allocations of \$100,000 since 2022 (\$400,000 to date). As 2026 marks the last year in the Council term, Mayor Murray is recommending that we increase the allocation to \$200,000 to fulfill the Foundation's initial funding request of \$600,000. A contribution of \$100,000 has been contributed from the Community Well-Being Reserve Fund to keep the net tax-funded contribution at \$100,000.	\$200,000 (\$100,000 contribution from Community Well-Being Reserve Fund)

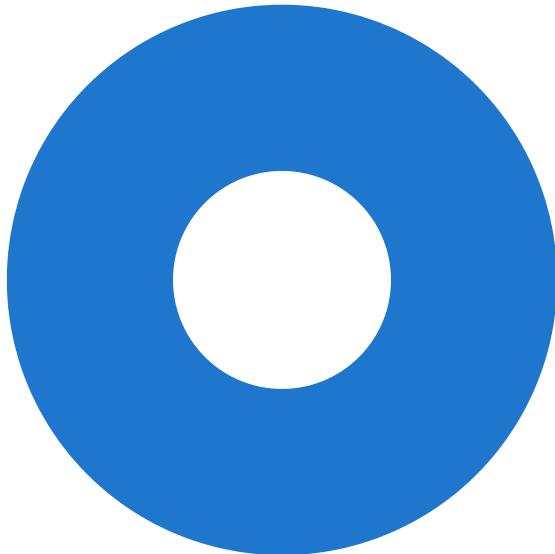
Doctor Recruitment

The doctor recruitment budget provides a contribution to the Wingham Area Physician Recruitment Committee and the Kincardine Physician Recruitment Program.

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category

● General Expense | \$27.4K (100%)



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	27,368.00	27,368.00
Total: \$27,368.00	Total: \$27,368.00	

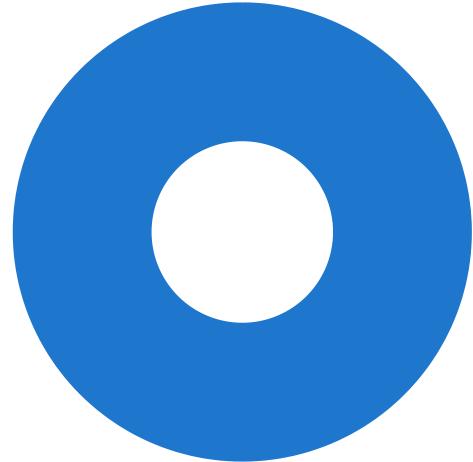
Health Care Capital

The capital budget includes a contribution to the Kincardine Hospital Redevelopment Campaign

Capital - Revenue

Broken down by Project Title

- Kincardine and Community Health Care Foundation | \$100.0K (100%)

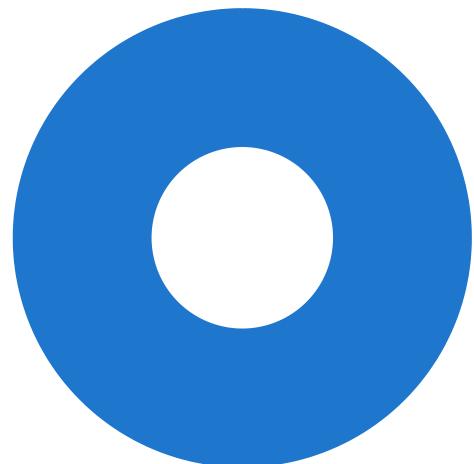


Project Number	Project Title	Current Year Budget (\$)
GG-007	Kincardine and Community Health Care Foundation	100,000.00
Total: \$100,000.00		

Capital - Expense

Broken down by Project Title

- Kincardine and Community Health Care Foundation | \$200.0K (100%)



Project Number	Project Title	Current Year Budget (\$)
GG-007	Kincardine and Community Health Care Foundation	200,000.00
Total: \$200,000.00		

Corporate Services Overview

OFFICE OF THE CAO

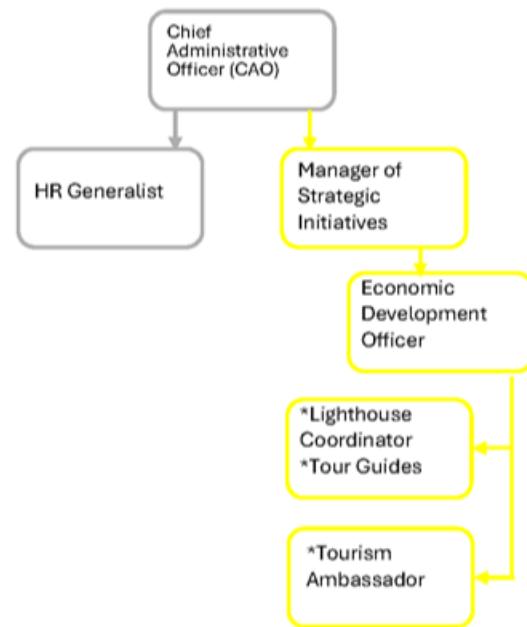
As a pivotal executive in local governance, the Chief Administrative Officer (CAO), in accordance with the Municipal Act, serves as the pillar, managing the seamless functioning of the municipality. Equipped with the authority to exercise general control and management, the CAO is dedicated to optimizing efficiency and effectiveness across all municipal operations. Functioning as a strategic leader, the CAO executes directives, fosters operational excellence and embraces any additional responsibilities assigned by the municipality, embodying the essence of effective and visionary municipal administration.

What we do:

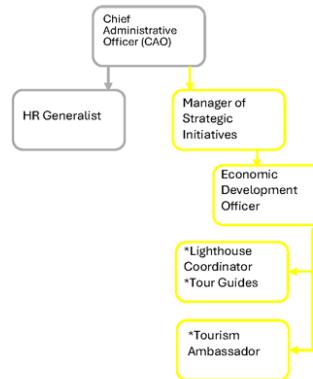
- Chief Advisor to Council
- Provides leadership to management and staff
- Coordinates all departments to ensure efficient implementation of Council policies and directives
- Human resources
- Economic Development
- Leads or oversees
 - All legal proceedings
 - Subdivision development
 - Financial management
 - Budget process
 - Ensure compliance with the Occupational Health & Safety Act.

Staff Complement

Permanent Full-Time x 4



Office of the CAO



FINANCIAL SERVICES

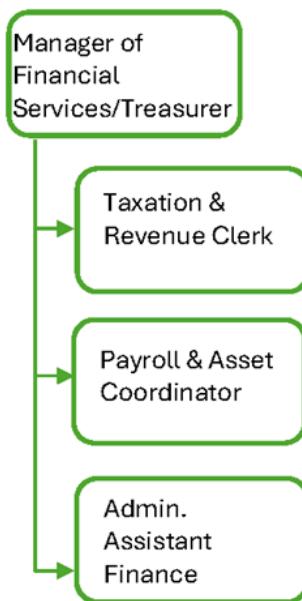
The Municipal Treasurer plays a crucial role in managing the financial affairs of a municipality. They are responsible for overseeing budget implementation, financial reporting, ensuring compliance with relevant regulations and policies and risk management. They manage the collection and disbursement of funds, handle investments, risk management strategies and provide financial advice to municipal officials. Collaboration with various departments is essential to ensure efficient use of resources and contribute to the overall financial stability of the municipality. The Municipal Treasurer is the chief financial officer of the municipality, ensuring effective and responsible financial decision-making.

What we do:

- Financial management of the Corporation
- Revenues and expenditures
- Financial record keeping
- Property taxation
- Budgeting and forecasting
- Borrowing and investments
- Asset management planning and asset control
- Grant reporting
- Annual financial statements
- Tax Sales

Staffing Complement

Permanent Full-Time x 4



LEGISLATIVE SERVICES

Legislative Services is responsible for the development of practices and procedures that achieve transparency and lead to public confidence and trust in local government. The Municipal Clerk's statutory duties include recording decisions and proceedings of Council and maintaining record of Council minutes and by-laws. This department also manages accessibility, corporate records, corporate communications, licensing and provides support to meet the legislative requirements of the Planning Act and Drainage Act.

What we do:

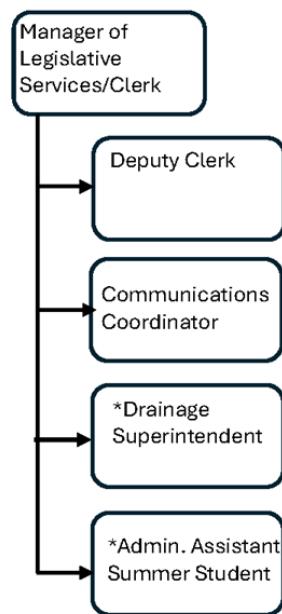
- Support Council and standing committees
- Corporate communications
- Statutory duties as set out in the Municipal Act, Planning Act, Municipal Elections Act, Municipal Freedom of Information and Protection of Privacy Act, Vital Statistics Act, Police Services Act, Accessibility for Ontarians with Disabilities Act
- Policies and procedures
- Marriage commissioners program
- Commissioner of Oaths and Affidavits
- Accessibility
- Conduct municipal elections
- Records management
- Licensing
- Municipal Drains

Staff Complement

Permanent Full-Time x 3

Permanent Part-Time x 1

Seasonal x 1



CAO Highlights

Department Highlights 2026		
Goal	Description	Budget
Software and IT Support	Regular IT support and licensing of essential operating platforms.	\$57,000
Staffing Plan Development Project Action Items	Review, prioritize and implement the staffing development plan's recommended actions, adjusting as processes and organizational priorities evolve.	
Internal Communications Committee	Reforming the Internal Communication Committee will enhance internal communication across the organization. This will strengthen internal communications channel, ensure timely and accurate information sharing and foster a connected, informed and collaborative workplace culture.	Staff Time
Creating an in House Job Application Tracking System	Leveraging our existing software to implement an applicant tracking process, streamlining application management and reducing time spent on individual email submissions while ensuring efficient tracking of applicant information.	Staff Time
Cross Training Plan	Introduce a cross-training program that pairs experienced and newer staff to share technical knowledge, build skills, and strengthen teamwork across all Public Works locations.	Staff Time
Staff Showcase Program	An opportunity to celebrate and engage staff. Showcase what each role is responsible for, their impact on the organization and a personal touch about their career.	Staff Time
Organizational Mentorship program	Look for opportunities that will foster cross-departmental understanding and collaboration through a mentorship program. Participants will gain insight into each other's responsibilities, enhancing empathy, teamwork and operational awareness. This initiative supports employee engagement and retention by promoting a culture of learning, cultivating opportunities and utilizing our resources. Shared reflections after each session will strengthen organizational cohesion and align with strategic goals for enhancing municipal services and enhancing financial stability.	Staff Time

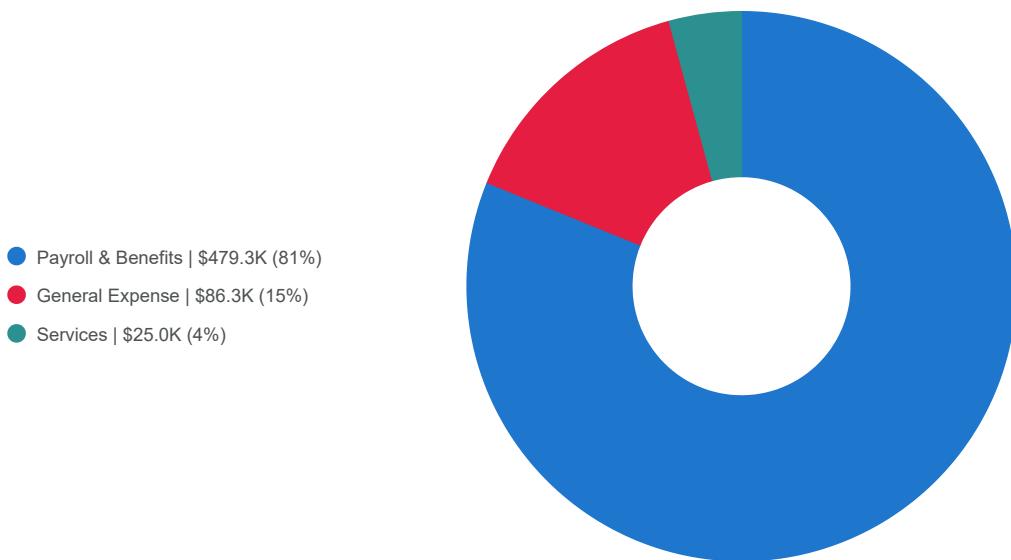
Chief Administrative Officer

The CAO budget includes Human Resources, Strategic initiatives, Legal expenses and IT support.

Chief Administrative Officer budget was broken out from the General Administration budget this year, to provide a more detailed distribution of costs. Therefore there will be no data in the 2024 Budget column.

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	42,218.00	86,250.00
Payroll & Benefits	448,891.45	479,333.42
Services	25,000.00	25,000.00
Total: \$516,109.45		Total: \$590,583.42

Financial Services Highlights

Department Highlights for 2026

Goal	Description	Budget
A/P workflow	Set up automatic work flow in Laserfiche to track invoices, set up approval parameters and automatically import to keystone and save correctly as per our Records and Retention policy. This project was deferred from 2025	\$ 15,000
Phone System Upgrade	The phone system has been updated to a web based system to allow for access from home or different office locations. It integrates with outlook and will allow for access during office closures or emergencies. Ongoing training will continue for 2026	Staff Time
Bank Report Update	Staff are in the process of moving all online banking payments to one centralized bank. This will save staff time entering individual entries and allow a download to our accounting system.	Staff Time and Operating Charges \$4,000
Customer Service	Staff continue to improve efficiencies through ongoing process improvements, better use of technology, and regular training. These efforts reduce administrative delays, minimize errors, and allow staff to respond to customers more quickly and effectively	Staff Time
Improve Internal Controls and Audit Readiness	Review policies and procedures to reduce risks and improve consistency. Strengthen segregation of duties and approval workflows. Continue to prepare year-round to ensure a smooth and efficient annual audit	Staff Time

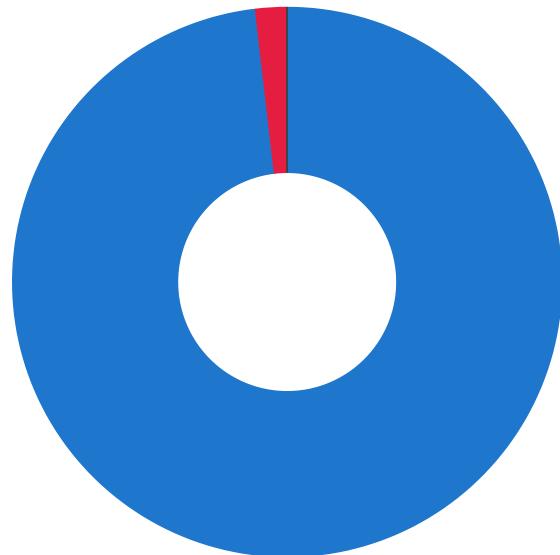
Financial Services

The Financial Services budget includes the expense required to issue and collect taxes, maintain office equipment and supplies, preparation of audit and Financial Statements. The grants to organizations fall under this budget.

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

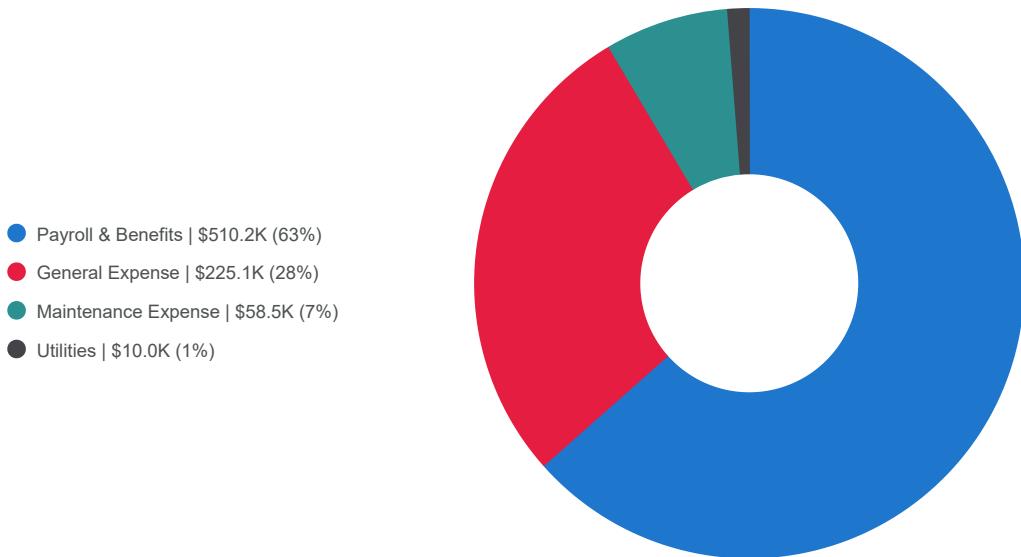
- Cost Recovery Revenue | \$53.5K (98%)
- Other Revenue | \$1.0K (2%)
- User Fees Revenue | \$0.00 (0%)
- Donations Revenue | \$0.00 (0%)



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	53,500.00	53,500.00
Donations Revenue	0.00	0.00
Other Revenue	1,000.00	1,000.00
User Fees Revenue	0.00	0.00
Total: \$54,500.00		Total: \$54,500.00

Overview of Operating Budget - Expense

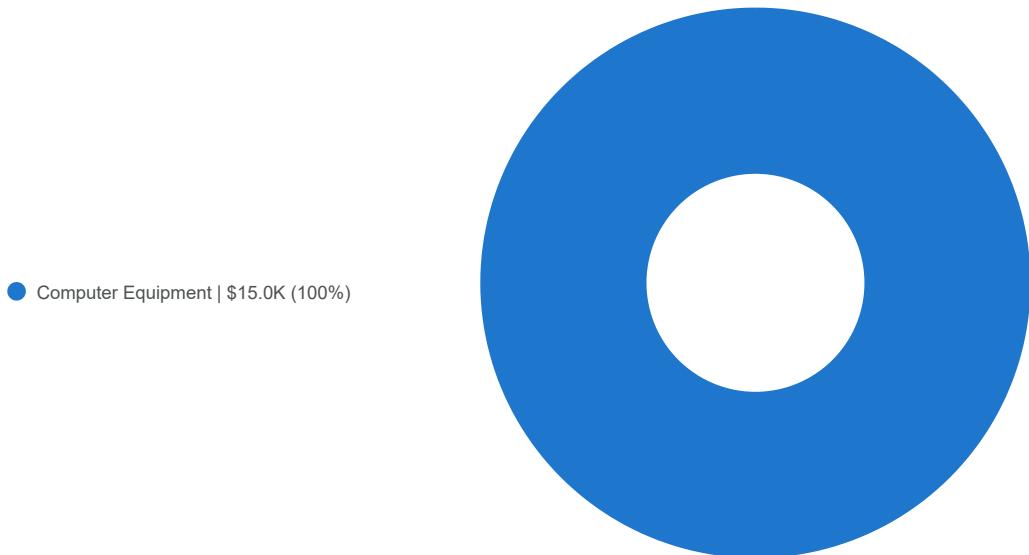
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	184,100.00	225,100.00
Maintenance Expense	58,000.00	58,500.00
Payroll & Benefits	478,527.11	510,245.23
Utilities	15,000.00	10,000.00
Total: \$735,627.11		Total: \$803,845.23

Capital - Revenue

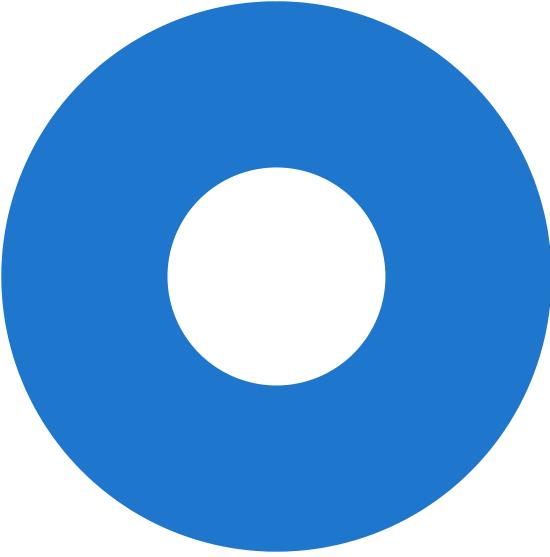
Broken down by Project Title



Project Number	Project Title	Current Year Budget (\$)
GG-004	Computer Equipment	15,000.00
Total: \$15,000.00		

Capital - Expense

Broken down by Project Title



● Computer Equipment | \$15.0K (100%)

Project Number	Project Title	Current Year Budget (\$)
GG-004	Computer Equipment	15,000.00
Total: \$15,000.00		

Legislative Services Highlights

Department Highlights 2026

Goal	Description	Budget
Accessibility	Provide comprehensive accessible documents training to Staff	\$2,000
Communication and Engagement Campaign framework	Create a communication framework based on audience segments to ensure information is communicated in a meaningful way. Create and implement an inclusive public engagement framework that encourages two-way dialogue with the community.	\$3,000
Communications - Print media	Investigate creative ways, including dedicated advertising to realize cost savings, efficiency and to assist with planning of engagement opportunities	\$15,000
Electronic Records Management	Continue to implement modernization program to digitize municipal records, enhancing accessibility and efficiencies. Investigate opportunities to integrate with existing software or automations of processes where practicable for greater efficiencies and reduction in paper costs.	Staff time, integrations and automations incorporated into other department budgets.
Governance/Transparency	Consider recommendations from procedural by-law review for implementation. Complete digitization policy.	staff time

Department Major Initiatives 2026

Goal	Description	Budget
Municipal Election	Administer the 2026 Municipal Election to ensure a transparent, accessible and compliant municipal election. Includes funding for secure electronic voting systems and a robust public communication campaign to ensure that every eligible voter has the opportunity and understanding to cast their ballot confidently.	\$41,000

Legislative Services

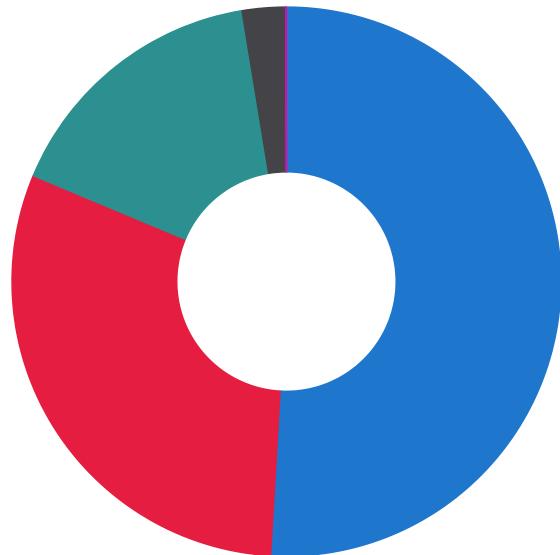
The Legislative Services Budget includes personnel in the Clerk's Department and associated training, conferences and software to carry out operations. The Legislative Services department also looks after special projects such as elections. It also includes the Police Services Board budget and the Saugeen Mobility and Regional Transit (SMART) contribution.

Legislative Services was broken out from the General Administration budget this year, to provide a more detailed distribution of costs. Therefore there will be no data in the 2024 Budget column.

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

- Transfers Revenue | \$31.0K (51%)
- User Fees Revenue | \$18.5K (30%)
- License & Permits Revenue | \$9.8K (16%)
- Other Revenue | \$1.6K (3%)
- Grants Revenue | \$0.00 (0%)

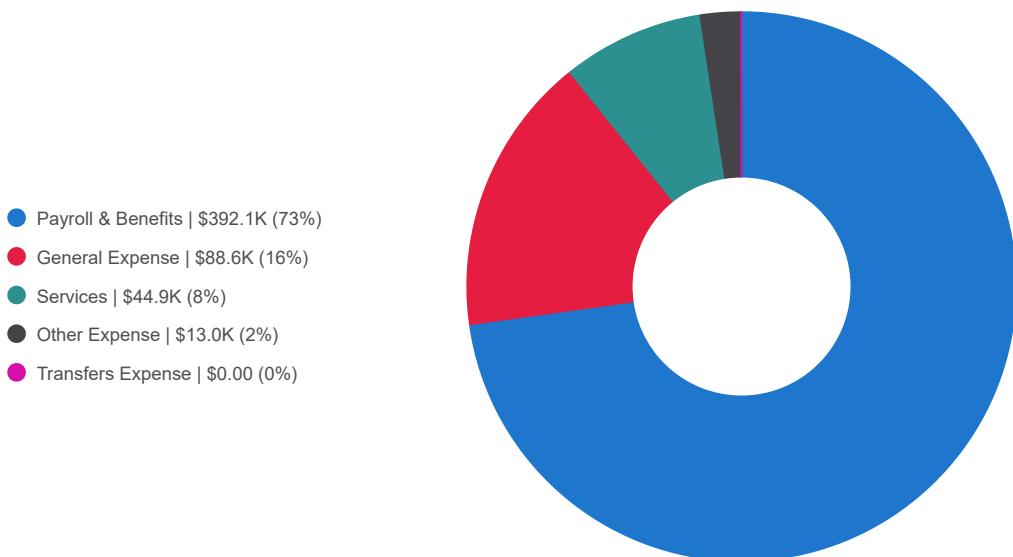


Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Grants Revenue	0.00	0.00
License & Permits Revenue	8,500.00	9,800.00
Other Revenue	1,574.00	1,574.00
Transfers Revenue	0.00	31,000.00

Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
User Fees Revenue	18,500.00	18,500.00
Total: \$28,574.00	Total: \$60,874.00	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	48,061.00	88,625.00
Other Expense	13,000.00	13,000.00
Payroll & Benefits	357,872.21	392,105.89
Services	44,859.94	44,859.94
Transfers Expense	10,000.00	0.00
Total: \$473,793.15	Total: \$538,590.83	

Economic Development & Tourism Highlights

Department Highlights 2026		
Goal	Description	Budget
Downtown Improvement Program	The program provides local businesses with funding to upgrade their facades and signage, increase energy efficiency, develop marketing assets, product and experience development and increase business accessibility.	\$75,000
Discovery Guide	Our annual municipal and tourism information guide. The guide is designed in house and mailed to all permanent residents. We also send copies of the guide to tourism outlets and businesses throughout the province.	\$6,000
Downtown Revitalization/Development	Shared between reserve and RED grant. Continue to promote downtown Ripley with paid advertising in magazines, social media, and investor tours.	\$50,000
Special Events	Expanded Ripley Food Art and Craft Festival aligned with Back Forty branding.	\$5,000
Business and Community Recruitment and Retention	Business recruitment, investment and attraction campaigns, events for business appreciation and training opportunities. This also includes a new Job and Career Fair, Volunteer event, Community Groups Support, After 5 Events, Website Enhancements.	\$12,500
Tourism Initiatives	Support for MITF, Ambassador Program, partnering with small museums, Back Forty Bites expansion, continued Secrets of the Back Forty promotion, promotional video development, International Plowing match support and more.	\$15,000

Holiday Shopping Pass	Execute 2026 Holiday Shopping Pass which has been aligned with Back Forty Bites campaign.	\$5,000
Point Clark Lighthouse	Ongoing operations of the National Historic Site, offering seasonal daily tours and souvenir sales, as well as special events to increase traffic.	\$26,388

Department Major Initiatives 2026		
Goal	Description	Budget
Attraction of local investment -Industrial Park	Anticipated revenue from sales of land in Ripley Light Industrial Park; will be transferred to cover the costs of construction	\$150,000

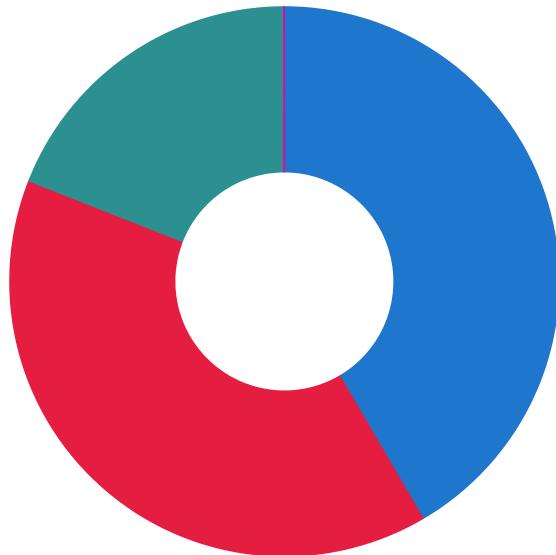
Economic Development & Tourism

The Economic Development and Tourism Budget funds a variety of initiatives to support local business and increase tourism opportunities in the Township of Huron-Kinloss.

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

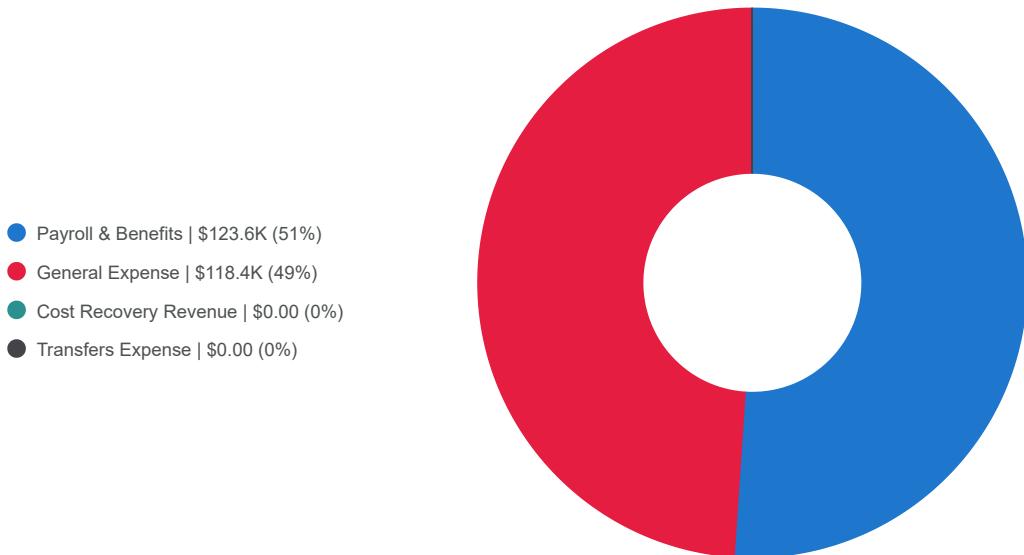
- User Fees Revenue | \$15.3K (42%)
- Transfers Revenue | \$14.5K (39%)
- Grants Revenue | \$7.0K (19%)
- Cost Recovery Revenue | \$0.00 (0%)
- Donations Revenue | \$0.00 (0%)



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	0.00	0.00
Donations Revenue	0.00	0.00
Grants Revenue	32,000.00	7,000.00
Transfers Revenue	15,000.00	14,500.00
User Fees Revenue	15,300.00	15,300.00
Total: \$62,300.00	Total: \$36,800.00	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category

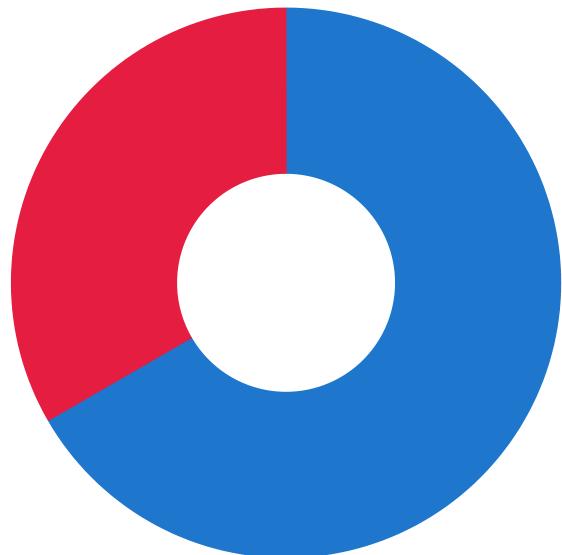


Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	0.00	0.00
General Expense	152,350.00	118,350.00
Payroll & Benefits	112,206.80	123,552.27
Transfers Expense	0.00	0.00
	Total: \$264,556.80	Total: \$241,902.27

Capital - Revenue

Broken down by Project Title

- Industrial Park Development | \$150.0K (67%)
- Downtown Improvement Program | \$75.0K (33%)

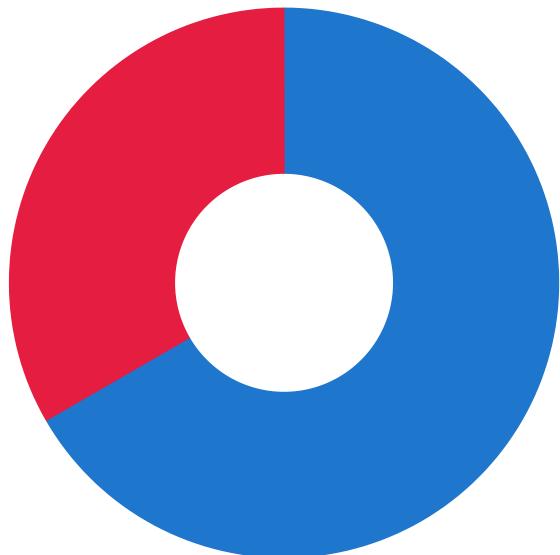


Project Number	Project Title	Current Year Budget (\$)
ED-001	Downtown Improvement Program	75,000.00
ED-002	Industrial Park Development	150,000.00
Total: \$225,000.00		

Capital - Expense

Broken down by Project Title

- Industrial Park Development | \$150.0K (67%)
- Downtown Improvement Program | \$75.0K (33%)



Project Number	Project Title	Current Year Budget (\$)
ED-001	Downtown Improvement Program	75,000.00
ED-002	Industrial Park Development	150,000.00
Total: \$225,000.00		

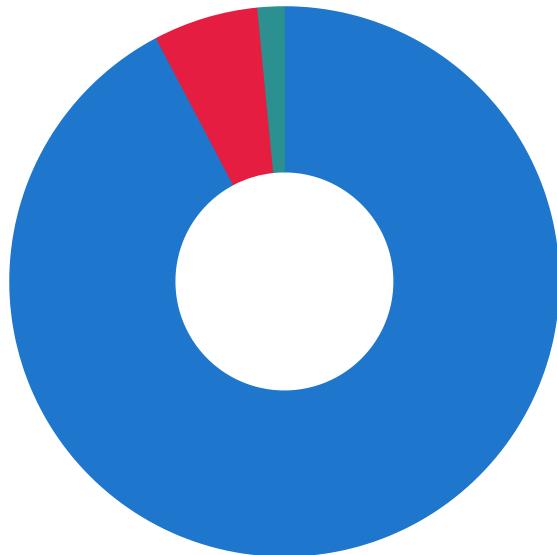
Point Clark Lighthouse

The Point Clark Lighthouse is a national historic site operated by the Township. It is open during the summer season and attracts thousands of visitors each year.

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

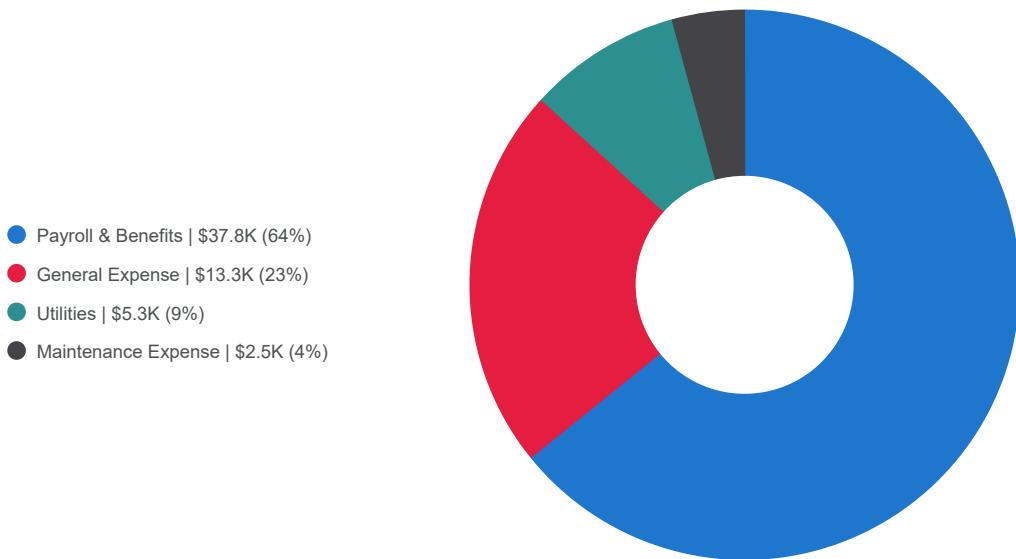
- User Fees Revenue | \$30.0K (92%)
- Grants Revenue | \$2.0K (6%)
- Donations Revenue | \$500.00 (2%)



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Donations Revenue	500.00	500.00
Grants Revenue	2,000.00	2,000.00
User Fees Revenue	30,000.00	30,000.00
Total: \$32,500.00		Total: \$32,500.00

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	13,300.00	13,300.00
Maintenance Expense	2,500.00	2,500.00
Payroll & Benefits	36,590.84	37,838.71
Utilities	5,250.00	5,295.00
Total: \$57,640.84	Total: \$58,933.71	

Municipal Drains Highlights

Department Highlights 2026

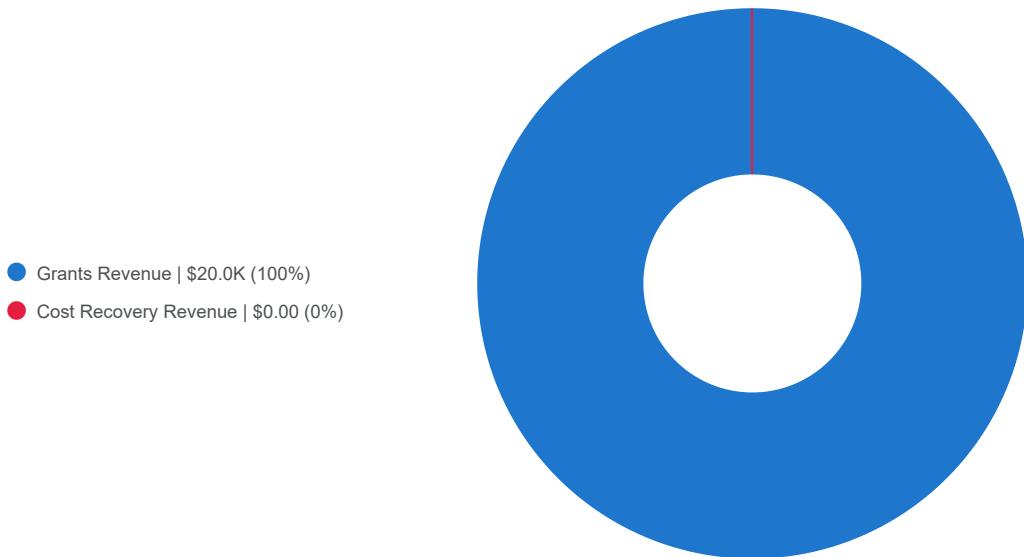
Goal	Description	Budget
Conferences/ Education/Training	Allowances for Drainage Superintendent to attend conferences and engage in training sessions and educational opportunities - includes mandatory training required for granting opportunities.	\$5,680
Drainage Superintendent Services	The Drainage Superintendent and the Legislative Services Department are responsible for providing services required by the Drainage Act, 1990.	\$36,575
Drain Construction and Maintenance	Township expenses for Capital Drains are included in the Public Works budget.	\$2,000

Municipal Drains

The Municipal Drains budget includes the cost of employing a drainage superintendent. The drainage repairs and construction projects are recovered through a combination of grants and invoiced to the affected property owners.

Overview of Operating Budget - Revenue

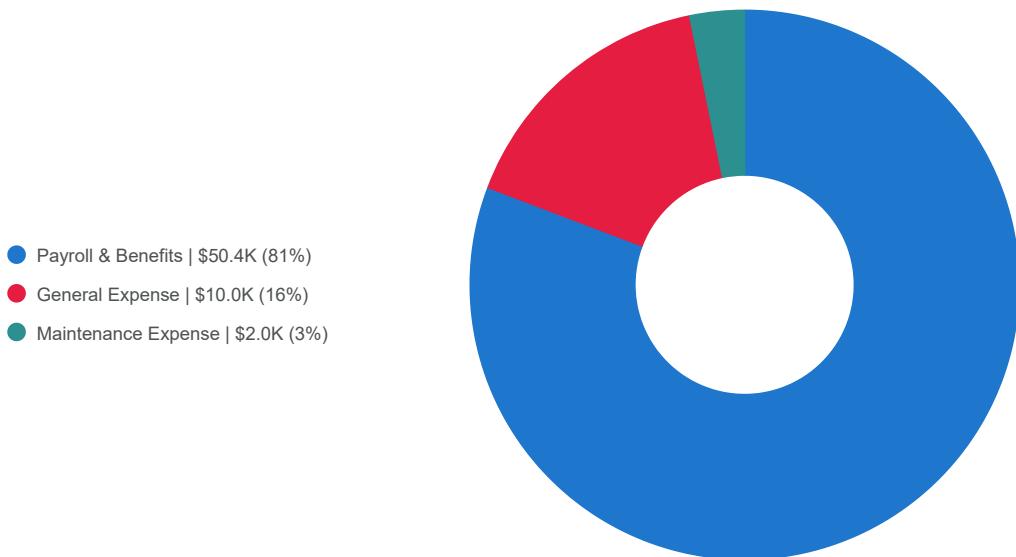
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	0.00	0.00
Grants Revenue	13,300.00	20,000.00
Total: \$13,300.00	Total: \$20,000.00	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	200.00	10,005.00
Maintenance Expense	2,000.00	2,000.00
Payroll & Benefits	43,000.00	50,397.09
Total: \$45,200.00		Total: \$62,402.09

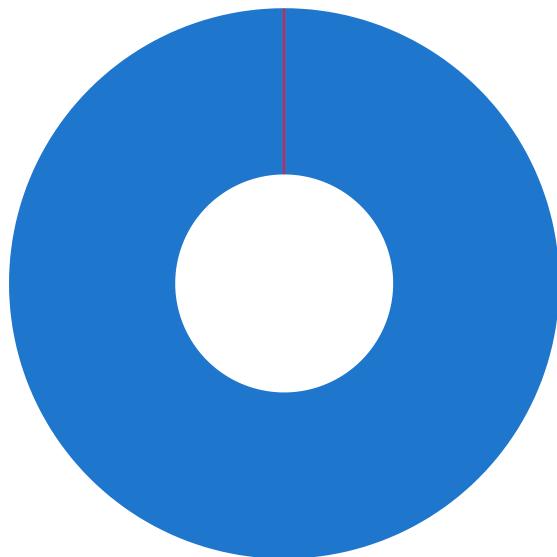
Policing

The policing budget includes the contracted service provided by the Ontario Provincial Police.

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

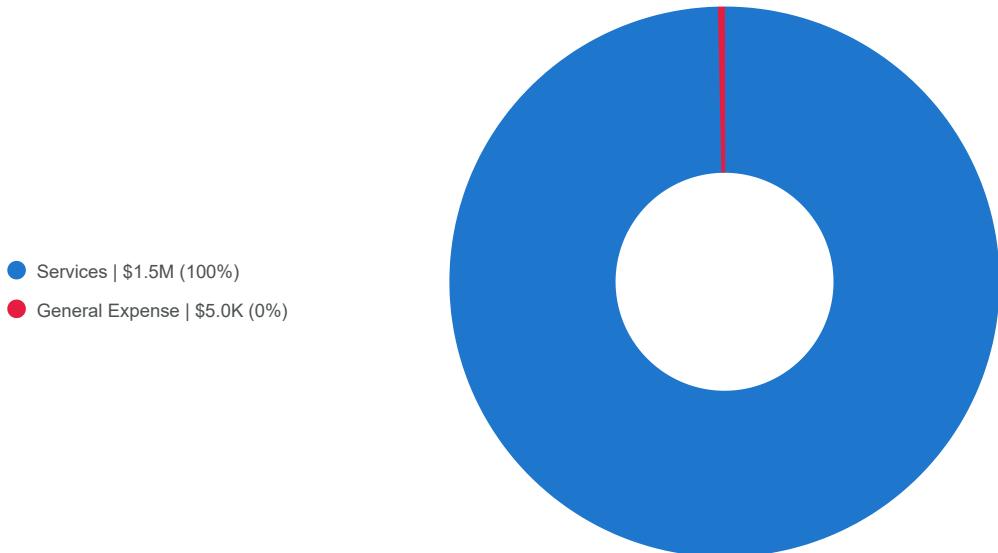
- Cost Recovery Revenue | \$4.5K (100%)
- User Fees Revenue | \$0.00 (0%)



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	4,500.00	4,500.00
User Fees Revenue	0.00	0.00
Total: \$4,500.00		Total: \$4,500.00

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	5,000.00	5,000.00
Services	1,322,585.00	1,468,070.00
Total: \$1,327,585.00		Total: \$1,473,070.00

Building & Planning Overview

The Chief Building Official plays a vital role in overseeing various responsibilities related to building, planning and by-law enforcement. Their building duties include issuing building permits, conducting inspections of new or updated constructions and ensuring compliance with relevant laws and regulations. By-Law Enforcement addresses issues such as parking violations, property standards, lakeshore protection, noise complaints, ATV use, and the licensing and control of dogs.

What we do:

Building

- Issue building permits
- inspect new/updated and unsafe buildings
- review plans and issue orders for compliance to applicable laws
- Administers the Township's Official Plan and Zoning By-Law

Planning

- Reviews planning and development applications such as consent/severances, zoning and official plan amendments.
- Processes site plan applications.

By-Law Enforcement

- Parking issues
- property standards
- lakeshore protection
- noise complaints
- ATV use
- licensing and control of dogs.

Staff Complement

Permanent Full-Time x 4



Building Highlights

Department Highlights for 2026

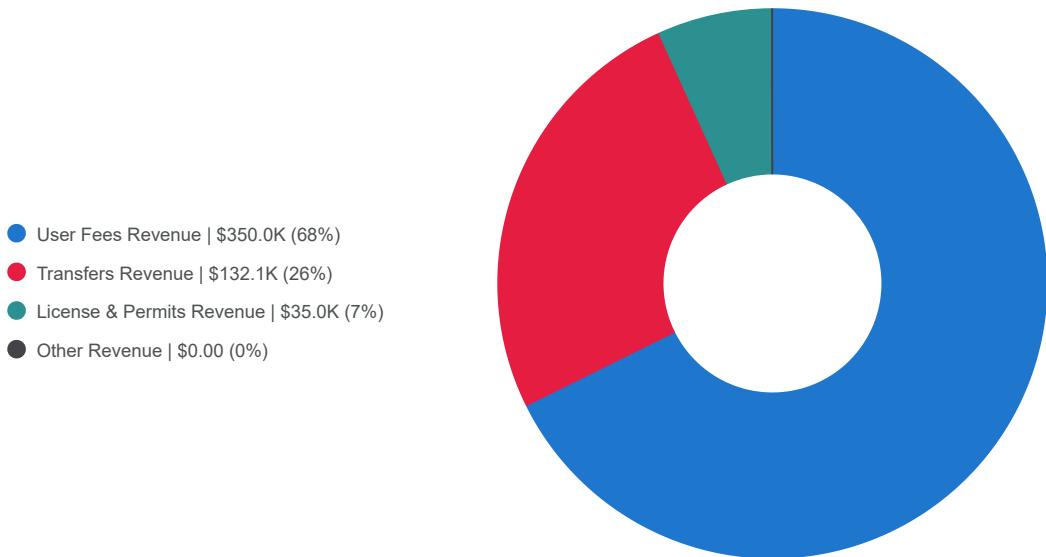
Goal	Description	Budget
Improve Customer Experience	Ensure accurate and timely responses to residents, builders and developers. Updating Huron-Kinloss website and resources. Tracking trending questions and assessing if additional resources are required to support these inquiries (e.g. resource guides, website updates, etc.)	Staff Time
Complete the Transition to a Paperless and Digital Environment	Leverage and improve existing technology to eliminate physical paperwork, streamline processes, improve collaboration, enhance efficiency and improve customer experience.	Staff Time and \$2,500 to customize existing software
Septic Inspection Program	We are entering Year 4 of Cycle 3. Cost per household \$73	\$ 230,899

Building

The Building budget includes the costs related to the issuance of permits under the Building Code Act. Costs are recovered by charging fees and any surplus is required to be placed in reserve.

Overview of Operating Budget - Revenue

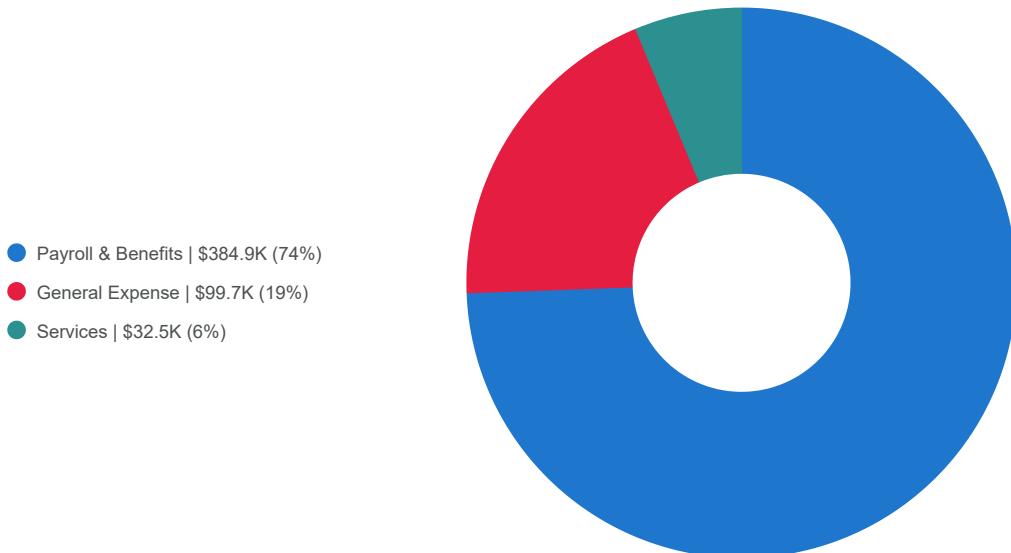
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
License & Permits Revenue	35,000.00	35,000.00
Other Revenue	0.00	0.00
Transfers Revenue	48,685.98	132,149.57
User Fees Revenue	250,000.00	350,000.00
Total:	\$333,685.98	\$517,149.57

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	87,800.00	99,700.00
Payroll & Benefits	210,885.98	384,949.57
Services	35,000.00	32,500.00
Total: \$333,685.98		Total: \$517,149.57

Planning Highlights

Department Highlights for 2026

Goal	Description	Budget
Improve Customer Experience	Ensure accurate and timely response to residents and developers. Updating Huron-Kinloss website and resources. Tracking trending questions and assessing if additional resources are required to support these inquiries (e.g. resource guides, website updates, etc.)	Staff Time
Transition to a paperless and digital environment	Leverage existing technology to eliminate physical paperwork, streamline processes, improve collaboration, enhance efficiency, and improve customer experience.	Staff Time

Department Major Initiatives for 2026

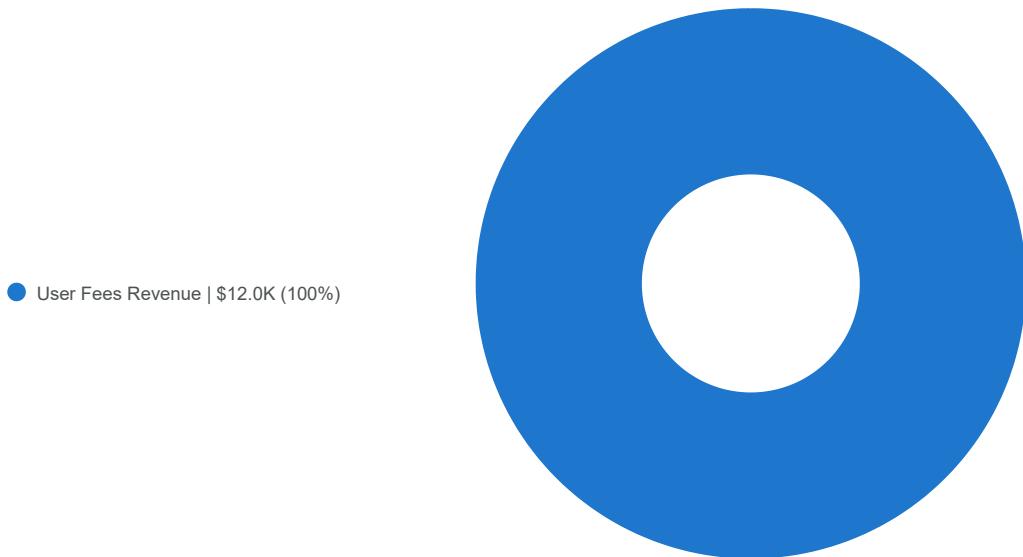
Goal	Description	Budget
Zoning Housekeeping	Update the Townships zoning by-law provision.	\$7,500 from 2025 budget
Comprehensive Official Plan and Zoning By-Law Review	Complete a comprehensive review of the Township's Official Plan and the Zoning By-Law.	\$100,000 from 2025 budget and \$100,000 from 2026 budget
Lucknow Floodplain Mapping	The Existing floodplain mapping for much of the Maitland and Nile River watersheds is outdated, having been updated in the 1980's. The Maitland Valley Conservation Authority is continuing to manage a Flood Hazard Identification & Mapping Program (FHIMP) project with 50% of project costs awarded through the FHIMP program.	\$120,000 from 2025

Planning

The planning budget includes the review and application of land use planning policies.

Overview of Operating Budget - Revenue

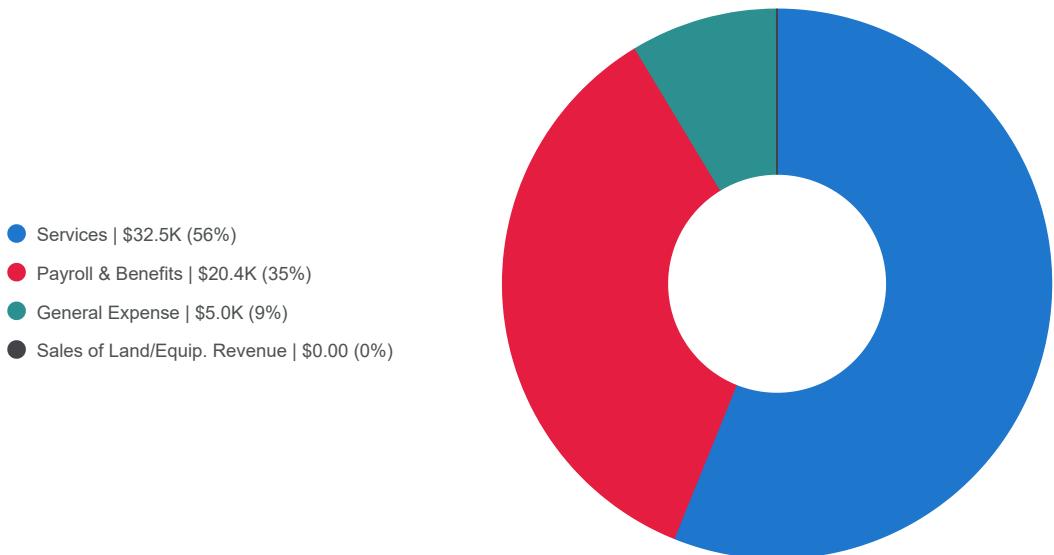
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
User Fees Revenue	12,000.00	12,000.00
Total: \$12,000.00	Total: \$12,000.00	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category

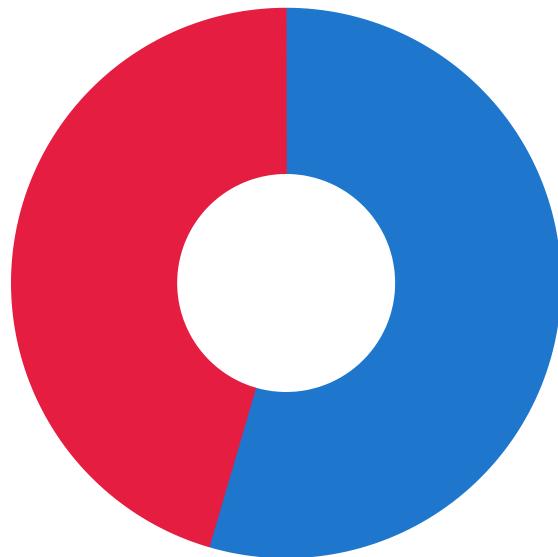


Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	5,000.00	5,000.00
Payroll & Benefits	18,689.41	20,408.66
Sales of Land/Equip. Revenue	0.00	0.00
Services	32,500.00	32,500.00
Total: \$56,189.41	Total: \$57,908.66	

Capital - Revenue

Broken down by Project Title

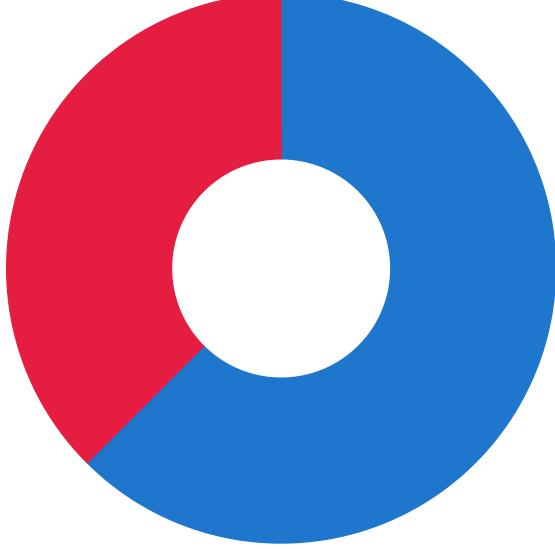
- Flood Hazard Mapping - MVCA | \$120.0K (55%)
- New Official Plan and Zoning By-Law | \$100.0K (45%)



Project Number	Project Title	Current Year Budget (\$)
BP-002	Flood Hazard Mapping - MVCA	120,000.00
BP-003	New Official Plan and Zoning By-Law	100,000.00
Total: \$220,000.00		

Capital - Expense

Broken down by Project Title



- New Official Plan and Zoning By-Law | \$200.0K (63%)
- Flood Hazard Mapping - MVCA | \$120.0K (38%)

Project Number	Project Title	Current Year Budget (\$)
BP-002	Flood Hazard Mapping - MVCA	120,000.00
BP-003	New Official Plan and Zoning By-Law	200,000.00
Total: \$320,000.00		

By-Law Enforcement Highlights

Department Highlights for 2026

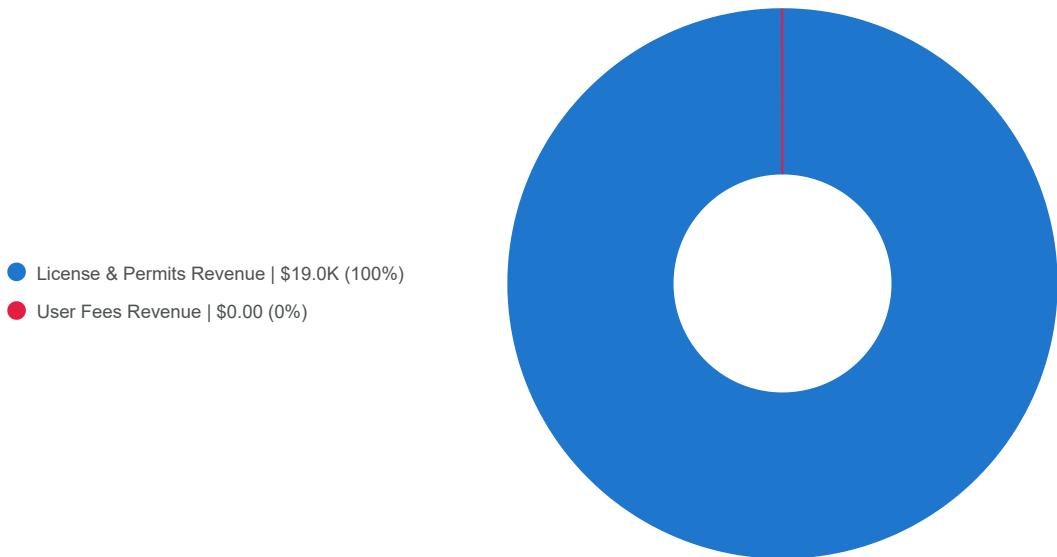
Goal	Description	Budget
Expand Parking Enforcement to Restricted Areas	Increase parking restriction signage for public awareness to further support enforceability of the parking by-law.	Staff Time
Bringing Forward an Administrative Monetary Penalties System (AMPS) to include Parking Infractions	Implement an administrative monetary penalties municipal program for by-law enforcement infractions.	Staff Time
Technology & Service Modernization	Mobile enforcement tools for case management improvements and data collection for reporting.	Staff Time

By-law Enforcement

The By-law Enforcement budget includes the costs associated with education and enforcement of the Township's by-laws, including animal control and property standards.

Overview of Operating Budget - Revenue

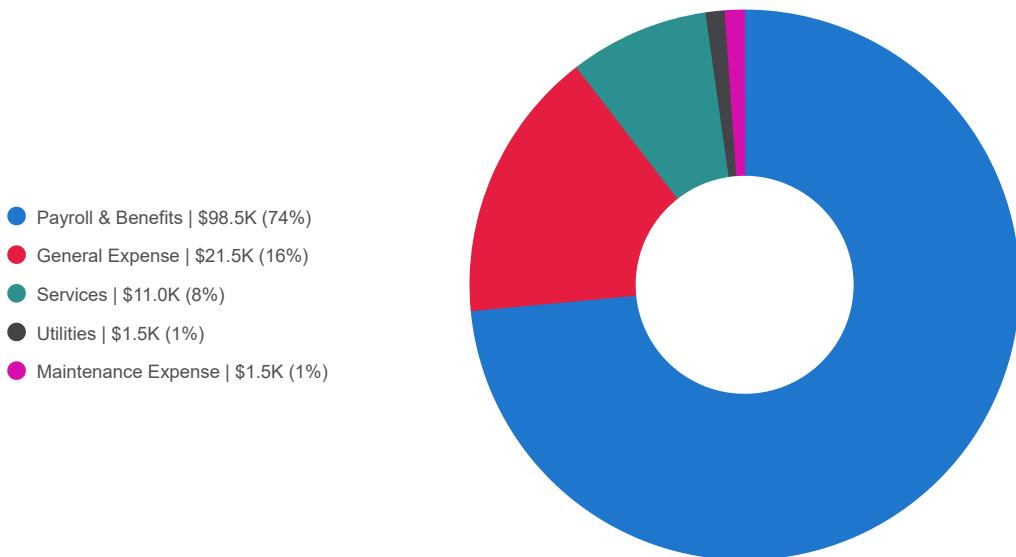
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
License & Permits Revenue	19,000.00	19,000.00
User Fees Revenue	0.00	0.00
Total: \$19,000.00	Total: \$19,000.00	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	19,800.00	21,500.00
Maintenance Expense	1,500.00	1,500.00
Payroll & Benefits	89,920.35	98,481.42
Services	11,000.00	11,000.00
Utilities	1,500.00	1,500.00
Total: \$123,720.35	Total: \$133,981.42	

Conservation Authorities Highlights

Department Highlights for 2026

Goal	Description	Budget
Conservation Authority Services	Maitland Conservation Authority 2026 Budget	\$133,620
Conservation Authority Services	Saugeen Valley Conservation Authority 2026 Budget	\$157,399
Conservation Authority Services	Saugeen Valley Conservation Authority Cost Apportionment Agreement (Category 3 Programs) and Special Projects	\$6,304
Tree Planting Program	Trees purchased through the Maitland Valley Conservation Authority available for sale to residents or planting on municipal lands	\$1,000

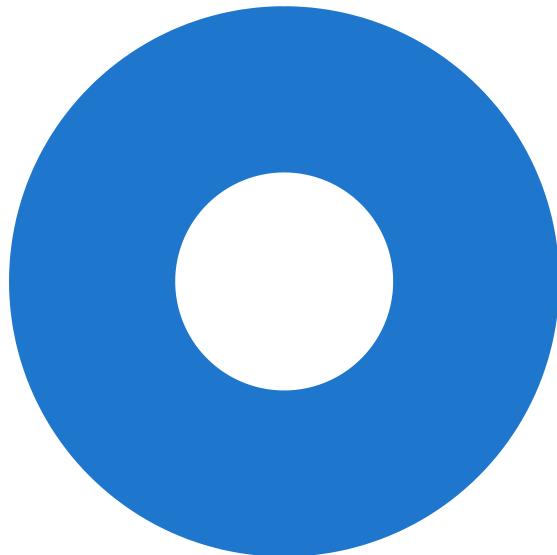
Conservation Authorities

The Conservation Authorities budget includes the legislated levies payable to the Maitland Valley Conservation Authority and the Saugeen Valley Conservation Authority.

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

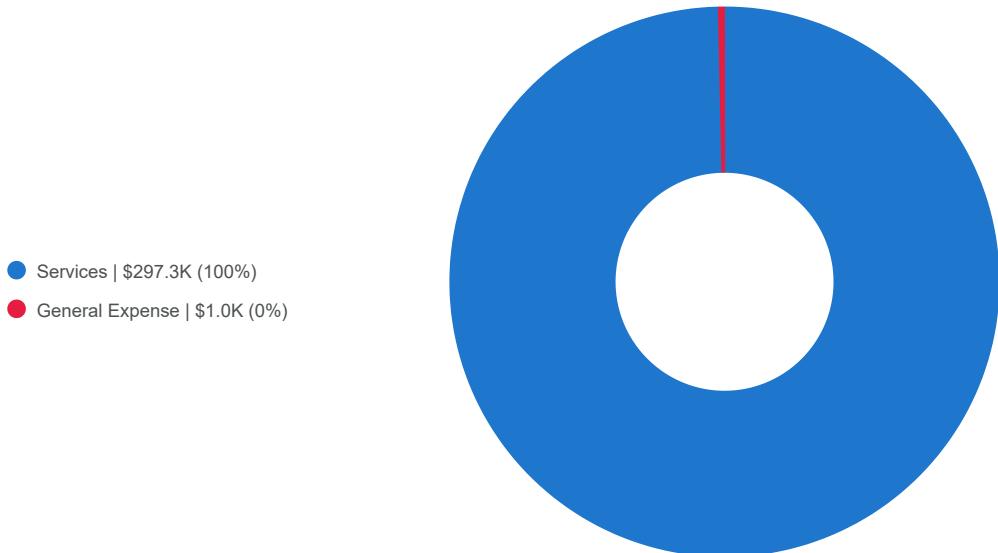
● Cost Recovery Revenue | \$1.5K (100%)



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	1,500.00	1,500.00
Total: \$1,500.00	Total: \$1,500.00	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	1,000.00	1,000.00
Services	294,753.00	297,323.00
Total: \$295,753.00		Total: \$298,323.00

Fire and Emergency Services

The Fire and Emergency Services are multifaceted, encompassing general administration, firefighting operations, human services through training and community engagement. The Fire Chief diligently manages resources, personnel and budgets while conducting ongoing training to ensure skilled and prepared volunteer firefighters. Community inspections, education and permitting activities promote fire safety compliance. Simultaneously, emergency management administers response plans, conducts training and stays current with legislative changes to optimize preparedness and coordination during crises. This integrated approach ensures a comprehensive and effective response to emergencies, fostering community safety and resilience.

What we do:

Fire Services

- General administration
- Fire department human services - including training
- Fire department operations - includes 2 fire stations, tiered medical response & mutual aid responses
- Community interaction - inspections, education, permitting

Emergency Management and Health & Safety

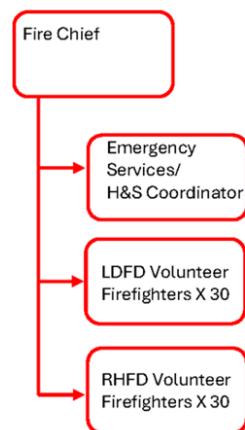
- Community emergency management coordinator
- Administers the municipal emergency response plan
- Emergency management training
- Conduct exercises to ensure readiness
- Annual compliance and legislative updates
- Public education
- Municipal employee health & safety programs

Staff Complement

Permanent Full-Time x 3 (pending budget approval)

Volunteer Firefighters - Ripley-Huron Fire department x 30

Lucknow District Fire department x 30



Lucknow & Ripley Station Highlights

Department Highlights 2026		
Goals	Description	Budget
Ripley Fire Station		
Auxiliary Firefighter Training	Continue to train new auxiliary firefighters.	\$5,000
Manulife Employee and Family Assistance Program	EFAP's are intended to provide short term focused assistance. The counselling approach is best described as short term, solution focused cognitive behaviour therapy. This approach teaches individuals the skills necessary to solve their life problems without creating a long-term dependent counselling relationship. This will move to the operating budget for 2027.	\$1,076
Community Engagement & Public Education	Attend and host community events to engage with the public and share fire safety messages around the lakeshore. Add signage to the area to engage residents and visitors.	\$5,500
Lucknow Fire Station		
Auxiliary Firefighter Training	Continue to train new auxiliary firefighters.	\$5,000
Manulife Employee and Family Assistance Program	EFAP's are intended to provide short term focused assistance. The counselling approach is best described as short term, solution focused cognitive behaviour therapy. This approach teaches individuals the skills necessary to solve their life problems without creating a long-term dependent counselling relationship. This will move to the operating budget for 2027.	\$1,076
Community Engagement & Public Education	Attend and host community events to engage with the fire prevention within the community. Smoke alarm and carbon monoxide awareness.	\$5,000

Department Major Initiatives 2026		
Goal	Description	Budget
Ripley Fire Station		

Second year recruit firefighters	Recruitment NFPA Certification training.	\$9,000
New Response Vehicle (Chief) Car 1	<p>Replacement of the Fire Department's 2019 response vehicle with a new 2026 model capable of meeting current and emerging operational demands. The Fire Department proposes the purchase of a 2026 response truck equipped with: Emergency lighting and warning systems, department decal and identification package, bed cap with integrated storage solutions designed for emergency operations.</p> <p>The new unit will service as the primary support and utility vehicle for emergency scenes and department operations. Repurposing of existing unit upon acquisition of the new vehicle, the 2019 response vehicle will be reassigned to fulfill two critical support functions: Transport contaminated bunker gear, tools and equipment from emergency scenes back to the fire hall. This separation prevents cross-contamination between front-line apparatus and contaminated equipment. It supports improved firefighter health and safety practices. Secondary Support Role (as applicable) The vehicle will remain available for additional non-emergency tasks, training support, and logistics needs without impacting frontline fleet availability.</p>	<p>\$95,000 (incl. in municipal fleet budget)</p>
SCBA and Equipment Washer	Supporting firefighter health and safety and cancer prevention through improved decontamination practices and improves the departments operational efficiency.	\$52,000
Firefighting Equipment	The NFPA standards has gear being replaced after 10 years of service. To meet these standards and reduce firefighter exposure to carcinogens, the department is implementing a 5-year phased replacement plan. Firefighters are routinely exposed to smoke, toxic byproducts and hazardous materials that contaminate their turnout gear. According to NFPA cleaning and decontamination requirements, gear may be out of service for up to 48-hours while being properly cleaned, inspected and dried. During this time firefighters are left without a usable protective ensemble which reduces readiness and increases safety risks.	\$20,000
Lucknow Fire Station		
Equipment - SCBA replacement	We are in the last year to complete the replacement program for its aging SCBA equipment, including harness assemblies and cylinders. The intent of this program is to transition to the most current SCBA models that comply with today's regulatory and industry standards, ensuring the continued safety and operational readiness of our personnel.	\$66,000
Auto Extrication Equipment	Auto Extrication Ram Device an essential tool used during motor vehicle collisions to free trapped occupants. The Ram device is used to push, spread or displace crushed vehicle components to create space for victim removal. Modern vehicle construction especially reinforced safety frames, electric vehicles and high-strength steel require powerful extrication equipment capable of delivering greater pushing force and controlled stabilization. The new extrication Ram will: Provide stronger, more controlled pushing force for vehicle displacement, improve safety for trapped patients and rescuers, meet modern standards for extrication involving reinforced vehicle frames, reduce rescue times and support faster patient access, ensure frontline apparatus are equipped with dependable, mission-critical tool.	\$15,500
Firefighting Equipment	The NFPA standards has gear being replaced after 10 years of service. To meet these standards and reduce firefighter exposure to carcinogens, the department is implementing a 5-year phased replacement plan. Firefighters are routinely exposed to smoke, toxic byproducts and hazardous materials that contaminate their turnout gear.	\$20,000

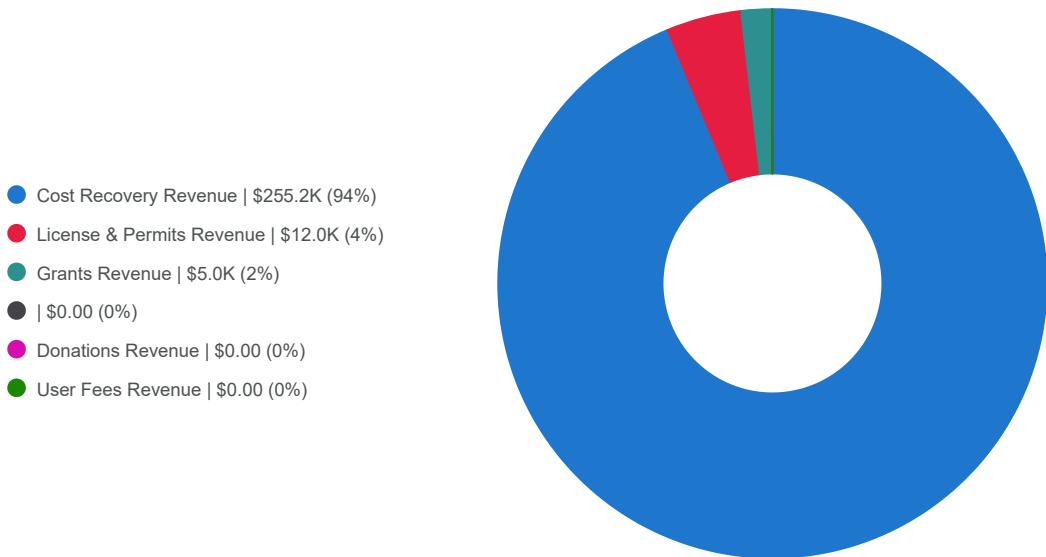
	<p>According to NFPA cleaning and decontamination requirements, gear may be out of service for up to 48-hours while being properly cleaned, inspected and dried. During this time firefighters are left without a usable protective ensemble which reduces readiness and increases safety risks.</p>	
Replacement of Thermal Image Camera (TIC) x4	<p>Replace current with new Thermal Imaging Cameras (TICs) to enhance firefighter safety, improve operational efficiency, and support effective emergency response. TICs allow firefighters to detect heat (infrared radiation) rather than relying on visible light, enabling visibility through smoke, darkness, and other visual barriers commonly encountered during fire and rescue operations. TICs are essential life-safety tools used on nearly every fire response. Many of the department's current TICs are outdated, unreliable, or nearing the end of their service life. Replacing them will ensure that all frontline apparatus is equipped with dependable, up-to-date thermal imaging technology. They improve firefighter and public safety, reduce rescue times during fire and search operations, enhance fire suppression efficiency by identifying hidden fire conditions, support safer fire ground decision-making.</p>	\$36,000

Ripley and Lucknow Fire Stations

This budget contains the costs for fire protection services provided by Fire and Emergency Services. The Township operates two fire stations; one located in Ripley and one located in Lucknow (joint with the Township of Ashfield-Colborne-Wawanosh).

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

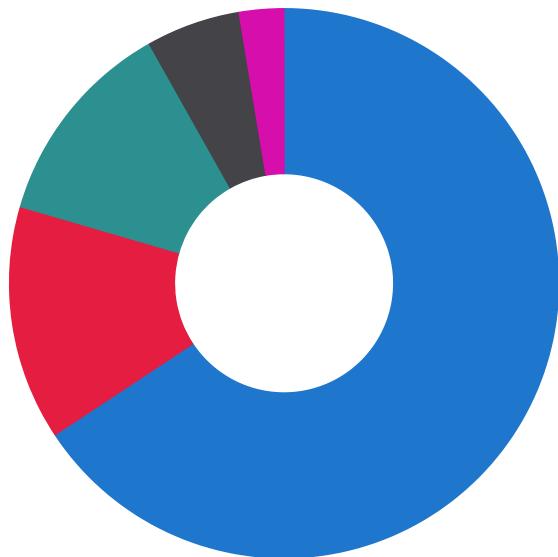


Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	204,700.00	255,191.00
Grants Revenue	5,000.00	5,000.00
License & Permits Revenue	12,000.00	12,000.00
User Fees Revenue	0.00	0.00
Total:	\$221,700.00	\$272,191.00

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category

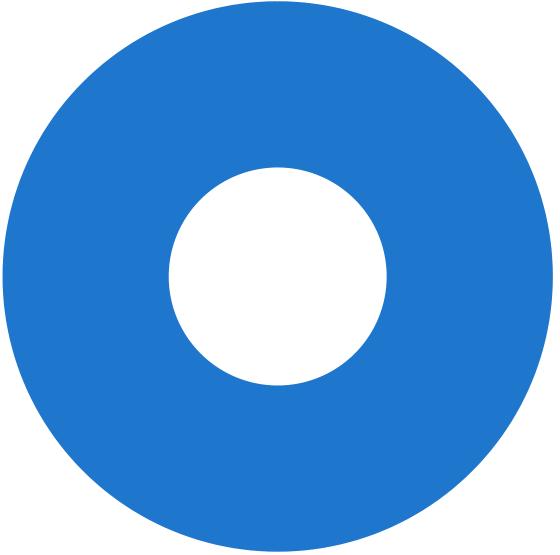
- Payroll & Benefits | \$670.2K (66%)
- General Expense | \$140.7K (14%)
- Maintenance Expense | \$125.8K (12%)
- Services | \$56.5K (6%)
- Utilities | \$26.7K (3%)



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	124,650.00	140,700.00
Maintenance Expense	111,900.00	125,800.00
Payroll & Benefits	491,495.34	670,190.09
Services	47,500.00	56,500.00
Utilities	26,425.00	26,690.00
Total: \$801,970.34		Total: \$1,019,880.09

Capital - Revenue

Broken down by Project Title



● Lucknow Fire Fighting Equipment | \$68.8K (100%)

Project Number	Project Title	Current Year Budget (\$)
PS-004	Lucknow Fire Fighting Equipment	68,750.00
Total: \$68,750.00		

Capital - Expense

Broken down by Project Title

- Lucknow Fire Fighting Equipment | \$137.5K (66%)
- Ripley Fire Fighting Equipment | \$72.0K (34%)

Project Number	Project Title	Current Year Budget (\$)
PS-001	Ripley Fire Fighting Equipment	72,000.00
PS-004	Lucknow Fire Fighting Equipment	137,500.00
Total: \$209,500.00		

Emergency Management & Health & Safety Highlights

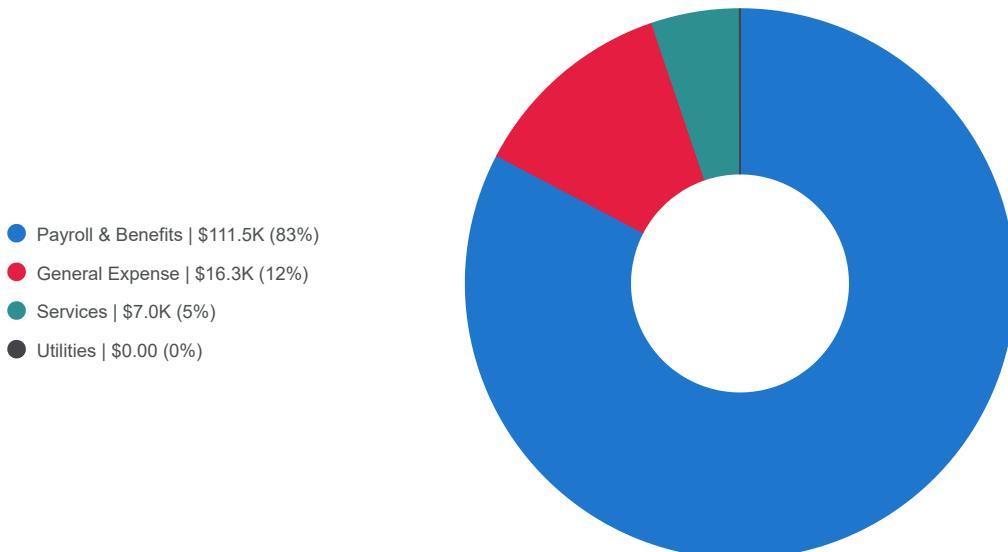
Department Highlights for 2026		
Goal	Description	Budget
Staff Training	Enhanced workplace safety and mental well-being through Joint Health & Safety Committee Part 2 certification and staff Mental Health training.	\$14,000
Fire Extinguisher Inspection	The renewed service agreement with Georgian Bay Fire includes a cost increase after the completion of the previous three-year term.	\$7,000

Emergency Management/Health & Safety

The emergency management budget includes the costs for public education, and training for potential emergencies. It also includes health and safety support for the entire organization.

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	21,300.00	16,300.00
Payroll & Benefits	100,508.47	111,481.78
Services	5,500.00	7,000.00
Utilities	0.00	0.00
Total:	\$127,308.47	\$134,781.78

Public Works Overview

The Director of Public Works is responsible for managing and maintaining core infrastructure essential for the community's well-being. The primary focus lies in overseeing roads and road maintenance, ensuring the safety and efficiency of transportation. This includes the upkeep of guide rails, sidewalks and road drainage systems, as well as the maintenance and construction of bridges. Additionally the department is responsible for the municipal water supply through the treatment and distribution of drinking water, including wastewater treatment and collection systems. Waste management and recycling collection are also under its scope. Overall, the Public Works department serves as a foundational pillar in maintaining and growing an operational municipal government.

What we do:

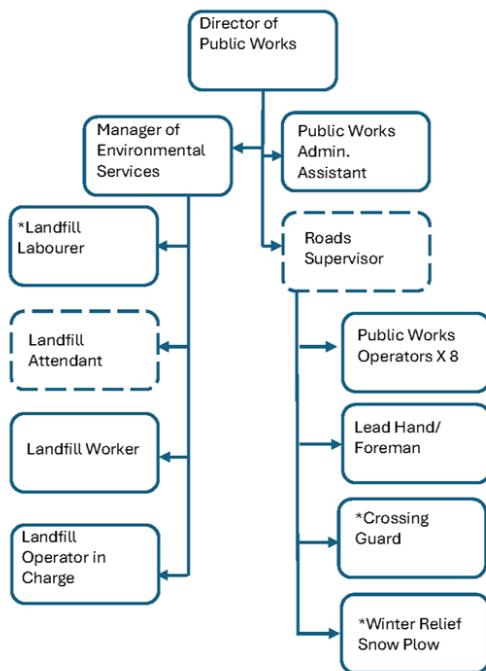
- Roads, all open road allowances
- Guide rails, steel beam and post and cable
- Sidewalks, Lucknow, Ripley and Whitechurch
- Road drainage, culverts, storm sewers, catch basins and manholes
- Bridges, rigid frame, girder, t-beam and large culverts
- Drinking water treatment and distribution systems: Ripley, Lucknow, Lakeshore and Whitechurch
- Wastewater treatment and collections systems: Ripley and Lucknow
- Waste management, Huron and Kinloss Landfills, Garbage collection
- Municipal fleet, maintenance and procurement
- Global Information Systems (GIS)
- Gravel pits, licensing, extraction and rehabilitation
- Permits, entrance ways and tree removal on road allowances

Staff Complement

Permanent Full-Time x 16 (pending budget approval)

Permanent Part-Time x 2

Seasonal Staff



Transportation Highlights

Department Highlights 2026

Goal	Description	Budget
Asphalt Paving	Our plan for 2026 is to continue paving streets in Point Clark which will include Petum Ct and Tuscarora Rd as well as streets in Lucknow such as Willoughby St. (west of Ross St.), Hayes St. and Elgin St. (west of Bob St). The total cost will also include the Lucknow & District Sports Complex paving, which will be recovered from the Lucknow Rec. Dept.	\$700,000 (\$175,000 contribution from Lucknow Rec. Dept.)
Surface Treatment	A new layer of surface treatment is scheduled for Guest Ave (east of Bruce Rd 1) and Wolfe St. (Grey Ox - South Kinloss Ave)	\$130,000
Traffic Study	The collection of traffic counts on Township roads is planned for 2026	\$40,000
Lakeshore Active Transportation Network	Development of an active transportation network plan in the Lakeshore area	\$50,000 (carry over from 2025)
Bridge Rehabilitation & Replacement	Repairs to bridges on Canning St. and Havelock St. in Lucknow and Sideroad 10 (south of Huron-Kincardine Townline) and Con. 12 (between Sideroad 25 and Sideroad 20)	\$525,000
Municipal Drains	Road portion of the Park St., Van Diepenbeek, Gaunt-Laidlaw, Clark Creek and Hamilton Municipal Drains are expected to be billed in 2026	\$220,000
St. Arnaud St. Drainage Upgrades	The scope of work is to make improvements to the existing culvert configuration on St. Arnaud at the Alice St. unopened road allowance	\$50,000
Park St. Reconstruction	Scope of work includes new storm sewer and PDC's, new curb and gutter and sidewalks. Also includes widening the existing road to the Ripley Cemetery	\$2,200,000
Ripley Sidewalks	We are planning to replace the existing 1.2m sidewalks with 1.5m sidewalks on the south side of Queen St. from Melville Ln to east end and the east side of Huron St. from the Ripley Fire Hall to the proposed Brown Subdivision	\$250,000
Lucknow Sidewalks	Carry over work from 2025. Replacement of an existing 1.2m sidewalk on Inglis St. from Gough St. to Campbell St. with 1.5m sidewalk	\$140,000

Department Major Initiatives 2026

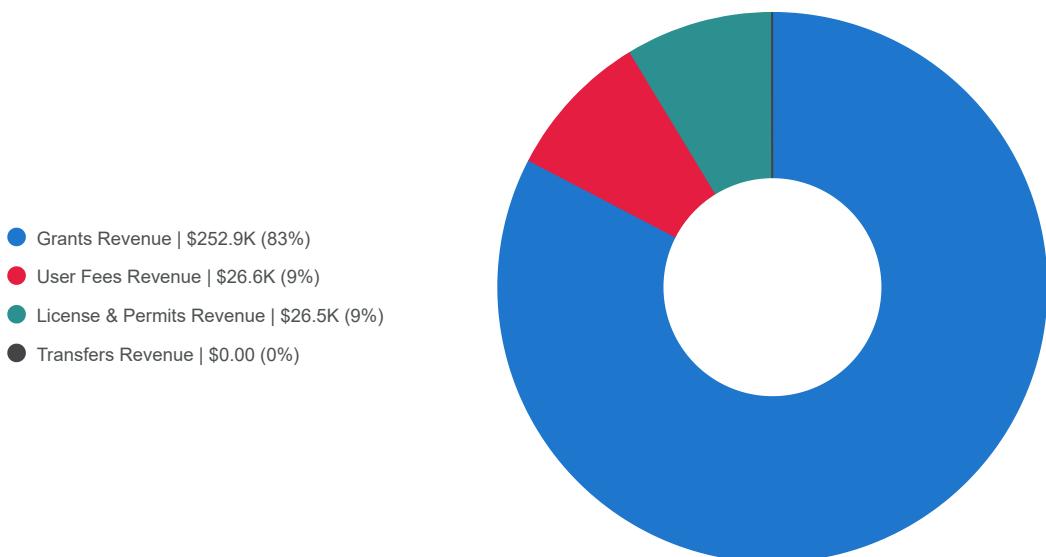
Goal	Description	Budget
Point Clark Drainage Master Plan	Budget amount in 2026 is to cover engineering fees to finish the Class EA. Costs associated with construction projects will be included in future budgets as individual projects	\$25,000
Sunset Pl. Drainage Upgrades	The scope of work is to enclose the existing ditches on Sunset Pl. to improve the aesthetics of the drainage system and improve ease of maintenance. The Township is to contribute 20% of the project cost and recover 80% from property owners	\$100,000 Township contribution \$400,000 from property owners
Boiler Beach Road Reconstruction	The scope of work is to replace existing storm drain on Boiler Beach Road, north of Huronville St. and repave the entire road width	\$1,050,000

Transportation

The transportation budget includes costs for maintenance of all buildings, equipment and services related to roads, bridges, roadside grass cutting, shoulder maintenance, ditching, gravel resurfacing, dust control, catch basins and culverts, sidewalks, regulatory and street signage, civic addressing, littering, street sweeping, snow removal, sanding, hard top surface patching, tree trimming and removal, Kinloss gravel pit and crossing guard.

Overview of Operating Budget - Revenue

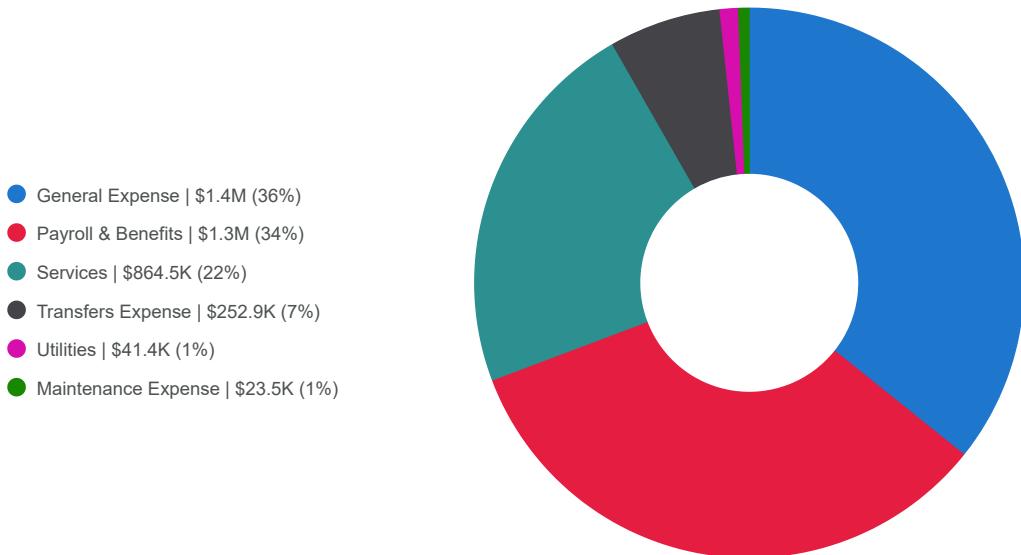
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Grants Revenue	252,929.00	252,929.00
License & Permits Revenue	28,000.00	26,500.00
Transfers Revenue	30,000.00	0.00
User Fees Revenue	31,600.00	26,600.00
Total: \$342,529.00		Total: \$306,029.00

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category

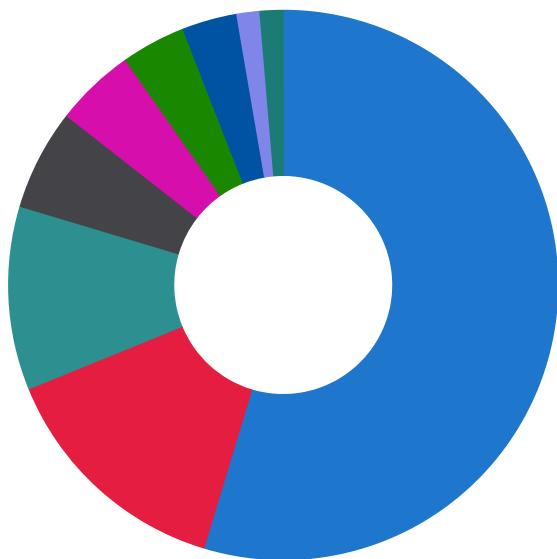


Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	1,362,195.13	1,375,300.00
Maintenance Expense	23,500.00	23,500.00
Payroll & Benefits	1,151,379.18	1,288,980.66
Services	933,500.00	864,500.00
Transfers Expense	252,929.00	252,929.00
Utilities	42,755.00	41,360.00
Total: \$3,766,258.31		Total: \$3,846,569.66

Capital - Revenue

Broken down by Project Title

- Park St. Reconstruction | \$2.0M (55%)
- Bridge Construction | \$525.0K (14%)
- Sunset PI Drainage Upgrades | \$400.0K (11%)
- Park Street Municipal Drain | \$220.0K (6%)
- Asphalt Paving | \$175.0K (5%)
- Inglis St Sidewalk | \$140.0K (4%)
- Gough St. Reconstruction | \$120.0K (3%)
- Lakeshore Active Transportation | \$50.0K (1%)
- St. Arnaud Drainage Upgrades | \$50.0K (1%)

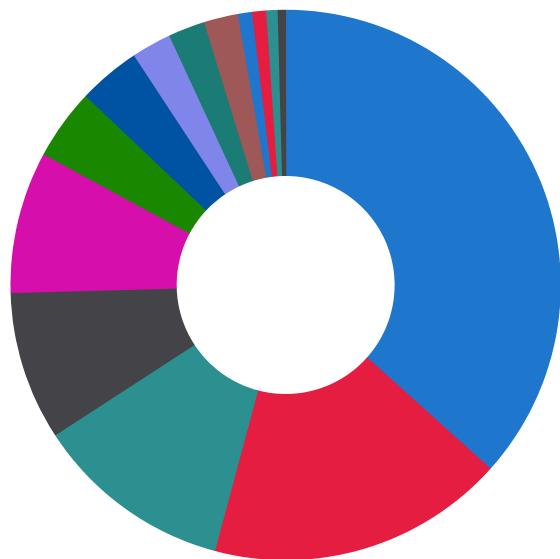


Project Number	Project Title	Current Year Budget (\$)
TS-002	Bridge Construction	525,000.00
TS-004	Asphalt Paving	175,000.00
TS-032	Park Street Municipal Drain	220,000.00
TS-034	Lakeshore Active Transportation	50,000.00
TS-035	Gough St. Reconstruction	120,000.00
TS-039	St. Arnaud Drainage Upgrades	50,000.00
TS-040	Park St. Reconstruction	2,027,044.00
TS-043	Inglis St Sidewalk	140,000.00
TS-048	Sunset PI Drainage Upgrades	400,000.00
		Total: \$3,707,044.00

Capital - Expense

Broken down by Project Title

- Park St. Reconstruction | \$2.2M (37%)
- Boiler Beach Road Project | \$1.1M (18%)
- Asphalt Paving | \$700.0K (12%)
- Bridge Construction | \$525.0K (9%)
- Sunset PI Drainage Upgrades | \$500.0K (8%)
- Ripley Sidewalks | \$250.0K (4%)
- Park Street Municipal Drain | \$220.0K (4%)
- Inglis St Sidewalk | \$140.0K (2%)
- Surface Treatment | \$130.0K (2%)
- Gough St. Reconstruction | \$120.0K (2%)
- Lakeshore Active Transportation | \$50.0K (1%)
- St. Arnaud Drainage Upgrades | \$50.0K (1%)
- Traffic Study/Counts | \$40.0K (1%)
- Point Clark Master Drainage Plan | \$25.0K (0%)



Project Number	Project Title	Current Year Budget (\$)
TS-002	Bridge Construction	525,000.00
TS-003	Traffic Study/Counts	40,000.00
TS-004	Asphalt Paving	700,000.00
TS-007	Point Clark Master Drainage Plan	25,000.00
TS-011	Boiler Beach Road Project	1,050,000.00
TS-023	Ripley Sidewalks	250,000.00
TS-032	Park Street Municipal Drain	220,000.00
TS-034	Lakeshore Active Transportation	50,000.00
TS-035	Gough St. Reconstruction	120,000.00
TS-039	St. Arnaud Drainage Upgrades	50,000.00
TS-040	Park St. Reconstruction	2,200,000.00
TS-043	Inglis St Sidewalk	140,000.00
TS-047	Surface Treatment	130,000.00

Project Number	Project Title	Current Year Budget (\$)
TS-048	Sunset PI Drainage Upgrades	500,000.00
		Total: \$6,000,000.00

Equipment Highlights

Department Highlights 2026

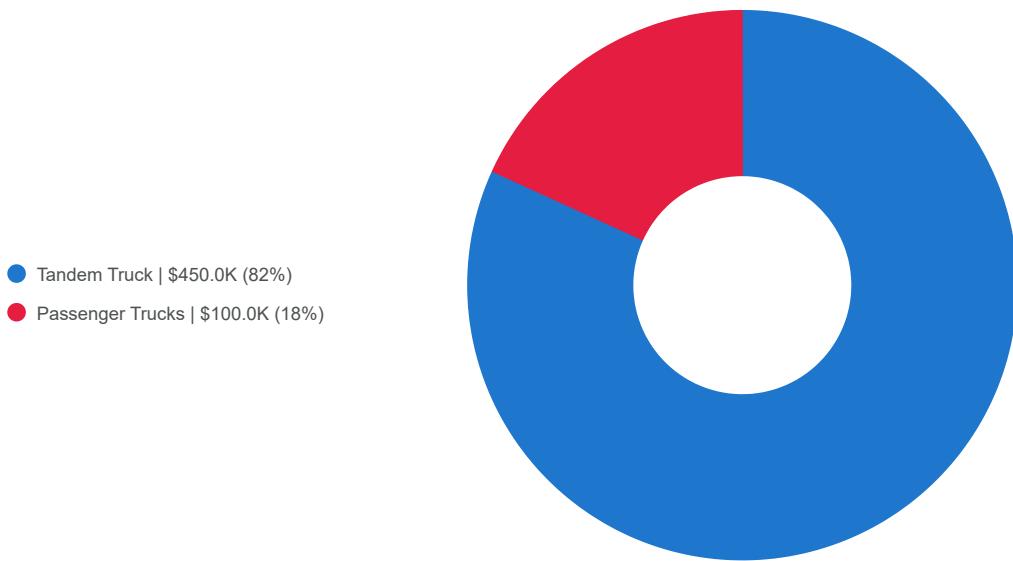
Goal	Description	Budget
Roadside Mower	An attachment for our sidewalk tractor that is designed for cutting around guiderail post will reduce the labour required to cut grass with a string trimmer	\$20,000
Pickup Trucks	Our 2009 Ford F-150 is to be declared surplus in 2026. Our 2019 F-150 that is used by the roads department will be transferred to Community Services and a new truck will be purchased for the roads department. A second vehicle will be purchased for the Building Department	\$140,000
One Tonne Truck	A 2026 Silverado 3500 was ordered in 2025 and will be delivered in 2026. Our 2012 F-350 is to be declared surplus	\$90,000
Tandem Plow Truck	A 2026 International tandem plow truck was ordered in 2025 and will delivered in 2026	\$450,000
Zero Turn Mower	The 2015 mower used by Community Services is scheduled for replacement in 2026	\$40,000
Grader Painting	Sandblast and painting of our 2004 Volvo Grader is planned for 2026	\$45,000

Equipment

This budget includes the capital cost to purchase new and replacement equipment for the municipal fleet.

Capital - Revenue

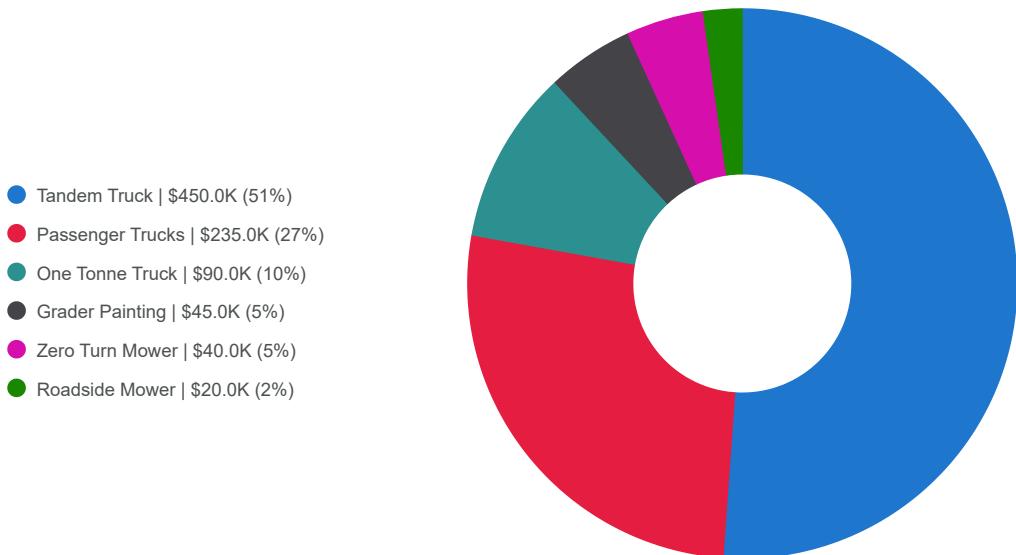
Broken down by Project Title



Project Number	Project Title	Current Year Budget (\$)
TS-015	Passenger Trucks	100,000.00
TS-025	Tandem Truck	450,000.00
Total: \$550,000.00		

Capital - Expense

Broken down by Project Title



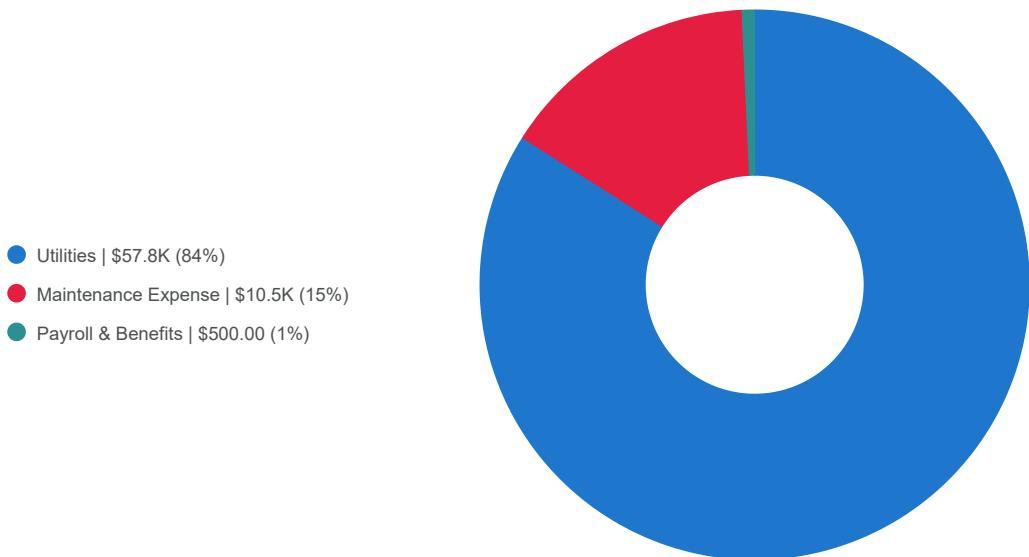
Project Number	Project Title	Current Year Budget (\$)
TS-015	Passenger Trucks	235,000.00
TS-017	Roadside Mower	20,000.00
TS-025	Tandem Truck	450,000.00
TS-029	Zero Turn Mower	40,000.00
TS-046	One Tonne Truck	90,000.00
TS-049	Grader Painting	45,000.00
		Total: \$880,000.00

Streetlighting

This budget includes the costs for lighting intersections and communities within the Township.

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category

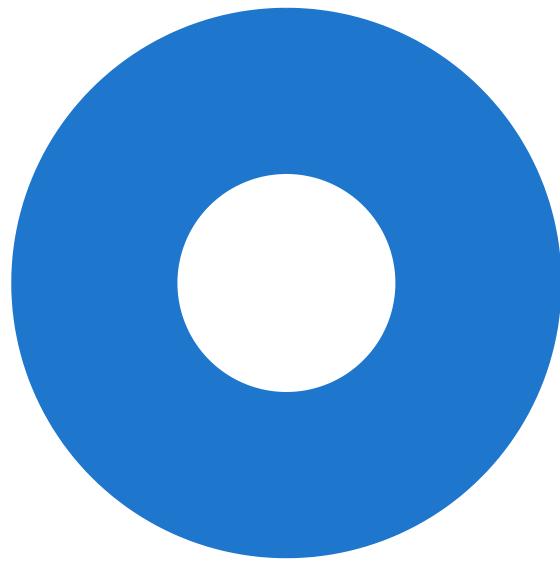


Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Maintenance Expense	10,500.00	10,500.00
Payroll & Benefits	500.00	500.00
Utilities	57,750.00	57,750.00
Total: \$68,750.00		Total: \$68,750.00

Capital - Expense

Broken down by Project Title

- Street Light Installation | \$10.0K (100%)



Project Number	Project Title	Current Year Budget (\$)
TS-021	Street Light Installation	10,000.00
Total: \$10,000.00		

Water & Wastewater Highlights

Department Highlights 2026

Goal	Description	Budget
Park St. Watermain Replacement	Scope of work includes replacement of existing Ripley watermain and water services between Huron St. and Gladstone St.	\$650,000
Boiler Beach Rd/Penetangore Row S Watermain	The failing rear yard watermain between Boiler Beach Rd and Penetangore Row S. is to be replaced with a new watermain loop, which will require property owners to disconnect from the rear and connect to the new watermain at the front of their property	\$1,200,000
Ross St. Pumping Station Renovation	Carry over project from 2025. Township staff are planning to tender the renovation of the former Lucknow pumping station into office space that will be used by our Operating Authority and Township staff	\$100,000
Point Clark Well Upgrades	The chlorine board and pumps at the Point Clark Pumphouse are in need of replacement	\$40,000
Point Clark Well 3 Inspection	The down hole video inspection of PCW3 is due in 2026	\$20,000
Point Clark Well Pump Replacement	Point Clark Well 2 pump is in need of replacement	\$16,000
Blairs Grove Well 3 Inspection	The down hole video inspection of BGW3 is due in 2026	\$20,000
Murdoch Glen MCC Replacement	The replacement of the master control centre at Murdoch Glen is in need of replacement	\$250,000
Whitechurch Chlorine Analyzer Replacement	The equipment that measures the chlorine in the drinking water at the point it is added is in need of replacement	\$15,000
Ripley Well 2 Piping Replacement	The existing cast iron piping in the pumphouse is deteriorating and in need of replacement soon.	\$130,000
Ripley ET Inspection	The Ripley Elevated Tank is due for an inspection in 2026	\$15,000

Ripley ET Chlorine Analyzer Replacement	The equipment that measures the chlorine in the drinking water at the point it is added is in need of replacement	\$15,000
Lucknow Well 4 Piping Replacement	The existing cast iron piping in the pumphouse is deteriorating and in need of replacement soon.	\$50,000
Lucknow ET Chlorine Analyzer	A chlorine analyzer was not included in the scope of work for the new water tower, however, Township staff have determined that this addition would improve our compliance reporting capabilities	\$15,000
Ripley Lift Station Pump	An existing lift pump at the Ripley Lift Station is in need of replacement	\$15,000
Ripley Lift Station Dumping Station	Carry over from 2025. We are still waiting a decision from the Ministry of Environment regarding an amendment to our Environmental Compliance Approval that allows for the Ripley Lagoon to accept imported septage from portable toilets, septic tanks and holding tanks on a permanent basis	\$50,000
Ripley Lift Station Data Acquisition	Township staff are proposing to install new flow monitoring devices that would send data for remote monitoring of our wastewater flows at the Ripley Lift Station	\$50,000
Lucknow Lift Station Data Acquisition	Township staff are proposing to install new flow monitoring devices that would send data for remote monitoring of our wastewater flows at the Lucknow Lift Station	\$50,000
Lucknow Lift Station Pump	An existing lift pump at the Lucknow Lift Station is in need of replacement	\$20,000

Department Major Initiatives 2026

Goal	Description	Budget
New Zone 1 Well	Based on the anticipated water quality and cost of a new well site in the southern Lakeshore distribution system, Township staff are looking at the possibility of drilling a new well on the Blairs Grove site that has a stainless steel casing along with changes to our treatment process to provide better water quality and a longer well lifespan.	\$150,000

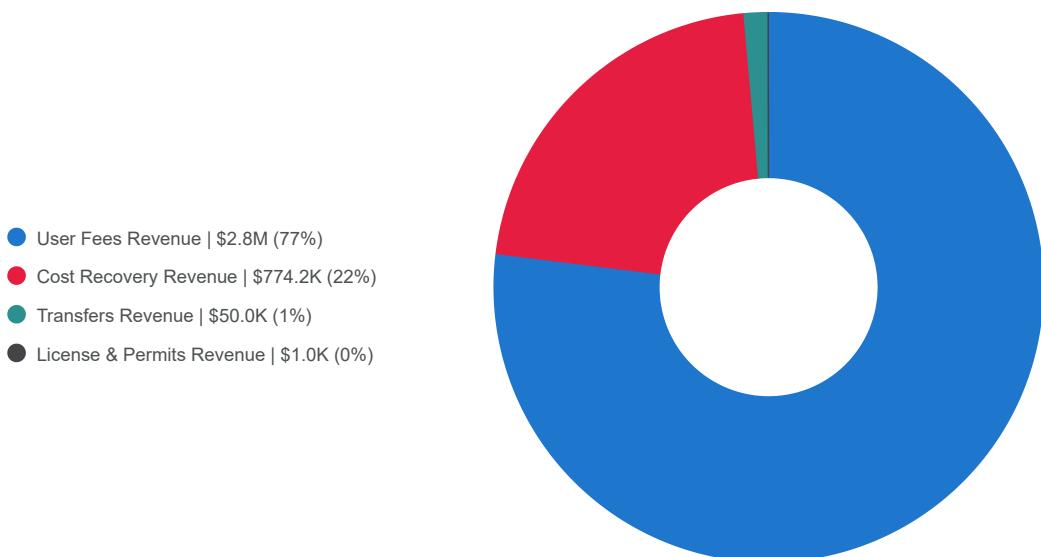
North Lakeshore Elevated Tank EA	A Class EA was initiated in 2025 and we are currently in the process of identifying properties where the new storage facility can be located.	\$275,000
Lucknow Lagoon Expansion Study	A Feasibility Study for the expansion of the Lucknow Lagoon is proposed to be completed in 2026. The purpose of the study is to provide some expansion options for the Township to consider to support future growth in Lucknow	\$150,000

Water & Wastewater

The Township is responsible for the operation of four drinking water systems and two sanitary sewer systems within the municipality. At the north end of the Township, a number of households also receive service from the Municipality of Kincardine. The supply and operation of these systems is funded by rates that are charged to each user of the service.

Overview of Operating Budget - Revenue

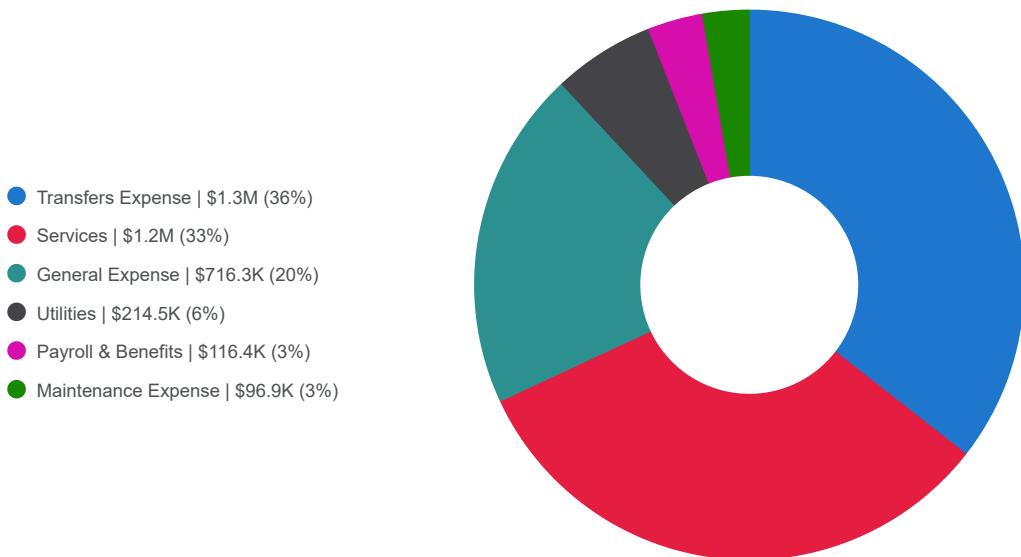
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	750,500.00	774,200.00
License & Permits Revenue	0.00	1,000.00
Transfers Revenue	59,000.00	50,000.00
User Fees Revenue	2,605,225.00	2,758,070.00
Total: \$3,414,725.00		Total: \$3,583,270.00

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



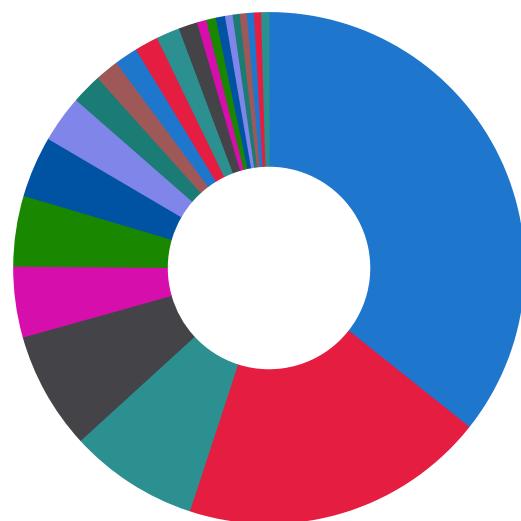
Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	594,100.00	716,250.00
Maintenance Expense	86,900.00	96,900.00
Payroll & Benefits	111,356.55	116,355.79
Services	1,163,579.00	1,164,579.00
Transfers Expense	1,245,789.45	1,274,685.21
Utilities	213,000.00	214,500.00
Total:	\$3,414,725.00	\$3,583,270.00

Capital - Revenue

Broken down by Project Title

- Boiler Beach Rd/Penetangore Row S Watermain | \$1.2M (36%)
- Park St. Watermain Replacement | \$650.0K (19%)
- North Lakeshore Elevated Tank EA | \$275.0K (8%)
- Murdoch Glen MCC Replacement | \$250.0K (7%)
- New Lakeshore Well | \$150.0K (4%)
- Lucknow Lagoon Expansion Study | \$150.0K (4%)
- Ripley Well 2 Piping Replacement | \$130.0K (4%)
- Ross St. Pumping Station Renovation | \$100.0K (3%)
- Future Project Engineering | \$65.0K (2%)
- Lucknow Data Aquisition | \$50.0K (1%)
- Lucknow Well 4 Pipe Replacement | \$50.0K (1%)
- Ripley Data Aquisition | \$50.0K (1%)
- Ripley Dumping Station | \$50.0K (1%)

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Project Number	Project Title	Current Year Budget (\$)
DW-002	Future Project Engineering	65,000.00
DW-012	Park St. Watermain Replacement	650,000.00
DW-014	Ross St. Pumping Station Renovation	100,000.00
DW-016	North Lakeshore Elevated Tank EA	275,000.00
DW-017	New Lakeshore Well	150,000.00
DW-021	Lucknow Well 4 Pipe Replacement	50,000.00
DW-025	Boiler Beach Rd/Penetangore Row S Watermain	1,200,000.00
DW-026	Point Clark Well Upgrades	40,000.00
DW-030	Point Clark Well 2 Pump Replacement	16,000.00
DW-032	Murdoch Glen MCC Replacement	250,000.00
DW-033	Whitechurch Chlorine Analyzer	15,000.00
DW-034	Lucknow ET Chlorine Analyzer	15,000.00
DW-035	Point Clark Well 3 Inspection	20,000.00

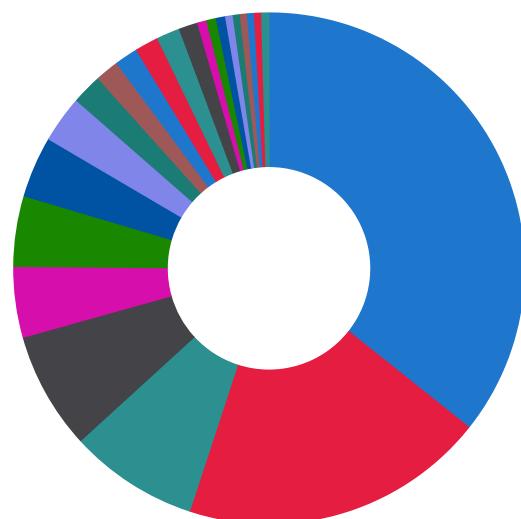
Project Number	Project Title	Current Year Budget (\$)
DW-036	Blairs Grove Well 3 Inspection	20,000.00
DW-037	Ripley Well 2 Piping Replacement	130,000.00
DW-038	Ripley ET Inspection	15,000.00
DW-039	Ripley ET Chlorine Analyzer Replacement	15,000.00
WW-002	Lucknow Lift Pump	20,000.00
WW-004	Ripley Dumping Station	50,000.00
WW-005	Lucknow Lagoon Expansion Study	150,000.00
WW-006	Ripley Lift Pump	15,000.00
WW-007	Lucknow Data Aquisition	50,000.00
WW-008	Ripley Data Aquisition	50,000.00
		Total: \$3,361,000.00

Capital - Expense

Broken down by Project Title

- Boiler Beach Rd/Penetangore Row S Watermain | \$1.2M (36%)
- Park St. Watermain Replacement | \$650.0K (19%)
- North Lakeshore Elevated Tank EA | \$275.0K (8%)
- Murdoch Glen MCC Replacement | \$250.0K (7%)
- New Lakeshore Well | \$150.0K (4%)
- Lucknow Lagoon Expansion Study | \$150.0K (4%)
- Ripley Well 2 Piping Replacement | \$130.0K (4%)
- Ross St. Pumping Station Renovation | \$100.0K (3%)
- Future Project Engineering | \$65.0K (2%)
- Lucknow Data Aquisition | \$50.0K (1%)
- Lucknow Well 4 Pipe Replacement | \$50.0K (1%)
- Ripley Data Aquisition | \$50.0K (1%)
- Ripley Dumping Station | \$50.0K (1%)

1/2 ▼



Project Number	Project Title	Current Year Budget (\$)
DW-002	Future Project Engineering	65,000.00
DW-012	Park St. Watermain Replacement	650,000.00
DW-014	Ross St. Pumping Station Renovation	100,000.00
DW-016	North Lakeshore Elevated Tank EA	275,000.00
DW-017	New Lakeshore Well	150,000.00
DW-021	Lucknow Well 4 Pipe Replacement	50,000.00
DW-025	Boiler Beach Rd/Penetangore Row S Watermain	1,200,000.00
DW-026	Point Clark Well Upgrades	40,000.00
DW-030	Point Clark Well 2 Pump Replacement	16,000.00
DW-032	Murdoch Glen MCC Replacement	250,000.00
DW-033	Whitechurch Chlorine Analyzer	15,000.00
DW-034	Lucknow ET Chlorine Analyzer	15,000.00
DW-035	Point Clark Well 3 Inspection	20,000.00
DW-036	Blairs Grove Well 3 Inspection	20,000.00
DW-037	Ripley Well 2 Piping Replacement	130,000.00
DW-038	Ripley ET Inspection	15,000.00
DW-039	Ripley ET Chlorine Analyzer Replacement	15,000.00
WW-002	Lucknow Lift Pump	20,000.00
WW-004	Ripley Dumping Station	50,000.00
WW-005	Lucknow Lagoon Expansion Study	150,000.00
WW-006	Ripley Lift Pump	15,000.00
WW-007	Lucknow Data Aquisition	50,000.00
WW-008	Ripley Data Aquisition	50,000.00
		Total: \$3,361,000.00

Waste Management Highlights

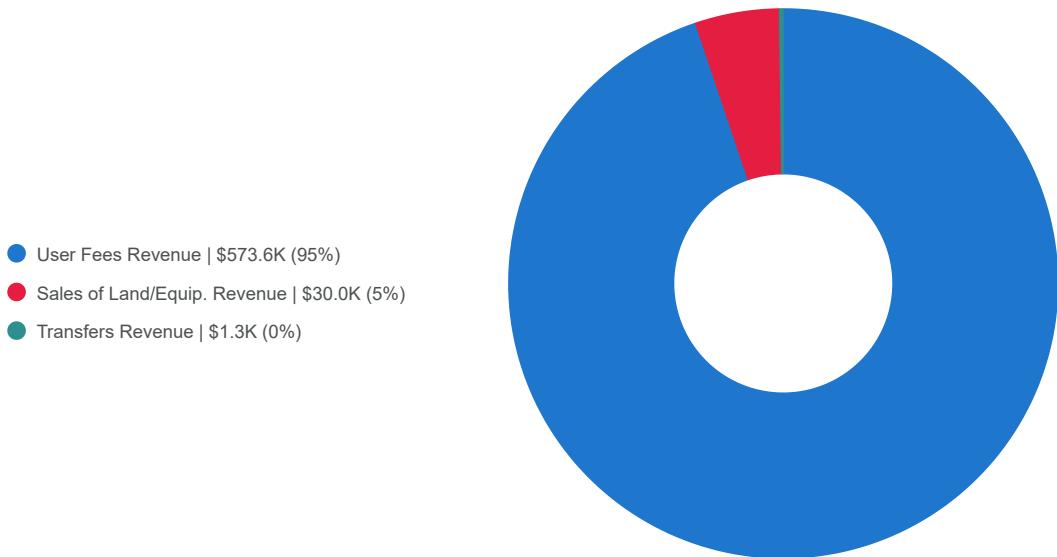
Department Highlights 2026		
Goal	Description	Budget
Blue Box Program	We expect the actual cost to operate the new recycling program at the Huron Landfill will be significantly less than the cost to fund the previous blue box collection program, however, Township staff propose to transfer the operating cost savings to the capital fund to repay the land acquisition costs and begin the expansion and approval process	(\$170,000)
Kinloss Landfill Expansion	The process to expand the solid waste capacity of the Kinloss Landfill is planned to begin in 2026. Our intention is to seek two approvals from the Ministry of Environment. The first approval is to relocate our existing capacity to a more environmentally protected area of the property and the second approval is the full landfill expansion for long term capacity	\$170,000

Waste Management

The waste management budget includes the costs for operation of the landfill sites, garbage collection and recycling. User fees play a significant role in lowering the net budget.

Overview of Operating Budget - Revenue

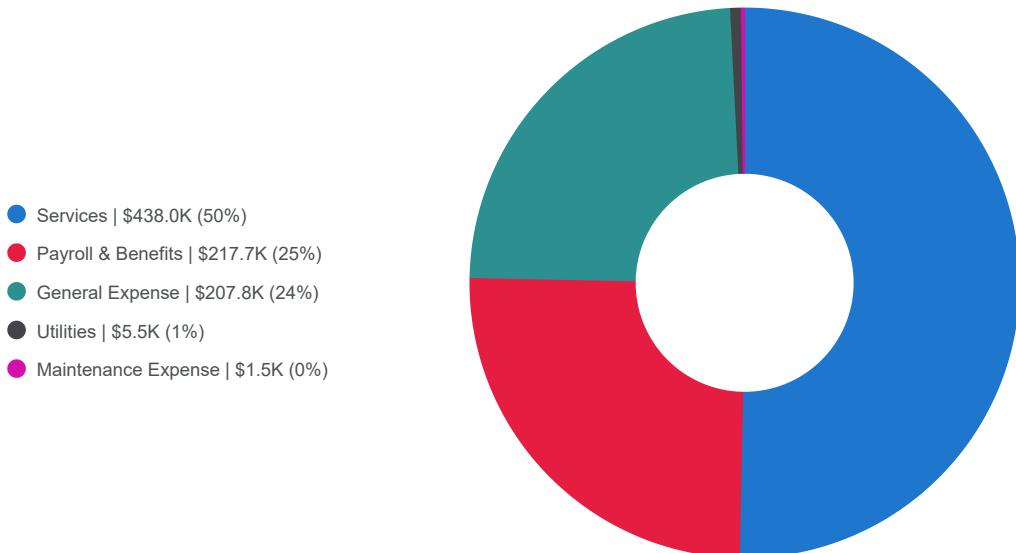
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Sales of Land/Equip. Revenue	30,000.00	30,000.00
Transfers Revenue	2,450.00	1,250.00
User Fees Revenue	573,600.00	573,600.00
Total: \$606,050.00		Total: \$604,850.00

Overview of Operating Budget - Expense

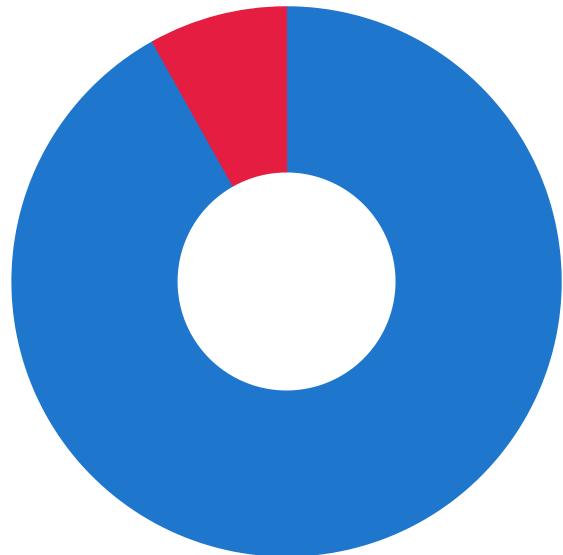
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	191,800.00	207,800.00
Maintenance Expense	1,500.00	1,500.00
Payroll & Benefits	208,787.35	217,735.25
Services	598,000.00	438,000.00
Utilities	5,500.00	5,500.00
Total:	\$1,005,587.35	\$870,535.25

Capital - Expense

Broken down by Project Title



Project Number	Project Title	Current Year Budget (\$)
WM-001	Transfer to Reserve	15,000.00
WM-006	Kinloss Landfill Expansion	170,000.00
Total: \$185,000.00		

Community Services

The Director of Community Services oversees a range of responsibilities crucial to the well-being and development of the community. They manage the operation and maintenance of municipal facilities and are responsible for the upkeep of parks, focusing on creating and maintaining recreational spaces for community members. With a commitment to environmental preservation, the department oversees beach and lakeshore management, tree preservation and the maintenance of the Ripley Cemetery. Energy management initiatives are implemented alongside trail improvements, ensuring a sustainable and vibrant community space that encourages outdoor engagement and contributes to the quality of life of our residents.

What we do:

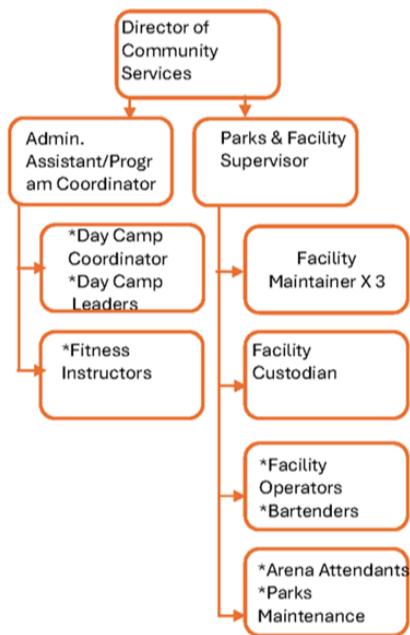
- Operate and maintain 7 municipal facilities
- Maintains 19 parks, 7 pavilions and seasonal washrooms
- Recreation programming, including community events
- Beach and lakeshore management
- Tree preservation
- Ripley Cemetery
- Energy management
- Trail improvements
- Implementation of the Parks & Recreation Master Plan

Staff Complement

Permanent Full-Time x 7

Permanent Part-Time x 3

Seasonal x 10



Facilities Highlights

Department Highlights for 2026

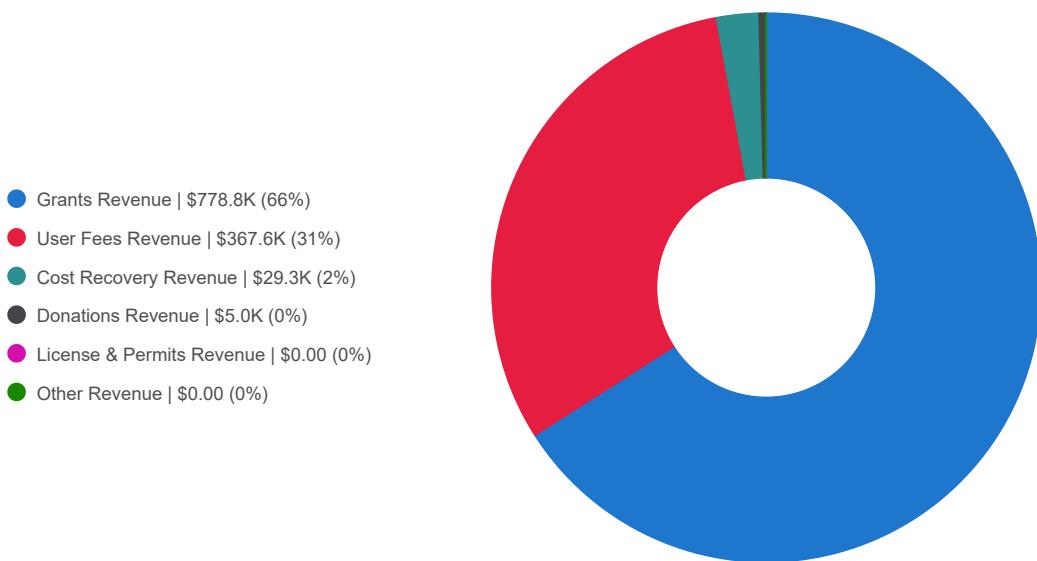
Goal	Description	Budget
Infrastructure renewal and replacement for safe and efficient operations	Implementation of projects approved under the Community Sport and Recreation Infrastructure Fund - Ripley-Huron Community Centre Main Electrical panel replacement, Ice Plant replacement and 1000 sq ft storage addition construction	\$1,005,686 50% CSRIF funding
Repair Asphalt at Ripley-Huron Community Centre Parking Lot	Staff propose to remove and replace a small section of asphalt and implement a crack sealing program to extend the life of the parking lot	\$15,000
Improve building efficiency and reduce reliance on propane and reduce Greenhouse Gas Emissions by 12%	Complete Conversion to natural gas. Funded from reserve	\$60,000
Improve building efficiency, safety and provide better lighting	Convert all Municipal Office Light Fixtures to LED \$20,000 (pending grant funding) Install a Fire alarm system \$3,000, and replace door at north staff entrance \$5,000	\$28,000
Reliable power supply during outages	Install Generator at Ripley Medical Centre and Daycare	\$25,000
Roof Repairs	Potential replacement of roof at Lucknow Medical Centre	\$27,500
Pick up truck	New Vehicle to replace the 2012 Chevrolet Pickup for Lucknow Recreation	\$37,500
Roof Repairs	Repairs to the roof at the Lucknow District Sports Complex	\$15,000
Pave Parking Lot	Pave the Gravel portion of the Lucknow District Sports Complex Parking Lot - deferred from 2025	\$95,000

Facilities

This budget includes the costs for the Ripley and Lucknow libraries (occupied by the County of Bruce), Lucknow Town Hall, Lucknow Medical Centre (managed jointly with Township of Ashfield-Colborne-Wawanosh), Ripley Medical Centre/Family Y Childcare Centre, Municipal Administration building, Ripley Cemetery, Point Clark Community Centre, Lucknow & District Sports Complex (managed jointly with Township of Ashfield-Colborne-Wawanosh) and the Ripley-Huron Community Centre.

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

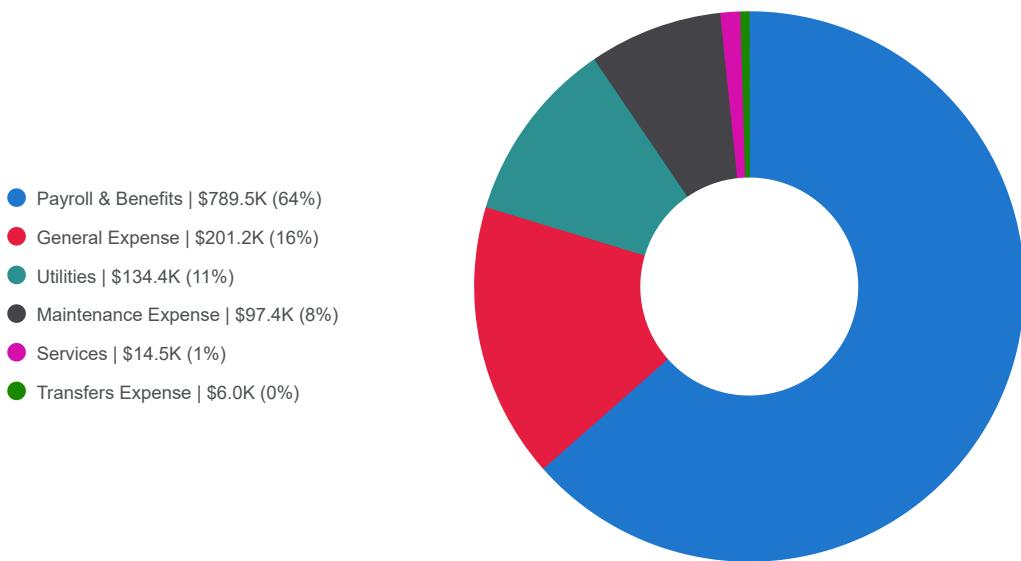


Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	27,938.73	29,325.49
Donations Revenue	5,122.42	5,000.00
Grants Revenue	666,516.79	778,845.72
License & Permits Revenue	0.00	0.00
Other Revenue	500.00	0.00

Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
User Fees Revenue	364,050.00	367,600.00
Total: \$1,064,127.94	Total: \$1,180,771.21	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category

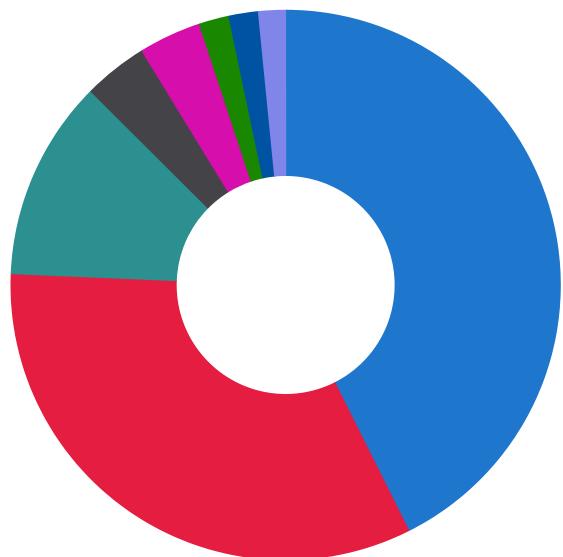


Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	190,800.00	201,175.00
Maintenance Expense	93,904.00	97,404.00
Payroll & Benefits	664,000.51	789,469.96
Services	12,500.00	14,500.00
Transfers Expense	6,000.00	6,000.00
Utilities	138,605.00	134,370.00
Total: \$1,105,809.51	Total: \$1,242,918.96	

Capital - Revenue

Broken down by Project Title

- Arena Capital | \$677.0K (43%)
- Pickleball Courts | \$525.0K (33%)
- Lucknow & District Sports Complex | \$187.5K (12%)
- Natural Gas Conversions | \$60.0K (4%)
- Playground Equipment | \$58.5K (4%)
- Municipal Office Upgrades | \$28.0K (2%)
- Lucknow Medical Centre | \$27.5K (2%)
- Ripley Medical Centre Upgrades | \$25.0K (2%)

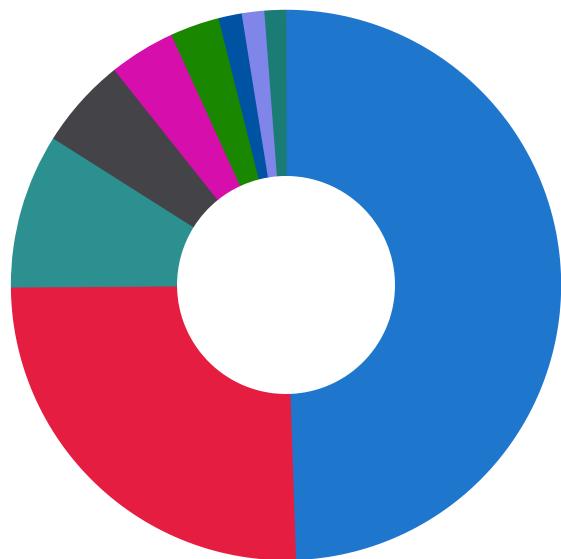


Project Number	Project Title	Current Year Budget (\$)
CS-002	Lucknow & District Sports Complex	187,500.00
CS-003	Playground Equipment	58,500.00
CS-011	Arena Capital	677,000.00
CS-012	Natural Gas Conversions	60,000.00
CS-013	Ripley Medical Centre Upgrades	25,000.00
CS-018	Municipal Office Upgrades	28,000.00
CS-019	Pickleball Courts	525,000.00
CS-021	Lucknow Medical Centre	27,500.00
		Total: \$1,588,500.00

Capital - Expense

Broken down by Project Title

- Arena Capital | \$1.0M (49%)
- Pickleball Courts | \$525.0K (25%)
- Lucknow & District Sports Complex | \$187.5K (9%)
- Beach Accesses/Trails/Signage | \$110.0K (5%)
- Playground Equipment | \$80.0K (4%)
- Natural Gas Conversions | \$60.0K (3%)
- Municipal Office Upgrades | \$28.0K (1%)
- Lucknow Medical Centre | \$27.5K (1%)
- Ripley Medical Centre Upgrades | \$25.0K (1%)



Project Number	Project Title	Current Year Budget (\$)
CS-002	Lucknow & District Sports Complex	187,500.00
CS-003	Playground Equipment	80,000.00
CS-008	Beach Accesses/Trails/Signage	110,000.00
CS-011	Arena Capital	1,020,686.00
CS-012	Natural Gas Conversions	60,000.00
CS-013	Ripley Medical Centre Upgrades	25,000.00
CS-018	Municipal Office Upgrades	28,000.00
CS-019	Pickleball Courts	525,000.00
CS-021	Lucknow Medical Centre	27,500.00
		Total: \$2,063,686.00

Programming Highlights

Department Highlights for 2026

Goal	Description	Budget
Huron-Bruce Minor Hockey	Ice Subsidy	\$ 17,000
Ripley Figure Skating Club	Ice Subsidy	\$ 16,000

Programming

This budget includes all programs offered through the Township's Community Services Department.

They offer a diverse range of programs catering to youth, adults, and seniors, with a focus on fostering community engagement and support. These programs are designed to be financially sustainable and often operate with the help of volunteers, local businesses, and community organizations.

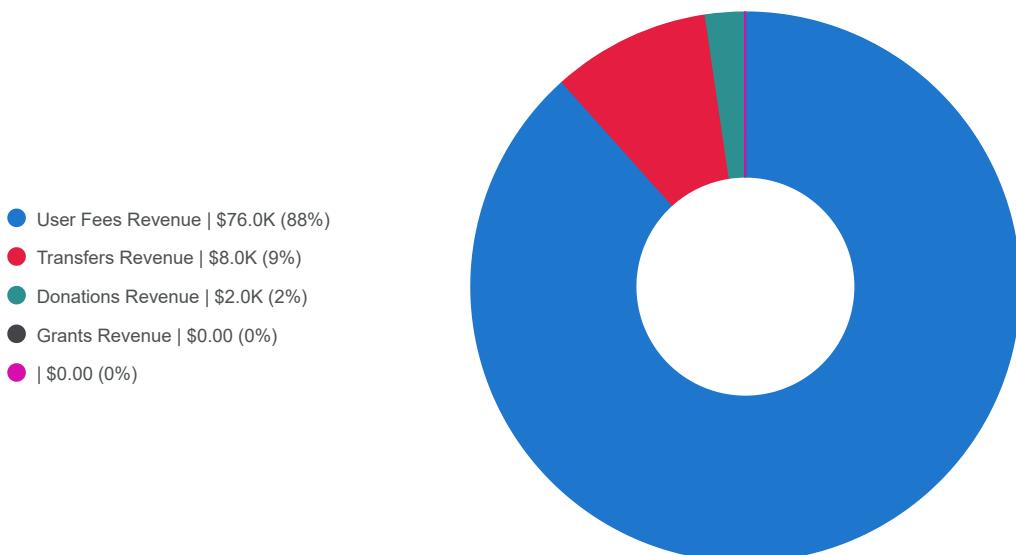
Programming includes various safety courses such as Home Alone Safety and Babysitting, as well as recreational activities like Ripley Wolf Cub Adventure Camp, Minor Baseball, Minor Soccer, and Mom & Tots/Senior Skates. Additionally, there are opportunities for public skating, shinny hockey, ball hockey, and a variety of fitness programs for both adults and youth, such as Huff n Puff and Pickleball.

A subsidy for use of the ice is also provided for youth organizations Huron-Bruce Minor Hockey and Ripley-Huron Figure Skating Club.

The department also organizes community events to bring people together, including the Ripley Winter Carnival, Baseball Day in Ripley, the WOBA U9 Year End Ball Tournament, and the Longest Day of Play. These events serve to enhance community spirit and provide opportunities for shared experiences and enjoyment.

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

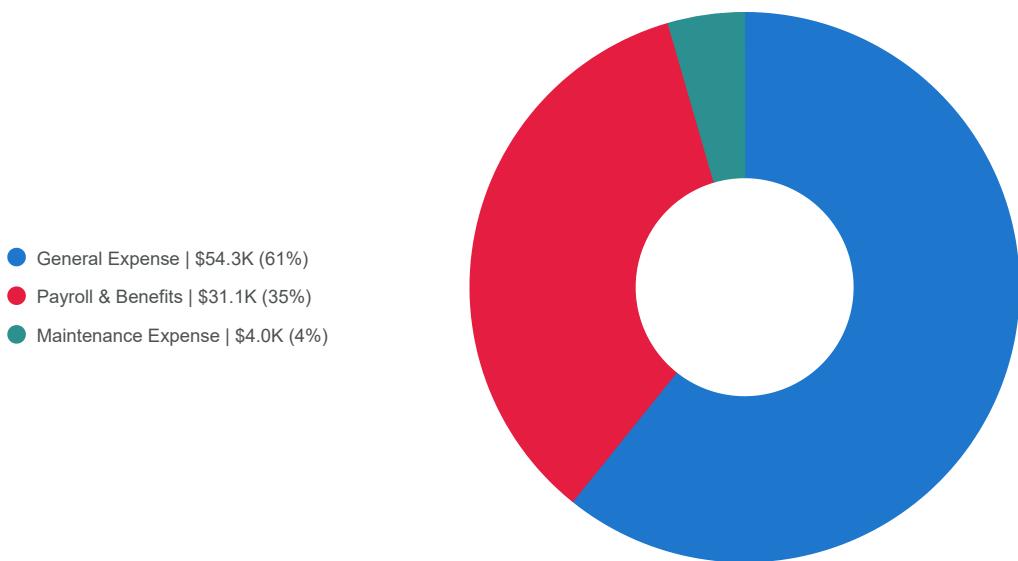


Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
	0.00	0.00

Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Donations Revenue	3,000.00	2,000.00
Grants Revenue	0.00	0.00
Transfers Revenue	8,000.00	8,000.00
User Fees Revenue	54,500.00	76,000.00
Total: \$65,500.00	Total: \$86,000.00	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	57,200.00	54,300.00
Maintenance Expense	4,000.00	4,000.00
Payroll & Benefits	30,126.42	31,050.47
Total: \$91,326.42	Total: \$89,350.47	

Parks Highlights

Department Highlights 2026

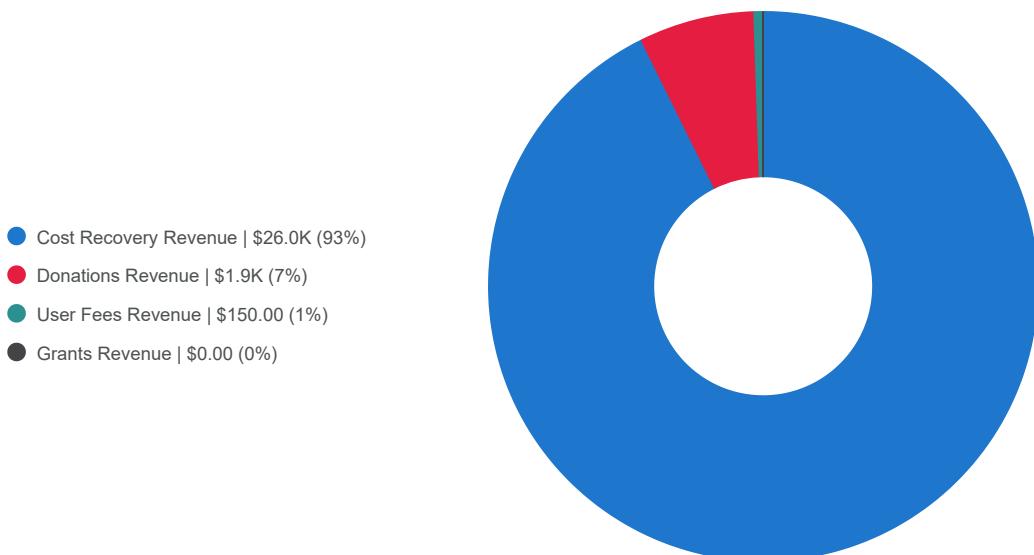
Goal	Description	Budget
Signage for all Parks	Install new signage at all parks including Huronville X 2, Heritage X 3, KinBruce X 2, Lions, Langdon, Point Clark CC / Ball Diamond, Blue, Lighthouse, Attawandaron, Reids Corner Ball Diamond, Lewis, Ripley Diamond, Park Street Soccer fields X 2, Lucknow Kinsmen Park, Victoria Park, Total 20 Signs	\$30,000
Heritage Park Improve Trails and accessibility	Install new trails paths with filter cloth and stone dust at Heritage Park. Staff applied for grant funding to offset a portion of costs and propose to bring forward funds not used in the 2025 budget.	\$30,000
Heritage Park Play Equipment	Addition of Multi Play Structure and safety surfacing employing cash in lieu of parkland contribution from developer	\$80,000
Tree Planting Program	Replenish trees that have been removed from parks, and lakeshore area to prevent sand erosion	\$5,000
Enhance services and amenities	Topping up woodchip play surfacing at Lewis Park and Lions Park funded by Parks General operating	\$5,000
Point Clark Pickleball Courts	Staff working with Point Clark Pickleball Club to fundraise \$525,000 to construct Pickleball courts at the Point Clark Community Centre. The project requires a retaining wall estimated at \$125,000. Based on feedback from the Ontario Trillium Foundation, we are proposing to fund this portion from the Community Well-Being Reserve Fund in order to close the large gap to the funding goal, and improve the chances of a successful funding application.	\$525,000 \$125,00 from reserve \$400,000 grants and donations

Parks

This budget includes maintenance costs for 22 different parks and sports fields as well as beach accesses, walkways and trails.

Overview of Operating Budget - Revenue

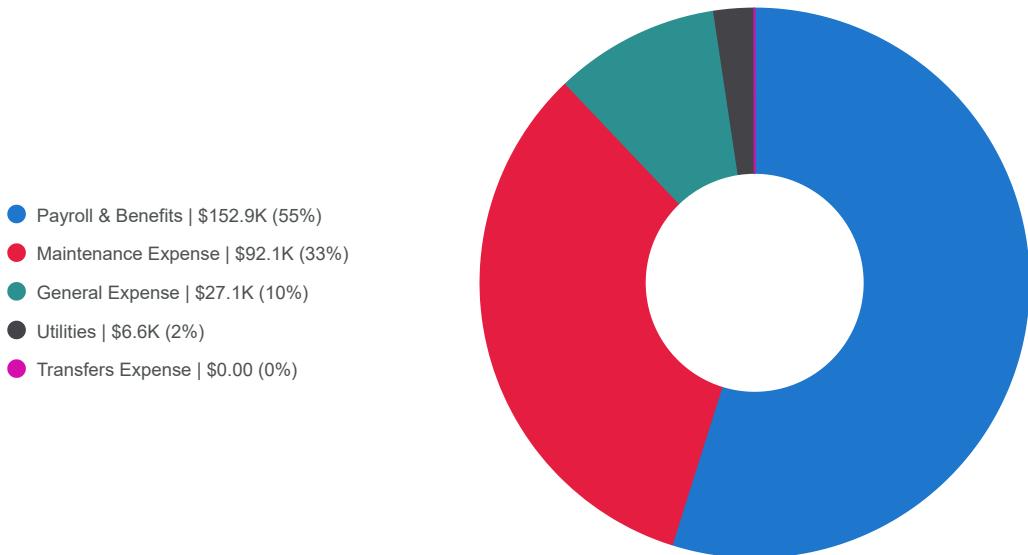
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Cost Recovery Revenue	26,000.00	26,000.00
Donations Revenue	1,900.00	1,900.00
Grants Revenue	0.00	0.00
User Fees Revenue	150.00	150.00
Total: \$28,050.00		Total: \$28,050.00

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	27,056.00	27,056.00
Maintenance Expense	102,050.00	92,050.00
Payroll & Benefits	124,391.62	152,865.15
Transfers Expense	0.00	0.00
Utilities	6,625.00	6,625.00
Total:	\$260,122.62	\$278,596.15

General Recreation Highlights

Department Highlights for 2026

Goal	Description	Budget
Access to Recreation Opportunities for all Residents	Kincardine Recreation Agreement	\$116,712
Access to Recreation Opportunities for all Residents	Net costs after revenue applied for operations of the Ripley-Huron Community Centre and Point Clark Community Centre	\$778,846
Access to Recreation Opportunities for all Residents	Huron-Kinloss' share of the costs for the Lucknow & District Sports Complex jointly managed	\$239,475
Support for Community Organizations	Hydro Costs for the Lucknow Community Centre (shared jointly with Township of Ashfield-Colborne-Wawanosh)	\$8,000.00

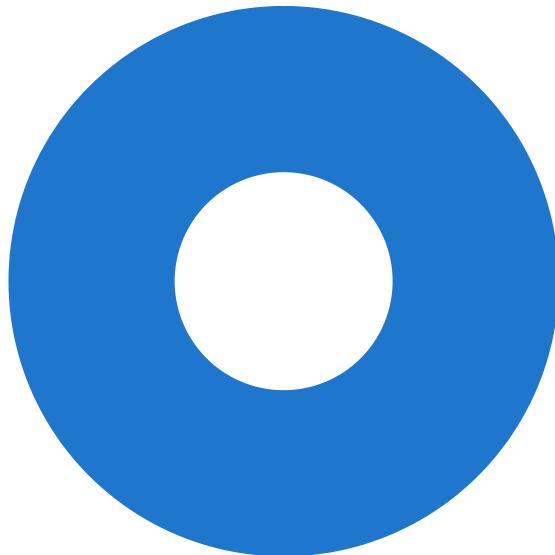
General Recreation

This budget includes the costs for recreation services such as the joint agreement with Kincardine, energy management, utility costs for the Lucknow Community Centre (shared with Township of Ashfield-Colborne-Wawanosh and the net cost of the Point Clark Community Centre, Ripley-Huron Community Centre and Lucknow & District Sports Complex.

Overview of Operating Budget - Revenue

Broken down by Revenue & Expense Category

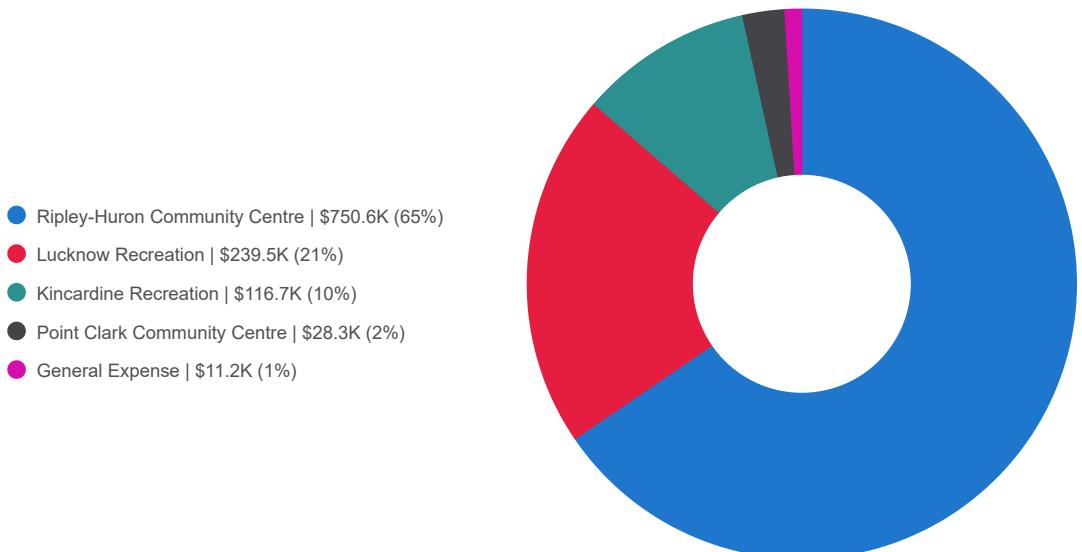
- Donations Revenue | \$4.0K (100%)



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
Donations Revenue	4,000.00	4,000.00
Total: \$4,000.00	Total: \$4,000.00	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	11,225.00	11,225.00
Kincardine Recreation	111,500.00	116,712.00
Lucknow Recreation	239,475.00	239,475.00
Point Clark Community Centre	23,553.79	28,283.66
Ripley-Huron Community Centre	642,963.00	750,562.07
Total:	\$1,028,716.79	\$1,146,257.73

Lakeshore Services Highlights

Department Highlights 2026

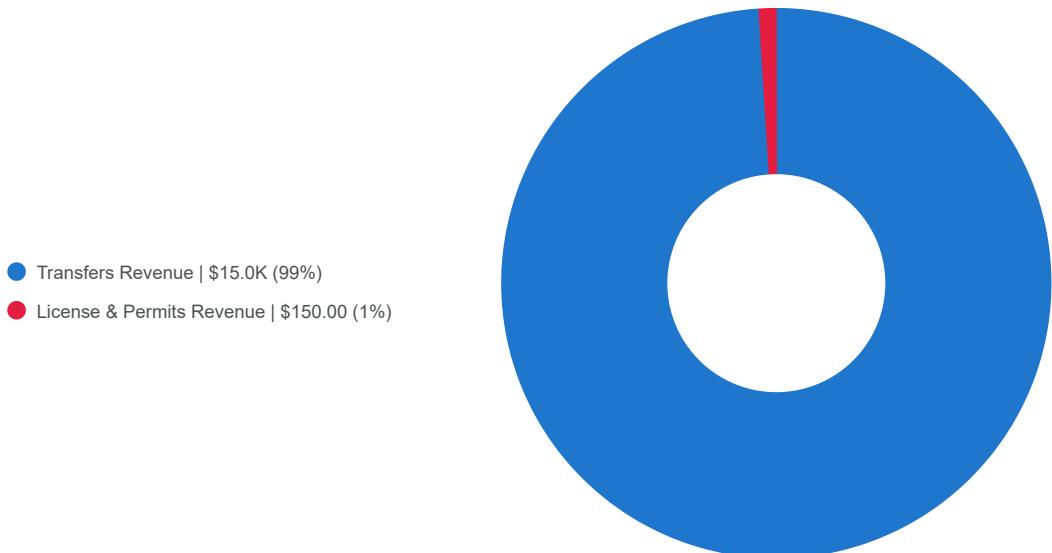
Goals	Description	Budget
Boiler Beach Road to Beach Stairs	Implement Plan to remove existing non-compliant home made steps from Boiler Beach Road to beach, and install new engineered stairs at the planned locations (Two Year Project \$50,000 per year)	\$50,000

Lakeshore Services

The lakeshore services budget highlights activities that the Township has undertaken specifically to improve our natural environment. These initiatives include beach cleaning, management of invasive species, water quality monitoring and support for the efforts of the Pine River Watershed Initiative Network in achieving their vision of clean water and a healthy ecosystem within the Pine River watershed.

Overview of Operating Budget - Revenue

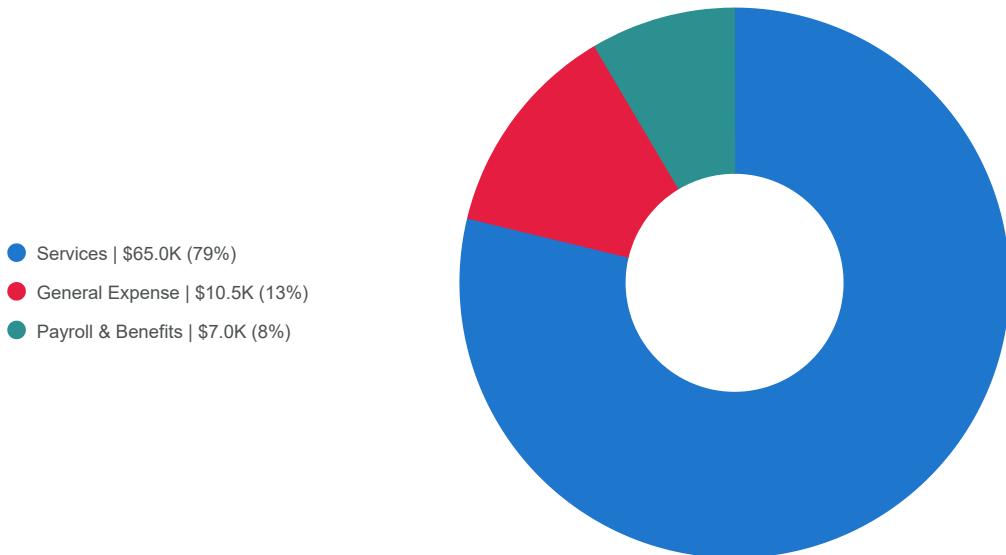
Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
License & Permits Revenue	150.00	150.00
Transfers Revenue	15,000.00	15,000.00
Total: \$15,150.00	Total: \$15,150.00	

Overview of Operating Budget - Expense

Broken down by Revenue & Expense Category



Revenue & Expense Category	2025 Budget (\$)	2026 Budget (\$)
General Expense	10,500.00	10,500.00
Payroll & Benefits	7,000.00	7,000.00
Services	65,000.00	65,000.00
Total: \$82,500.00		Total: \$82,500.00