

Corporation of the County of Wellington

2020 BUDGET

AND TEN YEAR PLAN

Approved for January 1 - December 31, 2020

2020 BUDGET

Ten-Year Plan for the
Corporation of the County of Wellington,
Ontario, Canada



For information on programmes
and services, or to obtain a copy
of this document, please contact:

**The County of Wellington • 74 Woolwich Street
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T 519.837.2600 • www.wellington.ca**

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DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**County of Wellington
Ontario**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officer's Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Wellington for its annual budget for the fiscal year beginning January 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets programme criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to programme requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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E warden@wellington.ca

COUNTY OF WELLINGTON

74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

January 31, 2020

Dear Residents of Wellington County:

On January 30, County Council adopted the 2020 budget. This year, the budget includes strategic investments in the County's infrastructure and service enhancements. Our expenditures are directly aligned with the County's first Strategic Action Plan, and provide a financial plan and framework for the County's top priorities. We will continue to focus on enhancing core services for all of our residents, while making important investments in infrastructure, waste collection, health care, transportation and social services.

The Strategic Action Plan provides us with direction for the remaining term of Council, and is based on the values that we pride ourselves on at the County, as well as the aspirations we have for our future.

Top four priorities identified in the Strategic Action Plan, include:

1. Providing the highest level and best quality services
2. Planning for and providing the best physical infrastructure
3. People as the main priority
4. Making the best decisions

Within each of these priority areas, we have defined key strategic actions that will help us to achieve the goals we have set out. These strategic actions, as well as the full Strategic Action Plan, can be found at:

www.wellington.ca/strategicplan.

We acknowledge that we face a number of challenges that are complex and inter-connected. Addressing these challenges requires a long-term approach, recognizing both our existing capacity and capabilities, as well as the need to continue investing in our communities to ensure that we are able to maintain high levels of service to our residents. We have developed a Long-Term Financial Sustainability Strategy in order to ensure that our decisions maintain a long-range perspective and that we are prepared to address current and future challenges in a sustainable and proactive way.

I encourage you to review the Plan to see where we are, where we want to be, and how we plan to get there.

Kelly Linton
 Wellington County Warden



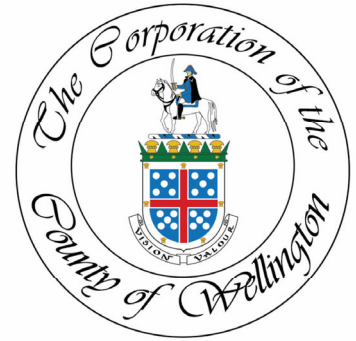
STRATEGIC ACTION PLAN

The Corporation of the County of Wellington already does a lot of great things for its residents and businesses. County leaders want to ensure that the County continues to provide the best services and infrastructure in the years to come.

The County takes pride in providing the best value and highest level of service to our residents and businesses, including:

- Maintaining County roads
- Managing solid waste services
- Garbage collection and recycling services
- Affordable housing and child care services
- Long-term care
- Libraries
- Museum and archives
- Planning and development services

**FUTURE
FOCUSED.
PEOPLE
INVESTED.**



Wellington County
Strategic Action Plan

The Strategic Action Plan is a true reflection of how the Corporation of the County of Wellington works—in an environment that promotes openness, trust and collaboration.

The County takes a progressive approach to getting things done. Staff and elected County Officials work closely together to ensure the right decisions are being made, and that the County is taking advantage of every opportunity to ensure the highest quality of life for our residents and businesses. As an employer, the County values our employees, and takes great pride in providing the best possible open and collaborative workplace.

We know that there are great things taking place in the County, and this Strategic Action Plan is building on the good things that already exist. As staff and Council, we understand the need to serve our residents with dedication, progressive thinking, and excellence. We are committed to building a prosperous future for the community, and are always striving to make the community a better place to live, work, and invest.

STRATEGIC ACTION PLAN

WELLINGTON COUNTY VALUES

Above all, Wellington County values:

1. ***The personal well-being of its residents, employees, and elected representatives.***
We understand that the People we serve, the People we employ, and the People who help provide direction and guidance are the People who make the County special.
2. ***Openness and transparency in the decisions we make and how we conduct our business.***
We understand that we need to ensure that our people are working in an environment that promotes openness through trust and transparency.
3. ***Collaboration as the foundation of how we work, both internally and with external partners.***
We understand that it is better to work together.
4. ***Responsibility for the County's future.***
We understand that we are the gatekeeper to the County's future, and this is a responsibility we do not take lightly. We recognize our role as a good steward of the local environment, and we pride ourselves in integrating principles of sustainability in everything we do.

WELLINGTON COUNTY ASPIRATIONS

We will continuously work to ensure that the County has the:

1. Best people in place, to provide the best services and make the best decisions;
2. Best processes in place to collectively make the best decisions;
3. Best services in place to service the County's residents and businesses;
4. Best infrastructure in place to meet the current and future needs of the County.

STRATEGIC ACTIONS AND PRIORITY AREAS

We have divided a set of strategic actions into four priority areas:



People as the main priority of Wellington County.



Making the best decisions.



Providing the highest level and best quality services.



Planning for, and providing, the best physical infrastructure.

PEOPLE AS THE MAIN PRIORITY OF WELLINGTON COUNTY

In order to achieve this objective, we will:

1. Partner with the Canadian Mental Health Association (CMHA) and the Ontario Provincial Police (OPP) to increase awareness and promote good mental health and suicide prevention;
2. Engage in a conversation about mental health and suicide prevention with Here4Hope;
3. Conduct the Guarding Minds at Work employee survey;
4. Implement a “Be Well” Committee;
5. Conduct ASIST and Safe Talk training sessions with staff;
6. Enhance the Corporate Tuition and Training grant to enable staff to develop a variety of skills.



MAKING THE BEST DECISIONS

To achieve this objective:

1. We have invested significant time and effort into our Strategic Action Plan, Long-Term Financial Sustainability Strategy, and the Service Efficiency Review conducted with KPMG. The rest of the term of Council will be focused on implementing these directions.
2. We have conducted a Service Efficiency Review, to identify areas where we can perform more effectively and efficiently. Senior staff across our member municipalities are in discussions regarding service coordination and a broader IT review.
3. The County and all seven local municipalities are moving forward with a common Asset Management software programme, to enhance our ability to coordinate future asset management activities.
4. We will develop a working group to review and evaluate the recommendations in the Attainable Housing Strategy report.



PROVIDING THE HIGHEST LEVEL AND BEST QUALITY SERVICES

To achieve this objective, we will:

1. Implement the Solid Waste Services Strategy, which includes a new collection contract, the closure of Phase 1 of the Riverstown Landfill and opening of Phase 2, and take measures to extend the life of the County’s landfill site through more diversion opportunities and a move towards full cost recovery at our landfill sites through tipping fees;
2. Improve resident care at the Wellington Terrace Long-Term Care Home, with additional shifts and further investigation of a potential Continuum of Care facility.



PLANNING FOR AND PROVIDING THE BEST PHYSICAL INFRASTRUCTURE

To achieve this objective, we will:

1. Continue our investment in County infrastructure, while fully integrating building condition audits and lifecycle needs into our 10-year plan;
2. Continue with the implementation of rural broadband, with our \$12.1 million funding from SWIFT;
3. Invest in our Asset Management Planning Resources, including additional staff, new Asset Management software, and coordination of activities across our member municipalities.



MESSAGE FROM THE COUNTY TREASURER

February 3, 2020

On behalf of the members of County Council, the Warden and the Senior Management Team, I am pleased to present the County of Wellington's 2020 Budget and Ten-Year Plan, which was adopted by Council on January 30, 2020.

This is the second budget of the Council term from 2018 to 2022. The County invested considerable time and effort advancing a number of strategic planning processes in 2019, including a Strategic Action Plan, a Long-Term Financial Sustainability Strategy and a Service Efficiency Review in cooperation with our member municipalities. These plans resulted in a number of common themes that inform the 2020 Budget and 10-Year Plan.



Ken DeHart, CPA, CGA
County Treasurer

The Strategic Action Plan was completed as a collaborative process between elected officials and senior staff to provide direction that the County will be taking over the remainder of the term of Council. It identified priorities and strategic actions that are outlined in this budget.

County staff completed a Long-Term Financial Sustainability Strategy that applies a prudent and integrated financial planning approach that identifies and manages risks to the County's long-term financial health and credit rating. It builds upon our existing financial planning practices and applies a disciplined, comprehensive and integrated approach to ensuring the County's long-term financial sustainability.

The Service Efficiency Review conducted a review of operations within the County and each of its local municipalities to find efficiencies and cost-savings without compromising services. The review identified a 'Top 20 in '20' of opportunities that may be able to be implemented realistically and practically to achieve greater efficiency and cost savings in service delivery.

The 2020 Budget and Ten-Year Plan provides for investments that integrate and align with our strategic planning processes including the implementation of the Solid Waste Services Strategy to extend the life of the County's landfill site, including a new collection contract with weekly organics collection. The budget also invests in improved resident care at the Wellington Terrace Long-Term Care Home with additional shifts to take care of increasing resident needs as well as continuing the design work for a potential Continuum of Care facility; as well as investment in the County's Asset Management Planning resources to meet County department's needs in asset management planning and to coordinate activities with member municipalities.

The County's operating budget is \$229.8 million in 2020, with capital spending of just under \$39 million and a total capital investment of \$394.2 million planned over the next ten-years. The average increase is 3.3% on residential tax bills or \$20 per \$100,000 of assessment. New debt issues total \$41.8 million over the forecast. The budget provides for an appropriate balance of meeting the needs of the community and maintaining financial sustainability at affordable tax increases.

CONSOLIDATED 2019-20 BUDGET SUMMARY

The annual operating and capital budgets are approved using the modified accrual basis of accounting. The consolidated budget summary is prepared using a full accrual basis of accounting, and more closely reflects the annual financial statements.

	2020 Budget	2019 Budget (Amended)	Change	
	\$	\$	\$	%
Revenue Summary				
Operating Budget				
Taxation	107,864,900	101,943,800	5,521,100	5.8%
Government Transfers	68,918,000	67,639,600	1,278,400	1.9%
Municipal Recoveries	22,074,200	21,433,400	640,800	3.0%
Departmental Revenues	20,396,600	19,942,400	327,400	2.3%
Other - Donations, Interest	3,177,300	3,504,700	(327,400)	-9.3%
Internal Charges and Transfers from Reserves	10,325,600	6,830,300	553,700	8.1%
	229,815,000	221,294,200	8,204,000	3.7%
Capital Budget				
Development Charges	928,500	1,056,000	(127,500)	-12.1%
Government Transfers	6,905,200	7,934,000	(1,028,800)	-13.0%
Current Funding	11,080,500	12,293,000	(1,212,500)	-9.9%
Municipal Recoveries	5,251,000	4,742,000	509,000	10.7%
Debt and Transfers from Reserves	14,646,000	20,916,700	(6,270,700)	-30.0%
	38,811,200	48,041,700	(9,230,500)	-19.2%
Other Budgets				
Wellington Housing Corporation	942,000	2,856,000	(1,914,000)	-67.0%
Wellington-Dufferin-Guelph Public Health	6,061,923	5,943,061	118,862	2.0%
	7,003,923	8,799,061	(1,795,138)	-20.4%
Budgeted Revenues	276,493,723	277,547,461	(1,053,738)	-0.4%
Adjustments to Annual Financial Statements				
Internal Recoveries, Transfers from Reserves, Debt	(36,052,100)	(42,785,000)	6,732,900	-15.7%
Revenues Per Financial Statements	239,578,023	235,349,961	4,228,062	1.8%
Expenditure Summary				
Operating Budget				
General Government Services	24,793,200	24,033,400	759,800	3.2%
Protection Services	19,316,900	18,763,800	553,100	2.9%
Transportation Services	32,251,700	31,261,100	990,600	3.2%
Solid Waste Services	13,211,800	11,290,700	1,921,100	17.0%
Social Services—Housing, Employment, Children's Early Years	119,276,100	114,551,300	4,724,800	4.1%
Health, Library, Museum and Planning Services	20,965,300	21,393,900	(428,600)	-2.0%
	229,815,000	221,294,200	8,520,800	3.9%
Capital Budget				
Capital Expenditures	38,811,200	47,986,700	(9,175,500)	-19.1%
Other Budgets				
Wellington Housing Corporation	415,000	379,000	36,000	9.5%
Wellington-Dufferin-Guelph Public Health	6,061,923	5,943,061	118,862	2.0%
	6,476,923	6,322,061	154,862	2.4%
Budgeted Expenditures	275,103,123	275,602,961	(499,838)	-0.2%
Adjustments to Annual Financial Statements				
Amortization*	23,000,000	22,400,000	600,000	2.7%
Internal Charges, Transfers to Reserves, Debt Payments	(37,017,300)	(36,847,900)	(169,400)	0.5%
Tangible Capital Asset Expenditures	(38,811,200)	(47,986,700)	9,175,500	-19.1%
	(52,828,500)	(62,434,600)	(9,606,200)	-15.4%
Expenditures per Financial Statement	222,274,623	213,168,361	9,106,262	4.3%
Excess Revenues over Expenditures per Financial Statements**	\$17,303,400	\$22,181,600	\$(4,878,200)	-22.0%

*Amortization is not budgeted but estimated per O. Reg. 284/09

** Excess Revenues Over Expenditures is used to fund the acquisition of tangible capital assets

COUNTY OF WELLINGTON AT A GLANCE

Wellington County Quick Facts

7 Member Municipalities
Area: 2,600km²

98,860 Residents
34,740 Households

3,751 Businesses
48,082 Jobs


Wellington County is located in Southwestern Ontario just over 100 km west of Toronto.

The County of Wellington has a vibrant economy and an active economic development office that promotes the dynamic industries of the County. The key industries in Wellington are manufacturing, agriculture, health care and the creative economy. Proximity to vital transportation corridors and urban centres, as well as high speed broadband coverage and excellent green space make Wellington County an attractive place to both work and live.





When it comes to quality of life, Wellington County is in a league of its own. Wellington County offers a modest cost of living, temperate climate, excellent schools, short commute times and an abundance of housing options available within its charming communities.


The County of Wellington is made up of the following seven member municipalities:

 Township of Centre Wellington
519.846.9691
www.centrewellington.ca


 Town of Erin
519.855.4407
www.erin.ca

 Township of Mapleton
519.638.3313
www.mapleton.ca

 Guelph/Eramosa Township
519.856.9596
www.get.on.ca

 Town of Minto
519.338.2511
www.town.minto.on.ca

 Township of Puslinch
519.763.1226
www.puslinch.ca

 Township of Wellington North
519.848.3620
www.wellington-north.com

HISTORY OF THE COUNTY OF WELLINGTON

- 1838** The District of Wellington was set apart as a separate District and contained the counties of Wellington, Waterloo, Grey, and parts of Dufferin County.
- 1852** The United Counties of Waterloo, Wellington, and Grey were formed.
- 1853** Wellington separated from Waterloo
- 1854** Wellington County became an individual entity consisting of the Townships and Towns of Amaranth, Arthur, Eramosa, Erin, Guelph, Guelph (Town), Garafraxa, Maryborough, Nichol, Peel, Pilkington, and Puslinch. The first Wellington County Council meeting was held January 23, 1854.

In subsequent years, other municipalities joined the County:

- 1857** Arthur, Luther, and Minto
- 1858** Elora and Fergus
- 1864** Orangeville
- 1866** Mount Forest
- 1869** Garafraxa Township separated into East and West
- 1872** Arthur Village
- 1873** Harriston
- 1874** Clifford Village
- 1875** Drayton and Palmerston
- 1881** East Village



Wellington County was named after Arthur Wellesley, the First Duke of Wellington.

- 1879** The City of Guelph separated and became incorporated as a City and was no longer represented on Wellington County Council. Luther Township was divided into East and West. Orangeville and East Garafraxa joined Dufferin County and were no longer represented on Wellington County Council.

- 1999** Amalgamation resulted in the formation of seven new municipalities:

- Township of Centre Wellington
- Town of Erin
- Township of Guelph / Eramosa
- Township of Mapleton
- Town of Minto
- Township of Puslinch
- Township of Wellington North



COUNTY OF WELLINGTON LIFESTYLE

The County of Wellington provides a wide variety of activities and attractions for locals and visitors to experience in the community.

Arts and Culture

Many cultural experiences await in Wellington County; ranging from award winning attractions, art studios and galleries, historic sites and downtowns, and the museum and archives. Following is a list of just a few of the many arts and cultural highlights one can experience:

- Elora Centre For the Arts
- Fergus Grand Theatre
- Minto Arts Gallery
- Wellington County Museum and Archives

Recreational Facilities and Activities

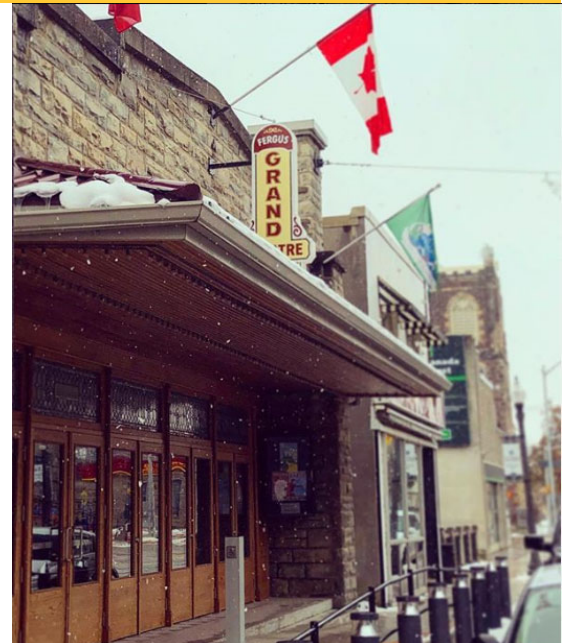
Wellington County is a great place to play, and has the facilities to support all of the activities you love, including soccer, swimming, baseball, badminton, ringette, and rugby.

Conservation Areas, Parks and Trails

With rolling hills, wide open spaces and lush gardens, Wellington County is bursting with beautiful green spaces waiting to be enjoyed.

Festivals and Events Guide

Each year, in partnership with the seven member municipalities in Wellington County, the economic development division produces the Festivals and Event Guide. Wellington County boasts over 200 local festivals and events annually. Top events including Hillside Music Festival, Fergus Scottish Festival and etc.



FESTIVALS AND EVENTS

- Elora Festival
- Mount Forest Fireworks Festival
- Clifford Truck and Car Show
- Hillside Music Festival
- Fergus Scottish Festival and Highland Games

DEMOGRAPHIC OVERVIEW

Population

In mid-2019, Wellington County had **34,740** households and a population (adjusted for net Census undercount) of **98,860**. The population of Wellington County is projected to grow to 140,000 by 2041.

Wellington County 2019 Population Estimates				
	Mid—2018		Mid—2019	
Location	Population	Households	Population	Households
Centre Wellington	30,660	11,280	31,430	11,540
Fergus	15,950	6,030	16,450	6,210
Elora/Salem	7,360	2,740	7,610	2,810
Centre Wellington Rural	7,350	2,510	7,370	2,520
Erin	12,110	4,190	12,160	4,220
Erin Village / Hillsburgh	4,560	1,690	4,550	1,690
Erin Rural	7,550	2,500	7,610	2,530
Guelph/Eramosa	13,740	4,630	13,880	4,680
Rockwood	5,240	1,840	5,340	1,870
Guelph/Eramosa Rural	8,500	2,790	8,540	2,810
Mapleton	11,100	3,200	11,230	3,250
Drayton	2,340	830	2,420	860
Moorefield	570	190	620	200
Mapleton Rural	8,190	2,180	8,190	2,190
Minto	9,190	3,330	9,350	3,370
Clifford	930	380	950	380
Harriston	2,190	810	2,230	820
Palmerston	2,870	1,120	2,940	1,140
Minto Rural	3,200	1,020	3,230	1,030
Puslinch	7,950	2,820	8,070	2,870
Aberfoyle	350	200	350	200
Morrison	480	160	480	160
Puslinch Rural	7,120	2,460	7,240	2,510
Wellington North	12,530	4,760	12,740	4,810
Arthur	2,670	1,030	2,710	1,040
Mount Forest	5,310	2,260	5,460	2,300
Wellington North Rural	4,550	1,470	4,570	1,470
Wellington County	97,280	34,210	98,860	34,740

Note: numbers may not add up due to rounding

Source: Watson and Associates Economists Ltd. and County of Wellington Planning Department, June, 2019

DEMOGRAPHIC PROFILE: IMMIGRATION

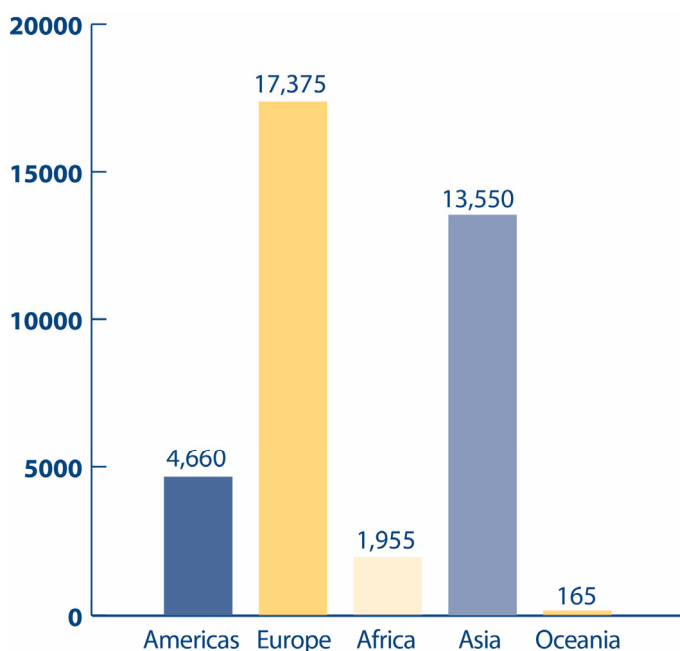
Immigration

The Economic Development division collaborates with the Guelph Wellington Local Immigration Partnership, Immigrant Services Guelph-Wellington, Wellington County Settlement Services in addition to Economic Development division activities to encourage talent attraction in Wellington County. This is a network of agencies and community members, which focuses on employment, English language training, and community inclusion.

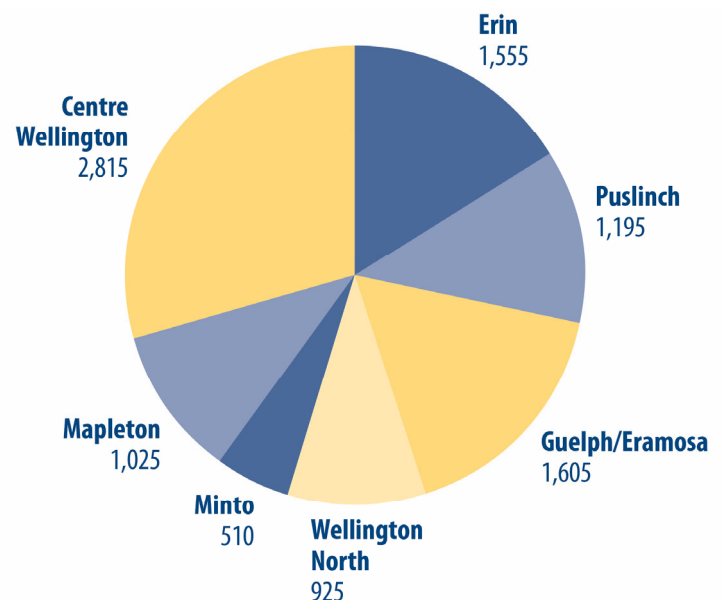
Immigrants born outside of Canada represent 21% of the resident Wellington County community and stem predominantly from Europe and Asia. 66% of recent immigrants to Wellington County came from Asia including China, India, Korea, Pakistan, the Philippines and Sri Lanka. Almost half of recent immigrants sought admission as economic class immigrants and selected/admitted due to their potential to contribute to the Canadian economy, 32% were sponsored by family and 19% immigrated as refugees. Many immigrants have roots in Canada, 61% immigrants in Wellington County are third generation or more, 20% are second generation and 19% first generation.



WELLINGTON COUNTY IMMIGRANTS BY PLACE OF BIRTH (2016)



IMMIGRANTS IN WELLINGTON COUNTY (2016)



DEMOGRAPHIC PROFILE: EDUCATION

Wellington County is part of the Upper Grand District School Board and the Wellington Catholic School Board. Both have excellent elementary and secondary institutions. The County also has options for those interested in Montessori, outdoor, faith-based, French Immersion schools, and early childhood education.

There are a considerable number of highly regarded post-secondary institutions in the area. Of the residents in Wellington County, 27% have a high school education, 27% have a college degree, 22% have a university degree, and 9% have completed an apprenticeship (2018).

The presence of the University of Guelph and Conestoga College, and access to other post-secondary Institutions in the region, such as Wilfrid Laurier University and University of Waterloo, is an enormous asset to the current and future training and workforce needs of Wellington County.

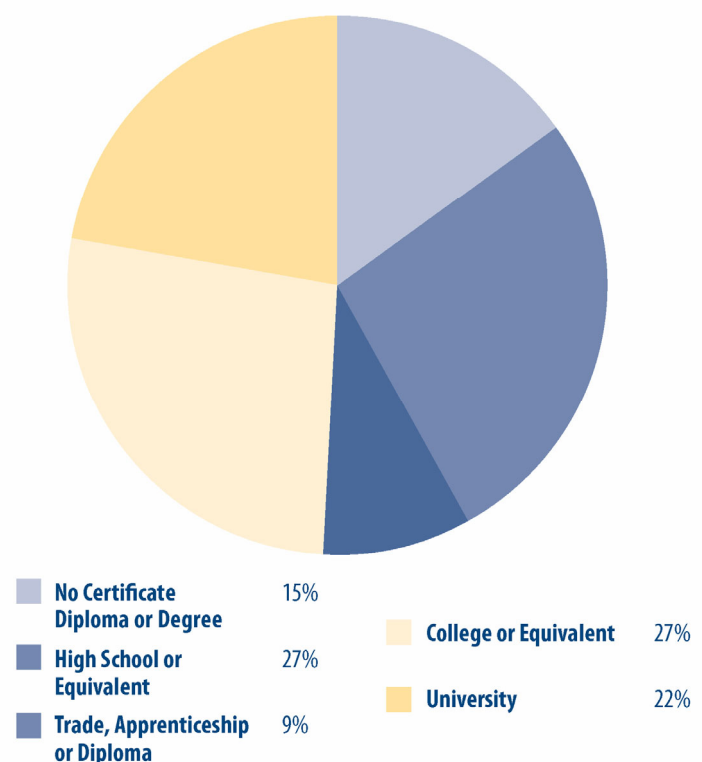
The University of Guelph is ranked one of Canada's top comprehensive universities because of its commitment to student learning and innovative research. The University community also shares a sense of social responsibility, an obligation to address global issues and a concern for international development.

Conestoga College is Ontario's fastest growing college and a leader in polytechnic education. The college's project based learning model provides students with hands-on experience to prepare them for success in careers including business and hospitality, skilled trades, engineering and information technology, health and life sciences, community services, media and design.

There are a considerable number of highly regarded post-secondary institutions in the Greater Golden Horseshoe feeding the available labour force, including:

- University of Guelph
- University of Toronto
- McMaster University
- University of Waterloo
- Ryerson University
- Wilfrid Laurier University
- Brock University
- Georgian College
- Humber College
- Conestoga College
- Livestock Research and Innovation Centre

WELLINGTON COUNTY EDUCATION LEVEL (2018)



Source: Manifold Data, 2018

AFFORDABILITY

Household Incomes

Wellington County has an average household income of \$115,081 with the average household income in the member municipalities ranging from \$80,639 in the Township of Wellington North to \$179,036 in the Township of Puslinch. Wellington County has higher average household incomes in comparison to Ontario as a whole, as well as its comparative regional economic group of Dufferin, Perth and Grey County.

Average Household Income

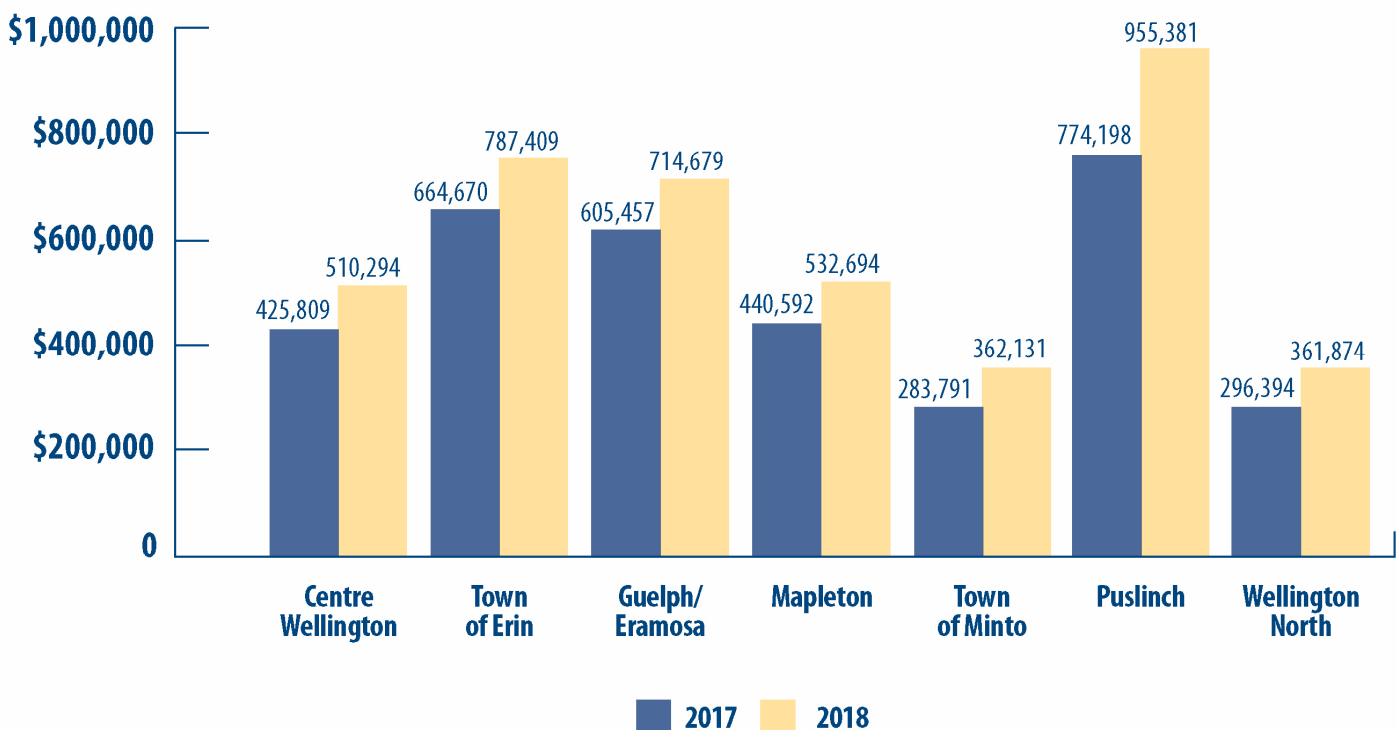
Municipality	2018
Wellington County	\$115,081
Centre Wellington	\$106,318
Erin	\$142,361
Guelph Eramosa	\$136,490
Mapleton	\$107,206
Minto	\$83,431
Puslinch	\$179,036
Wellington North	\$80,639

Average Municipal Household Incomes

Region	Household Income
Wellington County	\$115,081
Halton Region	\$131,443
Waterloo Region	\$126,158
Dufferin County	\$110,576
Perth County	\$89,811
Grey County	\$87,758
Ontario	\$103,488

Source: Manifold Data, 2018

AVERAGE HOUSING PRICE



Source: Manifold Data, 2018

LOCAL ECONOMY: LABOUR FORCE

Resident Labour Force

The total labour force for the County of Wellington was 53,974 in 2018. Most of these resident workers were employed in the manufacturing, construction, health care, business services and agriculture sectors. Centre Wellington had the largest labour force followed by Guelph/Eramosa, representing 31% and 15% of the County's labour force respectively. The largest job growth in the County from 2011-2018 period took place in Puslinch and Guelph/Eramosa.

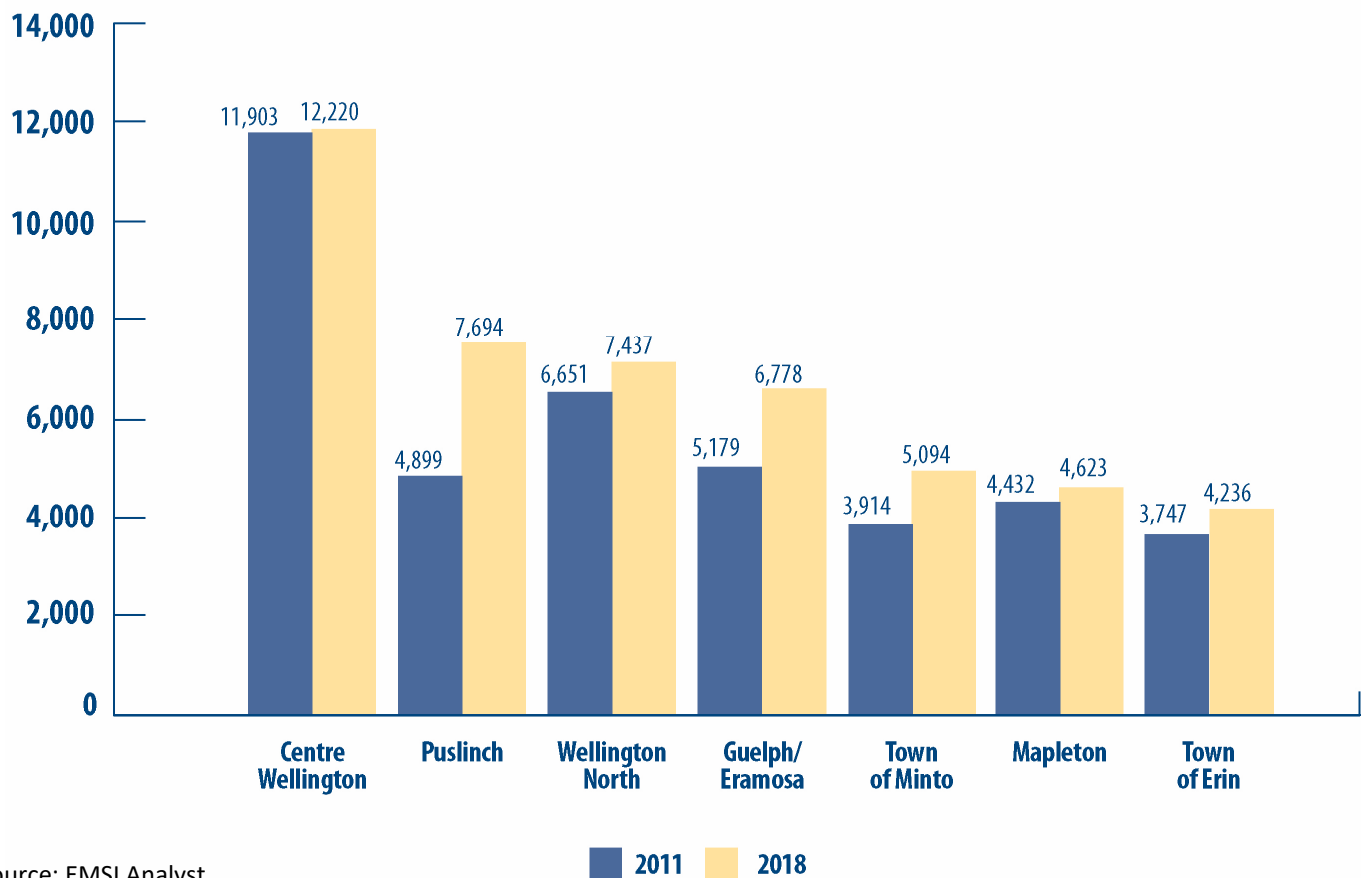
LABOUR FORCE DISTRIBUTION (2018)¹



Puslinch	8%	Guelph/Eramosa	15%
Wellington North	12%	Mapleton	11%
Centre Wellington	31%	Minto	9%
Erin	14%		

Source: Manifold Data, 2018

JOB GROWTH

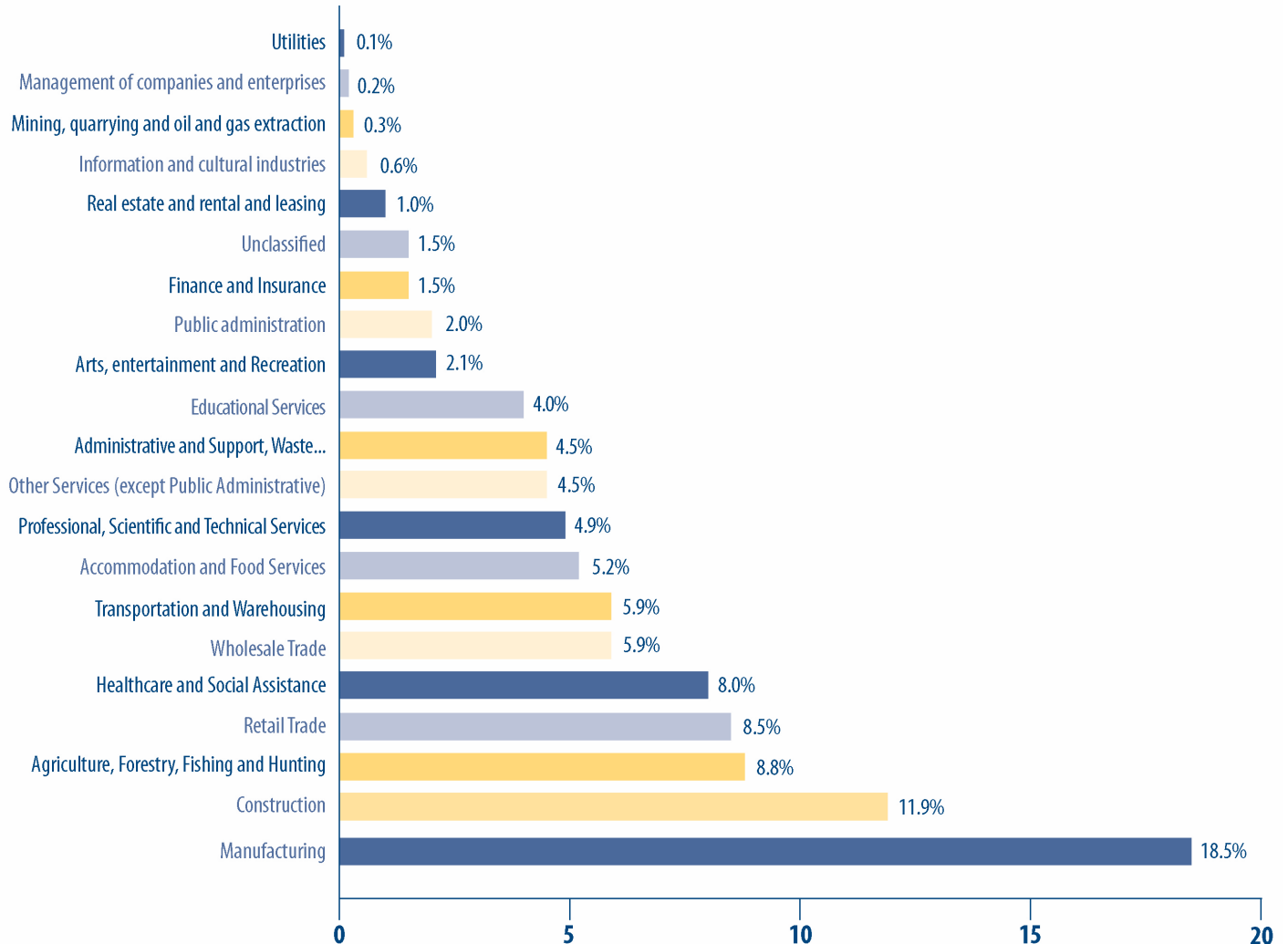


Source: EMSI Analyst

LOCAL ECONOMY: MAJOR SECTORS

Wellington County provided 48,082 local jobs in 2018. Manufacturing continues to be the leading sector, representing 8,909 jobs or 18.5% of all local employment within the County. Over the past several years, Wellington has been experiencing significant growth in the number of jobs in construction, manufacturing, health care and creative professional services sectors. The growth represents an excellent indication of the very strong, stable and expanding economy found in Wellington County.

WELLINGTON COUNTY SECTORS OF EMPLOYMENT (2018)



Source: EMSI Analyst

Top 3 Expanding and Shrinking Sectors

		2017 Jobs	2018 Jobs	Change	% of Total Employment
Expanding	Manufacturing	8,656	8,909	253	18.5%
	Transportation and warehousing	2,644	2,817	173	5.9%
	Retail trade	4,007	4,098	91	5.5%
Shrinking	Agriculture, forestry, fishing and hunting	4,338	4,229	(109)	8.8%
	Art, entertainment and recreation	1,097	991	(106)	2.1%
	Information and culture industries	384	306	(78)	0.6%

LOCAL ECONOMY: BUSINESS SIZE

Small and medium-sized enterprises (SMEs) in Canada employ 90.3% of workers in the private sector, play a proportionally large role in job creation and produce approximately 30% of Canada's gross domestic product. Locally, SMEs with less than 50 employees represent 96% of all Wellington County businesses. Although a significant portion of employers in Wellington County are small businesses, there are also a number of large employers in the area.

TOP EMPLOYERS (estimated employees)

County of Wellington (880)
TG Minto (800)
Jefferson Elora Corporation (500)
Musashi Auto Parts Canada Inc. (500)
Nestle Waters Canada (400)
Mammoet Crane (400)
Dana Holding Corporation (310)
Schneider National (300)
Walmart Supercenter (280)
Wallenstein Feed and Supply Ltd. (240)
New Elora Mill (220)
Zehrs (220)
Concast Inc. (220)
Nexans Canada Inc. (215)
Groves Memorial Community Hospital (210)
Walinga Inc. (200)
Cascade Canada Ltd. (200)
Royal Canin Canada (200)

TOP 20 CORPORATE TAXPAYERS IN 2019

Nestle Canada, Puslinch
Morguard Brock McLean Ltd, Puslinch
Jefferson Elora Corporation, Centre Wellington
TG Minto Corporation, Minto
Wallenstein Feed and Supply Ltd., Mapleton
RMM Fergus Property Inc., Centre Wellington
Con-Cast Pipe Inc., Puslinch
1236757 Ontario Inc. (Musashi), Wellington North
Royal Canin Canada Company, Puslinch
Nexans Canada Inc., Centre Wellington
Coldpoint Properties Ltd., Guelph Eramosa
2354084 Ontario Ltd. (Mammoet Crane), Puslinch
Darling International Canada Inc., Mapleton
Riocan Holdings Inc., Centre Wellington
Skyline Retail Real Estate, Centre Wellington
1056469 Ontario Inc. (Pentalift), Puslinch
Golden Valley Farms Inc., Wellington North
Russel Metals Inc. Trustee, Puslinch
Sligo Road Limited, Wellington North
Kenhar Products Inc.



Quality Homes



Con Cast Pipe

Source: Municipal EDOs. ¹Numbers are rounded.

ECONOMIC DEVELOPMENT HIGHLIGHTS

Smart Cities

In May 2019, Guelph and Wellington County were announced as successful winners of Infrastructure Canada's Smart Cities Challenge. The \$10 million dollar award will be used to implement the Smart Cities vision: Our Food Future, Canada's first circular food economy.

The joint proposal from City of Guelph and Wellington County, was submitted in early March 2019 after being announced as a finalist in June 2018. The project included months of planning and collaboration with more than 150 community partners. The Our Food Future programme will now forge ahead with the 50x50x50 by 2025 vision by tackling three bold goals:

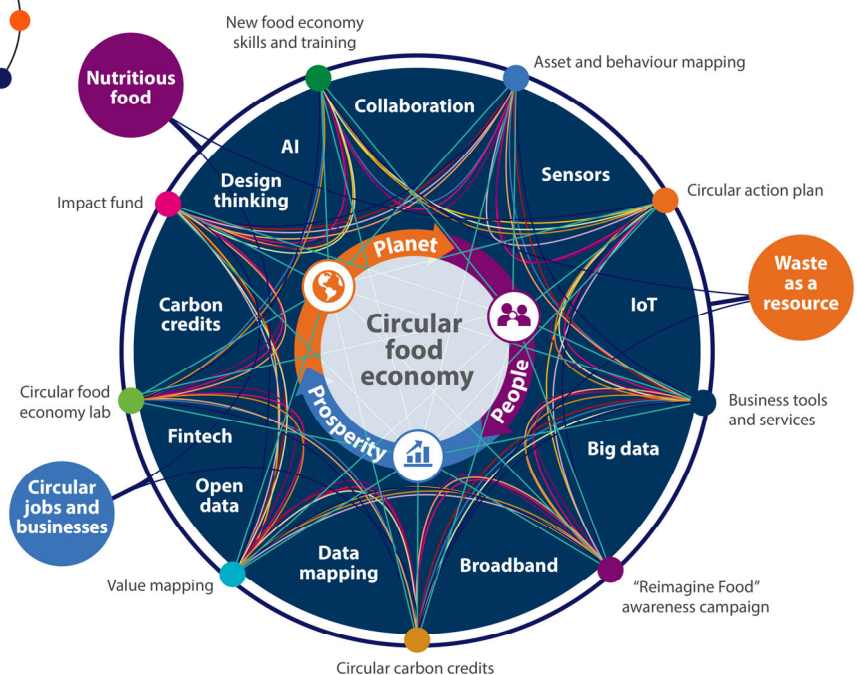
- 50% increase in access to affordable, nutritious food
- 50 new circular food business and collaboration opportunities
- 50% increase in economic revenues by reducing or transforming food waste



City of Guelph and County of Wellington—
The food community of the future



Canada's first circular food economy



ECONOMIC DEVELOPMENT HIGHLIGHTS

Talent Attraction Initiative

The Live and Work Wellington™ Campaign is a talent attraction initiative designed to promote Wellington County as a desirable place to live and work. The goal of this programme is to support the labour market needs of the business community, making connections between employers and job seekers, and attracting new groups to offset declining population trends.



Employer Toolkit

According to the Conference Board of Canada, immigration has accounted for nearly 90 per cent of Canada's labour force growth in recent years and will play an increasingly important role as "baby boomers" exit the workforce. In 2019, the County of Wellington's Economic Development division collaborated with Immigrant Services Guelph-Wellington and Danby Products Ltd to create an "employer toolkit" designed to help businesses tap into this pool of workers.

The toolkit, inspired by Danby's highly successful "Ease into Canada" model, outlines strategies to attract newcomer worker and highlights best practices from different Guelph-Wellington businesses. The five key principles identified in the toolkit are:

- 1) Focus on transferable skills
- 2) Language supports in the workplace
- 3) Orientation of Canadian workplace culture
- 4) Social integration in the workplace
- 5) Innovation attraction and retention strategies



Key principles to attract and retain an immigrant workforce



SOHRAB RAHMATY
Immigrant Services Guelph-Wellington

TOM LUSIS
County of Wellington

June, 2019

Business Retention and Attraction (BR+E)

Business Retention and Expansion (BR+E) is a community-based economic development programme that focuses on supporting existing businesses. The survey programme not only assists with building and improving relationships but also helps in establishing strategic actions plans to support business and enable business development, investment and job creation.

In 2016-2017, the County of Wellington and seven member municipalities completed a second regional BR+E Project, focusing on the Downtown and Retail Sector. This was followed by 1,547 downtown customer origins surveys in 2018.

ECONOMIC DEVELOPMENT HIGHLIGHTS

BR+E Implementation Fund

The BR+E Local Implementation Fund provides funding for the direct execution of BR+E activities to enhance the local economy. The BR+E Implementation Fund began in 2014 and in five years has produced a total investment of approximately \$2.1 million in Wellington County with a 63% return on investment.

This Way to Wellington Signage Programme

The County of Wellington Signage Plan was officially approved in February 2016. This initiative is designed to promote greater awareness of Wellington's boundary communities, to generate new investments, attract tourism and strengthen County pride. A phased approach with gateway entrance signs installed in 2017, directional tourism signs installed in 2018, additional gateway and tourism signage added in 2019 and community directional signs to be introduced in 2020.



Ride Well—Rural Transportation Rideshare Programme

In 2018, the County of Wellington applied to the MTO Community Transportation grant and was approved for \$499,500 over a five-year period to pilot Ride Well. This is a demand-based, rideshare rural transit service that provides transportation for Wellington County residents and visitors.

Ride Well uses Waterloo-based RideCo's technology platform to operate its service. Using this digital platform allows the County to collect large data sets, and be flexible and adaptive in response to those findings.

The programme officially launched on October 1, 2019. In 2020, Wellington County will continue the Ride Well programme and find ways to enhance the service by exploring additional payment options, developing a separate employer service, and collaborating with neighbouring municipalities' transportation systems in effort to further grow the service.



ECONOMIC DEVELOPMENT HIGHLIGHTS

Invest Well - Community Improvement Programme (CIP)

In 2018, the County of Wellington approved its first Community Improvement Programme (CIP), branded as “Invest Well.” The Invest Well CIP provides a framework for the County to participate financially in local grant and loan programmes targeted at revitalization, beautification, and investment attraction in Wellington County.

Community Improvement Programmes encourage rehabilitation projects and foster economic development. The Invest Well CIP can provide tax assistance, grants, or loans to assist in projects that align with our countywide goals. These goals are guided by the County’s official plan, Economic Development strategy, business retention and expansion findings, the Taste Real programme, and the investment attraction strategy. The Invest Well priorities include:

- 1) Using land strategically
- 2) Provide rental housing
- 3) Improve building infrastructure
- 4) Diversify the economy

Wellington County will continue to offer Invest WELL to member-municipalities and businesses in 2020. This programme illustrates the County’s ongoing commitment to fostering a dynamic and productive business community.

Wellington County Economic Development received a 2019 Business Retention and Expansion International (BREI) Award recognizing the Invest Well CIP in the multi-community category.

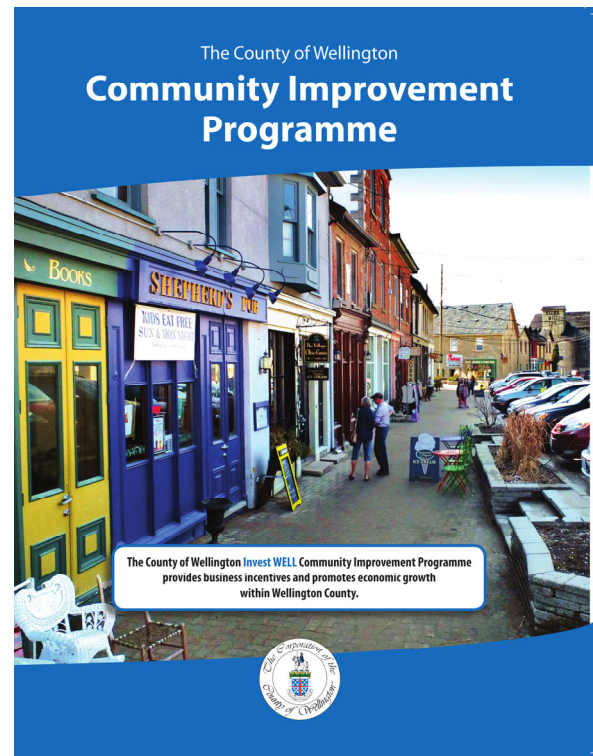
Ontario Food Cluster, Investment Attraction

In 2016 the County of Wellington became a member of the Ontario Food Cluster (OFC). The Ontario Food Cluster is a cost-sharing partnership of government and economic development organizations in southern Ontario that pool their resources together to attract agri-food company investment to the participating Ontario communities.



Attainable Housing

In 2019, Wellington County Economic Development engaged Weston Consulting to develop an Attainable Housing Strategy. Housing was identified as a need due to workforce recruitment and retention challenges in key business sectors due to the shortage of attainable housing in Wellington County. Presented to Council in November 2019, the strategy development involved surveying developers, residents, reviewing policy and seeking out best practices. Staff will work to bring the appropriate recommendations into action in 2020.



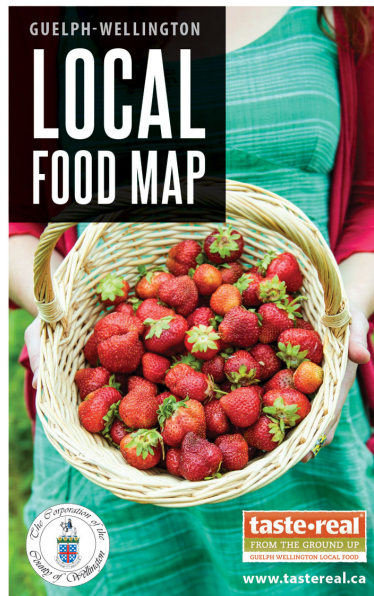
ECONOMIC DEVELOPMENT HIGHLIGHTS

Taste Real Local Food

Guelph Wellington is a region deeply rooted in agriculture, with a long tradition in food preparation and processing. The Taste Real programme helps to build connections within the region to make it easy for residents and visitors to access local food and local food experiences. Wellington County is home to a number of excellent food events and festivals, engaging on-farm experiences and six farmers' markets which highlight the county's diverse terroir. The region is also famous for its craft breweries - a testimony to the type of entrepreneurial spirit and craftsmanship that makes this region unique and complements Wellington's authentic food culture.

Taste Real Programming:

- Taste Real Local Food Map
- Local Food B2B Networking and Learning Workshops
- Local Food Fest, award winning festival celebrating food, drink and agriculture
- Spring Rural Romp, Self-Guided Farm Tour in Northern Wellington County
- Fall Rural Romp, Self-Guided Farm Tour in Southern Wellington County
- Taste Real Experiences, highlighting local food options in the "off-season"



Three-Year Plan (2019-2021)

The Economic Development Three-Year Plan, approved in January 2019, guides the department as an action plan. The Plan was developed in consideration of the division's mandate to support the activities of the member municipalities while aligning countywide priorities for larger, regional projects. The Plan highlights five priority and action areas:

- Growing Key Industries
- Attracting Talent
- Supporting Business
- Planning for the Future
- Promoting Wellington County

WELLINGTON COUNTY ECONOMIC DEVELOPMENT THREE YEAR PLAN (2019-2021)



County of Wellington
74 Woolwich Street, Guelph, ON N1H 3T9
ecdev@wellington.ca
www.wellington.ca

ECONOMIC DEVELOPMENT HIGHLIGHTS

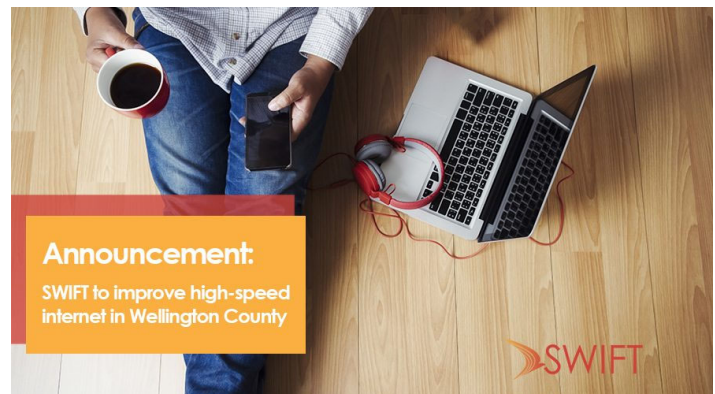
Economic Development Strategic Plan

The Western Ontario Warden Caucus (WOWC) is now championing the regional Economic Development Strategic Plan for Western Ontario. The strategy identifies opportunities to advance the economy of Southwestern Ontario that also leverages the ongoing efforts of WOWC. Improving the underlying conditions for economic development throughout the region, the strategy generates a series of actions at the regional level that enables the creation of jobs, wealth and investment across the region.

A regional approach leverages the resources and influence brought to bear on key economic development issues. A regional view of sectors, markets, infrastructure, and labour force reflects the reality of supply chains. Effective stakeholder engagement provides a unique opportunity for targeted discussion of the local issues and opportunities with larger economic implications. Lastly, the approach identifies and leverages the efforts of regional economic development partners and organizations while also building on the leadership of WOWC in addressing elements required for economic prosperity.

Southwest Integrated Fibre Technology (SWIFT)

In 2011, the Western Wardens' initiated the SWIFT project with the goal of providing 3.5 million people across 350 Ontario communities with high-speed internet service. Today SWIFT includes 20 partners who have contributed \$17 million in funding in addition to \$180 million in financial support from the Provincial and Federal governments. The County of Wellington is one of these partners, having committed to \$880,000 over a five-year period in the Economic Development budget.



SWIFT announced in May 2019 that Wellington County would receive \$12.1 million in targeted projects focused on underserved homes and businesses. Requests for proposals were submitted in September 2019 and in January 2020 the successful Wellington County projects were announced. Nearly 2,900 households and businesses across 17 communities throughout the townships of Guelph/Eramosa, Centre Wellington, Mapleton and Wellington North will benefit from this next phase of the SWIFT initiative.

Western Ontario Warden Caucus (WOWC)

Councillor Bridge, Chair of the County Economic Development Committee, led the creation of a regional Economic Development Strategic Plan for Southwestern Ontario that was completed in 2017.



ORGANIZATIONAL PROFILE

County of Wellington Council

The County of Wellington is governed by a Council comprised of seven mayors and nine councillors. They are elected at large every four years. The County of Wellington Council is currently comprised of the following members:

Top Row

Warden Kelly Linton
Mayor, Township of Centre Wellington

Councillor Gregg Davidson
Mayor, Township of Mapleton

Councillor Andy Lennox
Mayor, Township of Wellington North

Councillor James Seeley
Mayor, Township of Puslinch

Councillor Allan Alls
Mayor, Town of Erin

Councillor Chris White
Mayor, Township of Guelph / Eramosa

Councillor George Bridge
Mayor, Town of Minto

Councillor David Anderson
County Ward 1

Bottom Row

Councillor Earl Campbell
County Ward 2

Councillor Campbell Cork
County Ward 3

Councillor Steve O'Neill
County Ward 4

Councillor Mary Lloyd
County Ward 5

Councillor Diane Ballantyne
County Ward 6

Councillor Don McKay
County Ward 7

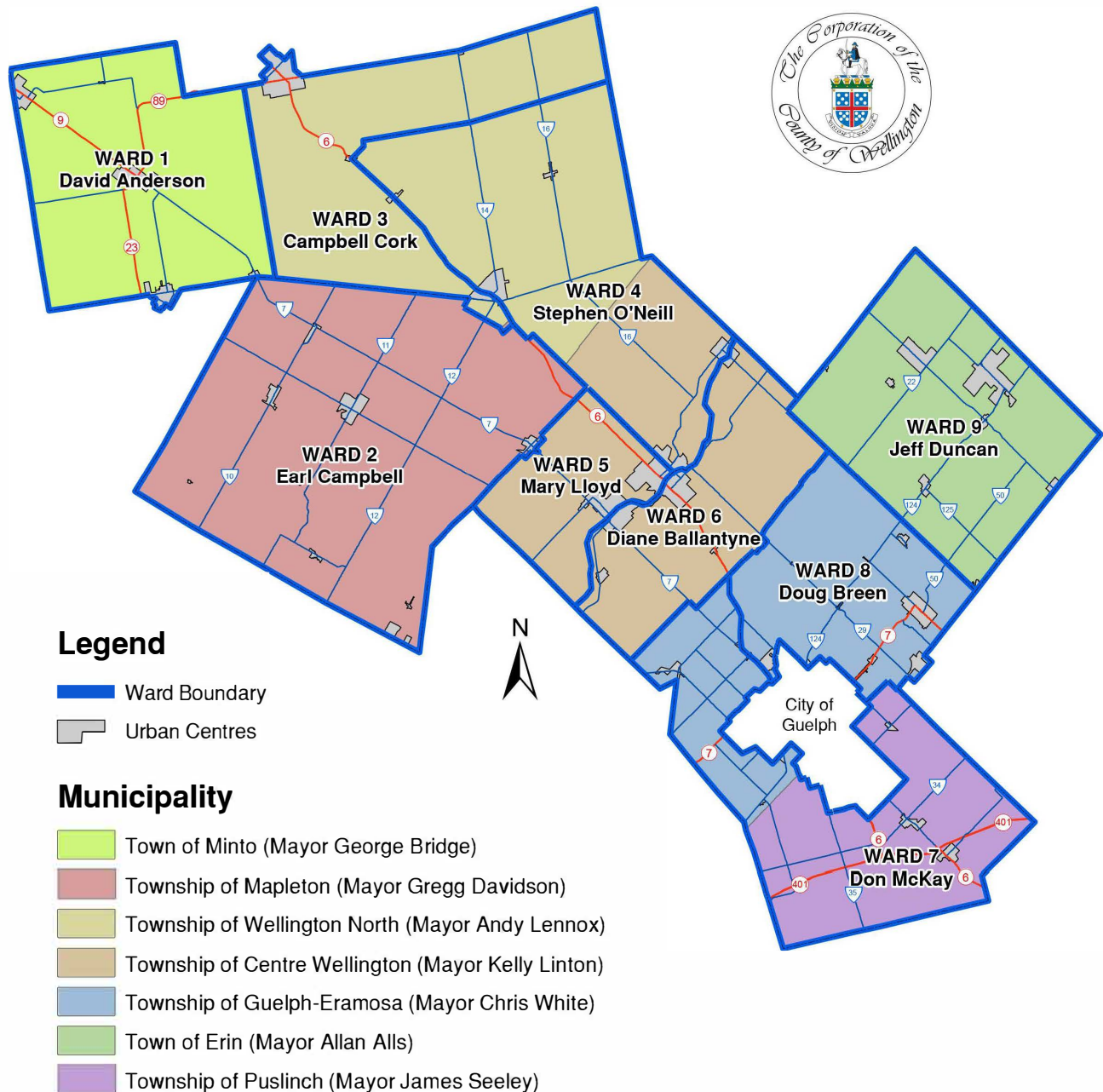
Councillor Doug Breen
County Ward 8

Councillor Jeff Duncan
County Ward 9

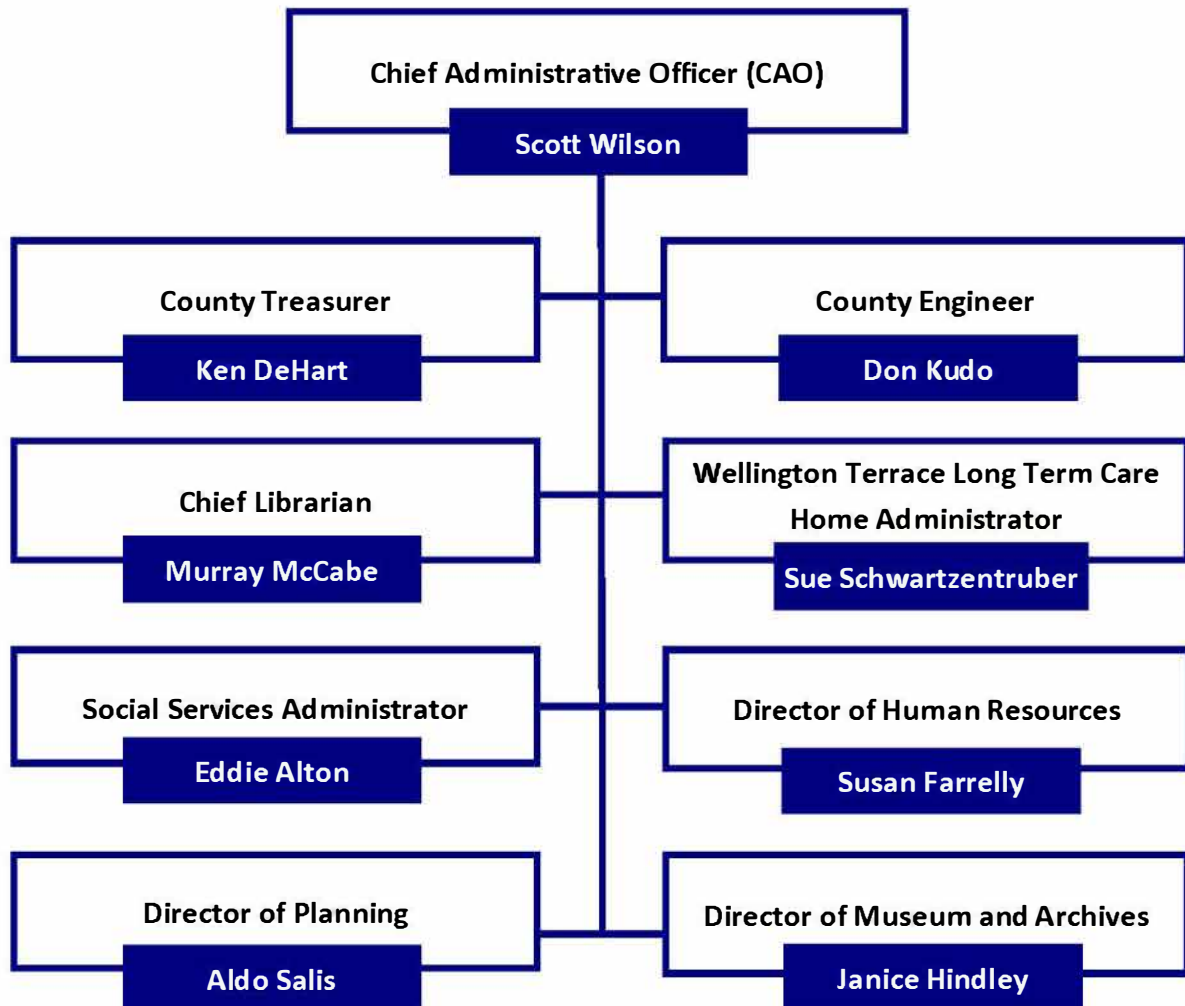


WARD BOUNDARIES

County of Wellington Ward Boundaries



ORGANIZATIONAL STRUCTURE



The County of Wellington has the Chief Administrative Officer (CAO) system of management. The CAO reports to the Warden and Council on all major initiatives and issues affecting the County. The Chief Administrative Officer attends all Council, Standing Committee, Police Services Board and Library Board meetings and provides advice and information on operations as requires. The CAO ensures that direction from County Council, its Committees and Boards is implemented in conformity with applicable County policy, and Provincial and Federal legislation and regulations.

The Chief Administrative Officer has overall responsibility for the County's operating departments. Department Heads, the County Clerk, the County Construction and Property Manager, the Director of Economic Development and the Communications Manager are responsible for the day-to-day operations of the departments and report directly to the CAO.

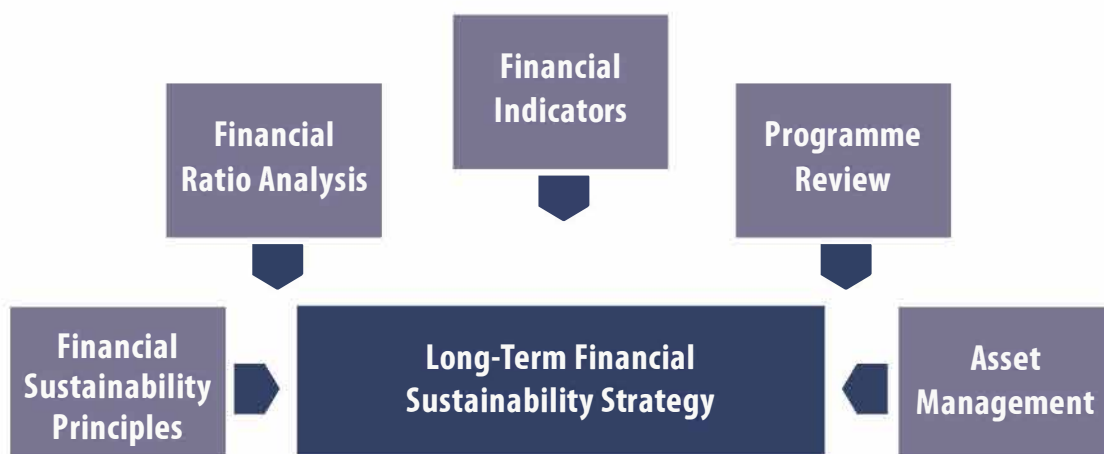
LONG-TERM FINANCIAL SUSTAINABILITY STRATEGY

The County of Wellington's Long-Term Financial Sustainability Strategy applies a prudent and integrated financial planning approach to identify and manage risks to the County's long-term financial health. The Strategy builds on existing financial planning practices and applies a more comprehensive and integrated approach to risk management.

The Long-Term Financial Sustainability Strategy provides Council with a tool to help make decisions about policies, services and other significant matters that impact the financial health of the County. It is guided by a set of nine financial principles that support the three pillars of financial resiliency (financial sustainability, financial vulnerability and financial flexibility).



The Long-Term Financial Sustainability Strategy is iterative, and needs to be reviewed regularly to ensure that it accurately reflects the current position and future needs of the County. The review of the Long-Term Financial Plan incorporates budget variances, asset management needs, and programme evaluations, to ensure that County is able to deliver excellence in service provision and value for money. More information on the nine pillars of financial resiliency, as well as the ways in which are integrating the Long Term Financial Sustainability Strategy into our existing practices, can be found on the County of Wellington website.



FISCAL POLICY

The following policies and processes collectively make up the comprehensive fiscal policy followed by the County. They are integrated into the Long-Term Financial Sustainability Strategy, and the Strategic Action Plan.

Financial Resiliency		
Financial Sustainability	Financial Vulnerability	Financial Flexibility
Budget and 10-Year Plan	Assessment Base Management Policy	Capital Budget, Lease Financing, and Debt Management Policy
Asset Management Plan	Cash and Investment Management Policy	Credit Rating Reviews
Reserves and Reserve Fund Policy	User Fee Policy and By-Laws	Maintenance of Liquidity
	Development Charges Background Study and By-Laws	



Basis of Budgeting

The budget provides for the costs of all programmes provided by the County, debt payments required during the year, capital project expenses, contributions to reserve funds, and any contingencies and provisions for tax rate stabilization. The budget also includes landfill site closure and post-closure expenses (both operating and capital) as well as a transfer to the landfill closure and post-closure reserve fund.

The County of Wellington approves its annual operating and capital budgets using the modified accrual basis of accounting. The County's annual financial statements are produced on a full accrual basis. In accordance with Ontario Regulation 284/09, the County excludes amortization (a non-cash expense) and future post-employment benefit expenses, but includes the current year's expense for eligible retired employees. The modified accrual basis of accounting provides the best measure of determining the annual tax levy requirement and a meaningful comparison of budget to actual results. Staff reconcile the budget to a full accrual basis in the annual financial report, as well as in the consolidated budget statement at the beginning of this Budget Book.

FISCAL POLICY

Assessment Base Management Policy

Recognizing that the property tax is the single most important source of revenue for municipalities, it is essential that a high quality assessment base be maintained. The purpose of the Assessment Base Management (ABM) Policy is to promote greater equity, fairness and transparency of the assessment base. The ABM identifies processes, practices and guiding principles that inform the County's efforts to maintain, protect and enhance the quality of the assessment roll. This includes reviewing the accuracy of individual assessments and ultimately, ensuring the equitable distribution of the tax burden.

Balanced Budget

In accordance with s. 289 of the *Municipal Act*, the County is required not to plan for a deficit. The operating budget is balanced when all budgeted revenues equal expenditures. Any shortfalls in budgeted revenues over expenditures form part of the tax levy. The budget is monitored and controlled to strengthen year end results and to ensure a balanced budget.

Budget Review, Approval, and Amendment Policy

The purpose of the policy is to establish the authority and process for reviewing, approving and amending operating and capital budgets, as well as to ensure that all service levels and resource commitments approved by council have appropriate funding. Wellington County Council has the final authority to approve and amend operating and capital budgets. Notification of budget approval and amendments is provided to the general public in accordance with the County's Notice Policy.

Budget Variance Reporting Policy

This policy establishes the form and timing of operating and capital budget variance reporting to all Standing Committees of Council and the Police Services Board. Variance reports are typically prepared at the end of a reporting period, and compare actual expenditures and revenues to estimates. Any major variances are typically accompanied by written explanations.

Capital Budget, Lease Financing, and Debt Management Policy

This policy establishes the principles governing the preparation of the capital budget and the financing of the County's long term infrastructure and facility requirements. The policy also establishes the process for evaluating potential lease financing arrangements and reporting the results to Council. It ensures the long term financial sustainability of capital project financing.

This policy also provides a debt management framework that establishes debt limits, debt structuring and debt issuance procedures in accordance with industry best practices. Procedures for Capital Projects, Capital Budget Financing, and Capital Project Reporting are also outlined.

FISCAL POLICY

Cash and Investment Management Policy

This policy supports the prudent management of the County's surplus funds and investment portfolio. It aims to optimize the utilization of cash resources while maintaining compliance with statutory limitations, protecting and preserving invested capital, and maintaining liquidity to meet the County's ongoing financial requirements. The objectives for investing surplus funds are ranked as follows: (a) adherence to statutory requirements; (b) preservation of capital; (c) maintenance of liquidity; (d) diversification; (e) competitive rate of return.

Development Charges By-Law

Development charges are collected to assist in financing capital projects required to meet the increased need for services resulting from growth and development and are collected in accordance with by-law numbers 5523-17 and 5590-18.

Property Tax Policy

The County approves an updated property tax policy document annually in accordance with the Municipal Act. Annual property tax decisions establish the level of taxation for the various classes of properties including tax ratios, discounts, and rates. The policy includes tax relief programmes including those for low-income seniors and disabled persons, charitable tax rebate programme and exemptions for legion properties. It also establishes capping options on multi-residential, commercial and industrial properties.

Purchasing Policy

The objective of the Purchasing Policy is to achieve consistency, efficiency and competitiveness in the procurement of goods and services.

Reserve and Reserve Funds Policy

This policy establishes the principles regarding the creation, funding, use and closing of reserves and reserve funds. The policy ensures that reserves and reserve funds are used strategically to mitigate significant increases in tax rates; provide financing for extraordinary expenditures; ensure adequate and sustainable cash flows; make provisions for the replacement and renewal of assets; provide funding flexibility and reduce reliance on long-term debt; sets aside funds for future liabilities incurred in the current year but paid for in the future; and segregates funds received for a specific purpose.

User Fee Policy

This policy provides a framework to ensure a consistent approach for establishing user fees, and to improve consistency, transparency, efficiency and accountability in establishing and managing fees.

Year End Accounting Policy

This policy provides principles governing the funding and allocation of the County's year end financial position, and promotes a long term approach to the use of surplus operating funds.

BUDGET PROCESS

The County of Wellington begins the budget process in the fall of each year with County departments submitting major ten-year operating budget items, draft ten-year operating forecasts and proposed user fees to the Treasury Department. The Treasury Department then prepares a Preliminary Budget and Ten-Year Forecast of the Operating Budget, Tax Rates, and Capital Budget.

After several reviews, the County holds a special meeting of County Council in early January to review the ten-year plan and the budget. Throughout January, Committee and Board reviews of the budget and ten-year plan takes place. The Administration, Finance, and Human Resources (AF and HR) Committee has the responsibility for reviewing all budget recommendations from other Standing Committees and the Police Services Board, and has the sole responsibility for recommending budgets and budget amendments to County Council. The process ends by late January, with the final Council review and approval of the budget and ten-year projection. The approved budget is a product of all the hard work performed by staff and Council and the County of Wellington.

Description	Deadline / Date
Treasury staff update 10 year plan model and salary model	Summer 2019
Departments submit major 10 year operating budget items, draft 10 year capital forecasts, and propose 2019 user fees to Treasury	September 9, 2019
Staff Advisory Committee review of preliminary 10 year plan	Early October 2019
Preliminary 10 year plan completed	Late October 2019
Staff develop detailed 2020 operating budgets	October—November 2019
Preliminary 10 year plan and 2020 user fees reviewed by all Standing Committees and Boards	November 2019
AF and HR Committee review of preliminary 10 year plan and 2020 user fees	November 19, 2019
County Council adopts 2020 user fees and receives 10 year plan for information	November 28, 2019
CAO and Department Head review of budgets	December 2019
Special meeting of County Council to review the 10 year plan and 2020 budget	January 6, 2020
Committee and Board review and approval of 2020 budgets and 10 year plan	January 2020
AF and HR review of budget and 10 year plan and recommendation to Council	January 21, 2020
Council review and approval of 2020 budget and final 10 year projection	January 30, 2020

BUDGET PROCESS

Public Input

The general public has many opportunities to ask any questions and express their ideas or concerns, as all Committee, Board, and Council meetings are open to the public to attend. Prior to any open meetings, notification of the meeting as well as the meeting agenda are posted on the County of Wellington website. A critical step in the budget process is the special meeting of the County Council to review the proposed budget as well as the Ten-Year Plan. This meeting is open to the public, allowing for considerable transparency and providing a complete picture of the proposed County budget to the public.

Budget Amendment Procedures

1. The Standing Committees and Police Services Board make recommendations to the AF and HR Committee regarding budget amendments for the services under their direct jurisdiction.
2. The AF and HR Committee reviews and may return for more consideration, budget amendments from the Standing Committees and the Police Services Board; the Committee also reviews budget amendments for departments and services under its direct jurisdiction.
3. The AF and HR Committee recommends all budget amendments to County Council.

Operating Budget

The Operating Budget is amended only under exceptional circumstances which require a change to the County tax rate. All other deviations from the originally approved budget are treated as in-year variances and reported to Council in accordance with the Budget Variance Reporting Policy, and are not subject to the public notification provisions of Section 291 of the *Municipal Act*.

Capital Budget

Refers to any adjustments made to the proposed expenditures and sources of financing for capital works. This would typically occur at the time project tenders are awarded. At the time of tender, the Department Head in conjunction with the Treasury Department will prepare a capital project expenditure and financing schedule. This will identify all expenditures and sources of financing.

2020 BUDGET AND 10-YEAR PLAN



BUDGET OVERVIEW

County Council adopted the 2020 budget on January 30, 2020. The budget includes continued investment in local infrastructure and health care such as roads, bridges and public works facilities, local hospitals, ambulance stations, the development of Riverstown Landfill and a concept for a Continuum of Care campus at Wellington Place. Service enhancements include improvements to ambulance and child care. **Highlights include:**

- Curbside collection contract changes to provide a number of new and enhanced services for County residents, including weekly recycling and organics collection, bi-weekly garbage collection, collection on both sides of the road in urban and rural areas and Leaf and Yard Waste collection in the spring and fall
- Planning for the closure of Phase I and opening of Phase II at the Riverstown Landfill
- Additional resources at the Wellington Terrace Long-Term Care Home to provide improved resident care
- Investment in roads capital infrastructure and facilities over the next ten years, including \$25.2 million for facility upgrades to fund the replacement of the Arthur, Erin, Brucedale and Harriston public works facilities and begin design on Aberfoyle throughout the forecast
- 2020 Allocation of an additional \$6.3 million for the replacement of the Badley Bridge in Elora, \$3.3 million for the continued works on Wellington Road 46 through Puslinch, and the initiation of a transportation master plan to identify priorities and inform future budgets
- Additional resources to address provincial requirements for asset management planning for both the County as well as its member municipalities
- Increased investment in improvements to County owned social and affordable housing units to address increasing costs and needs
- First full year of service for Ride Well, the countywide, demand based, public ride-sharing service

	2020	2021	2022	2023	2024
County Tax Levy (\$000's)	\$105,643	\$111,288	\$116,807	\$122,497	\$128,955
Residential Tax Impact	3.3%	4.3%	3.9%	3.8%	4.2%
	2025	2026	2027	2028	2029
County Tax Levy (\$000's)	\$135,300	\$142,508	\$149,920	\$157,205	\$165,157
Residential Tax Impact	3.9%	4.3%	4.2%	3.8%	4.0%

Financial Summary and Statistics

2020 Operating Budget	2020-29 Capital Budget Forecast
<ul style="list-style-type: none"> • Operating expenditure = \$229.8 M • 2020 Tax levy = \$105.6 M • County tax impact = 3.3%, which results in an increase of 1.8% on the average residential property tax bill • Residential tax impact per \$100,000 of assessment = \$20 	<ul style="list-style-type: none"> • Total 2020 capital investment = \$38.8 M • Total 10-year capital investment = \$394.2 M • New debt issues = \$41.8M over ten years, including \$20.8M for roads facility and growth projects, \$1.5M for Ambulance, \$2.4M for Solid Waste and \$17.1M for Admin Centre Expansion • Total debt outstanding peaks at \$52.9 million in 2028

BUDGET OVERVIEW: CHALLENGES

Challenges Facing Wellington

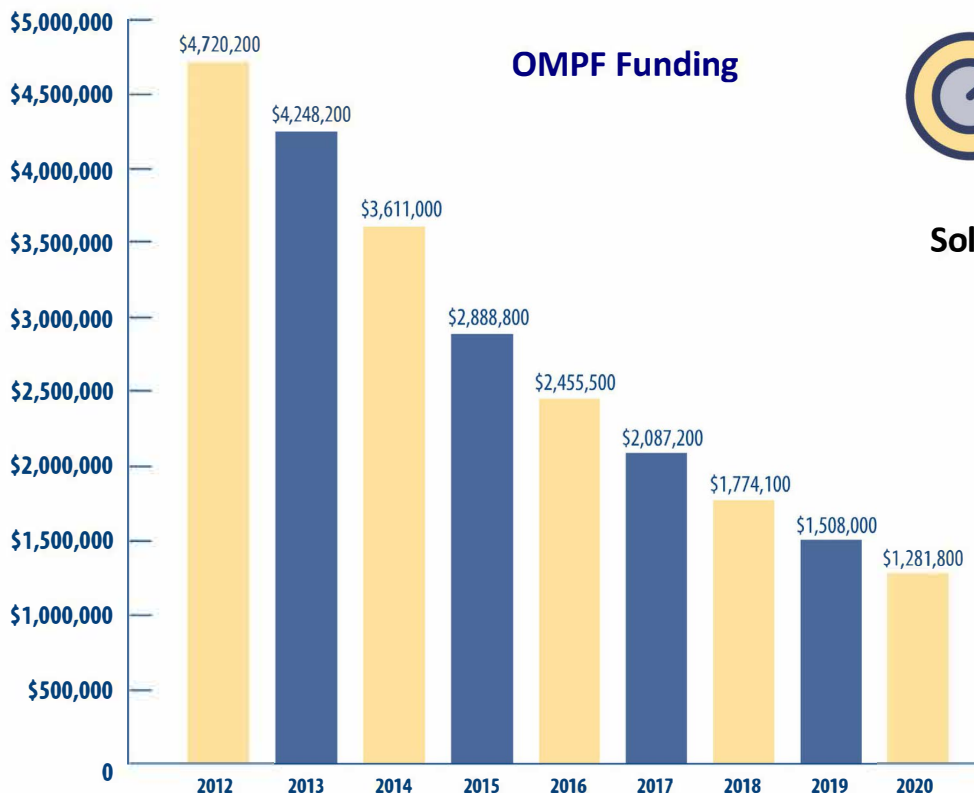
Wellington County is facing challenges common to many rural municipalities including: inconsistent financial support from upper levels of government, infrastructure renewal requirements with a large geographic area and low population density, and a changing demographic profile. The County is committed to delivering services that residents have come to expect, while meeting long-term objectives for infrastructure maintenance and investment in growth.



County Council and staff are taking a proactive approach to addressing these challenges. Solutions will require working with the federal and provincial governments to deal with structural policy issues. The County has adapted to some of the challenges internally, and are taking proactive measures to protect our residents and businesses.

Challenge: Providing the Highest Level and Best Quality Services

Wellington County, like many other rural municipalities, must self-fund the farm tax rebate and the conservation land exemption governed by the province. These programmes were previously shared among all citizens of Ontario. The Community Reinvestment Fund (CRF) and its replacement, the Ontario Municipal Partnership Fund (OMPF) were created to help offset these costs to rural municipalities. Since 2012, the County's OMPF funding has dropped by over 72% or nearly \$3.5 million, which has been supplemented by increases in the County property tax levy.



Solution: Budgetary Adjustments

The 2020 Budget incorporates a further 15% drop in OMPF funding from 2020 (\$226,200). Council and staff have built the declining OMPF funding into our forecast and have been able to offset these decreases by finding operational efficiencies and other savings to the extent possible. Also helping to partially offset the drops in OMPF funding is the upload of social assistance costs to the province.

FARM TAX REBATE

What is it?

Prior to 1998, properties assessed as farmland paid 100% of their assessed property tax and then filed an application to receive a 75% rebate, paid directly by the province.

Since 1998, the tax ratio for farmland was changed to 0.25, meaning that landowners pay property taxes on only 25% of the assessed value of their property.

The remaining 75% is shared by all other property classes in rural municipalities, and makes up the farm tax rebate. Under the old system, this cost would have been shared province-wide through income taxes.

Implications for Rural Municipalities

The Ontario Municipal Partnership Fund (OMPF) was supposed to cover the cost of the farm tax rebate through a grant programme for rural municipalities.

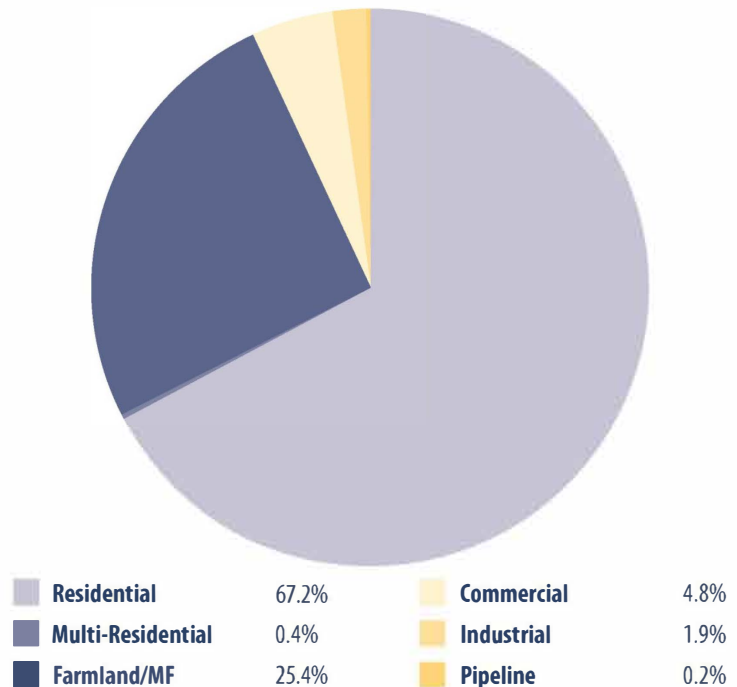
The shift in taxes from farmland assessment to other property taxes is worth approximately **\$38.3 million per year**.

Wellington and its member municipalities now receive only **\$6.7 million in OMPF funding** annually.

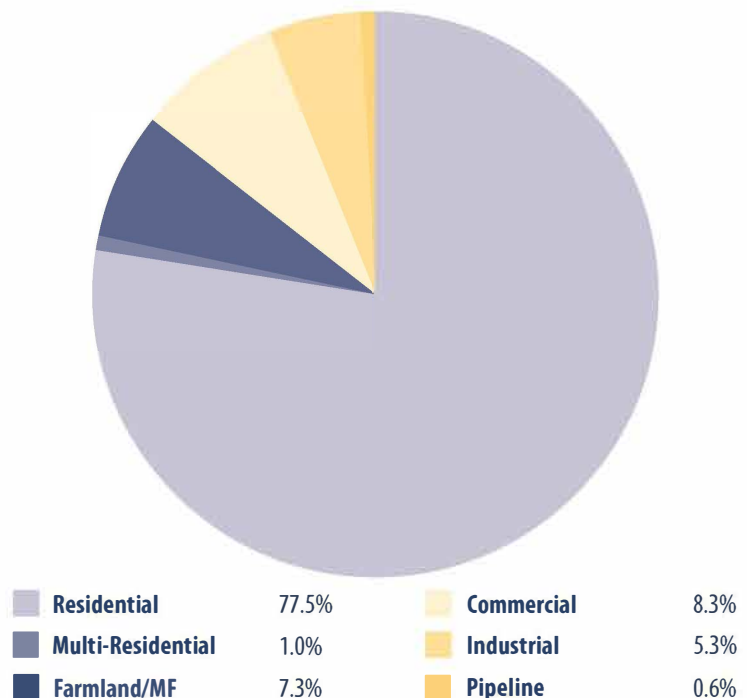
The difference of roughly **\$31.5 million** is shifted onto other property classes. This works out to an average cost of **\$919 per household** to fund the farm tax rebate.

Urban municipalities, including those that border Wellington, do not share in this cost to the same extent. This creates challenges for Wellington to have comparable property tax rates to our urban neighbours.

2020 UNWEIGHTED ASSESSMENT BY CLASS (Share of Property Values)



2020 WEIGHTED ASSESSMENT BY CLASS (Share of Property Taxes)



BUDGET OVERVIEW: CHALLENGES

Challenge: Planning For, and Providing, the Best Physical Infrastructure



Wellington County has a land area of 2,600 km² and a population density of 37.0 per square kilometer. Since our population is spread out over a larger geographic area, more infrastructure is required to connect the County, and the maintenance of this infrastructure is funded by fewer people than in more urban centres. Further, private investment in infrastructure, such as fibre optics, is not always possible as the return on investment is not as high as in more populous regions.



Solution: Connecting People And Managing Assets

County Council has continued its five-year commitment to invest just under \$900,000 to the Southwestern Integrated Fibre Technology (SWIFT) project. In 2016, the Federal and Provincial governments announced \$180 million in funding to support the total project cost of \$281 million. This investment will expand access to broadband by delivering fibre optic coverage to rural communities and ensure that Wellington County remains a competitive place to work and do business.

The County owns and operates approximately \$1.2 billion in assets that deliver continued services to the community, and is responsible for the maintenance of these assets. Wellington's large amount of infrastructure and relatively low population density makes it critical for the County to plan ahead for its infrastructure requirements.

Municipalities own over 60% of all public infrastructure and receive only nine cents of every tax dollar collected. This places pressure on the County to fund infrastructure improvements with limited finances. Building and maintaining infrastructure is a key objective for the County, and is achieved by applying sound asset management practices, taking inventory of what the County owns, conducting regular inspections, prioritizing work needs, preparing appropriate asset renewal projections and programmes to address renewal needs, and monitoring and reporting on projected asset conditions. To that end, the County is developing a detailed Asset Management Plan. Additionally, the 2020 Budget and Ten-Year Plan includes \$394.2 million for infrastructure-related capital requirements over the next 10 years.

To offset some of the pressure faced by municipalities in addressing the infrastructure funding gap, the province has increased the Ontario Community Infrastructure Funding (OCIF) in 2020. The County's allocation under this programme is \$1,863,466 in 2020. The province has announced this programme is under review for future budget years. The County will advocate this this funding continue so that the funding is targeted to important infrastructure investments to address the infrastructure deficit.



BUDGET OVERVIEW: CHALLENGES

Challenge: Changing Demographics

Canada's demographics are changing over time, as the Baby Boomer generation enters retirement. An aging population increases the demand for a range of County services including access to hospitals, paramedics, public health, long-term care and affordable housing. Aging demographics and hospital infrastructure puts pressure on the County to renew and expand its three hospital facilities to keep pace with current and future demands and remain economically competitive.

Despite not being a traditional municipal funding responsibility, the Ministry of Health requires that local communities financially support redevelopment costs. Currently the province covers 90% of the costs of "bricks and mortar," but requires the community to make a 10% contribution to redevelopment costs and to cover all equipment, technology, land purchase, servicing, and roads development.



Solution: Improve Healthcare Facilities and Ambulance Response Times

2020 marks the sixth and final year of a \$9.4 million commitment to redevelop and improve all three County hospitals: Groves Memorial Hospital in Fergus, Louise Marshall Hospital in Mount Forest, and Palmerston and District Community Hospital. The County has also approved and raised an additional \$5 million for the redevelopment of Groves Hospital, bringing the County's total commitment to hospital funding to \$14.4 million.

The County has also committed to conducting a Continuum of Care feasibility study, initial design and costing concept, to evaluate the development of a retirement community campus at Wellington Place, the site of the Wellington Terrace, which is the County's long-term care home. The plan involves developing additional facilities to create a campus lifestyle, and includes assisted living, supportive and affordable housing, as well as life lease properties for seniors.



The County is also working toward improving ambulance response times. The City of Guelph is the delivery agent of Land Ambulance services in Guelph and Wellington County. An Ambulance Master Plan has been completed, which forecasts significant increases in demand for services and presents opportunities for response time improvements within the County by relocating and rebuilding some of the ambulance station facilities. The County has conducted an Ambulance Station Feasibility Study to determine optimal locations and budget requirements. The County's capital forecast includes a proposal to build five new ambulance stations, and a sixth facility outside the forecast, and lease them back to the City. Timing of construction is awaiting Provincial announcements for this service.

BUDGET OVERVIEW: CHALLENGES

Challenge: Climate Change and Environmental Concerns



The window for avoiding serious impacts of climate change is shrinking. Predicted changes in climate in Wellington County include increases in average annual temperature with more extreme temperature (>30°C) events, increase in annual precipitation with increased intensity and frequency of rainfall events and increases in extreme rainfall events. These changes may lead to low crop yields due to damage from extreme and intense weather events, damage to municipal infrastructure due to increased frequency of freeze-thaw cycle, reduced health of streams and lakes due to increased runoff of nutrients, sediment and contaminants, loss of winter outdoor recreation opportunities and increased power outages and service disruptions. Our challenge is to reduce our contribution to global greenhouse gas emissions, build resilience to impacts of climate change and prepare for the transition to a low carbon economy to continue to provide the highest level and best quality services to the community.



Solutions: Climate Change Mitigation Plan, Organics Collection, Green Legacy Programme

The County of Wellington is preparing a climate change mitigation plan. The plan will examine the County's and community's sources of greenhouse gases that contribute to climate change and present actions for greenhouse gas reduction. Specifically the plan will focus on contributions from solid waste, transportation, street lighting, building operations and agriculture. The County has many programs already in place that are reducing our contribution to greenhouse gases compared to traditional approaches. In 2020, the County will introduce green bins to roadside waste pickup to divert organic waste from the landfill. Fuel systems for waste pickup trucks will be converted to compressed natural gas reducing their greenhouse gas emissions by approximately 15%. The County also continues to promote tree planting through the Green Legacy programme. Over 175,000 trees were distributed by Green Legacy in 2019. Further, the County improves efficiency of building assets through life-cycle replacements.



BUDGET OVERVIEW: CHALLENGES

Challenge: Extremely Low Assessment and Property Taxes Received from the Aggregate Industry



In 2016, Municipal Property Assessment Corporation (MPAC) and the Ontario Stone, Sand, and Gravel Association (OSSGA) came to an agreement to settle legacy appeals from the 2009-16 taxation years. This came as a result of successful lobbying efforts made by the industry to the provincial government to exempt the assessment of aggregate within the lands for property tax purposes. MPAC and the OSSGA also agreed upon a new formula to determine assessments for the 2017-20 taxation years.

This has resulted in unprecedented taxation losses to the County and its member municipalities. Wellington County municipalities lost more than \$6 million in property tax write-offs and legal fees as a result of the settlements in 2016. The County and its local municipalities also lost significant amounts from the taxable assessment base. It is estimated that Wellington County municipalities have lost more than \$700,000 in annual municipal taxes as a result of this new formula. This results in a shift in tax burden from the aggregate industry onto other types of properties in the County, with residential taxpayers picking up the lion's share.



Wellington County municipalities are now facing a situation where a 94-acre gravel pit in Puslinch is paying less annual property taxes than hundreds of single family homes in that municipality. Gravel pits directly adjacent to other industrial properties of similar size pay approximately 3% of taxes in comparison to their neighbours. This creates a great deal of inequity among property tax payers.

Solution: Assessment Base Management

A gravel pit or quarry licensed in Wellington County now becomes an immediate financial burden to the municipality and results in a direct subsidization of that business by other property tax classes, primarily residential. Wellington County Council and staff are committed to the fair and equitable treatment of all of their ratepayers and will aggressively pursue this matter until a fair and equitable settlement is reached.

County Council approved a new Assessment Base Management (ABM) Policy and programme in November 2016. This programme includes a number of processes that structure the County's deliberate efforts to maintain, protect and enhance the quality of the assessment roll. It is designed to ensure that the County and its member municipalities have access to all of the tax revenue to which they are entitled, and to promote greater equity in the property tax system by ensuring that every ratepayer is paying their fair share—no more, no less. It is important for the County and its member municipalities to be involved with managing the assessment base and to work with MPAC on a regular basis.

EXECUTIVE SUMMARY - OPERATING BUDGET

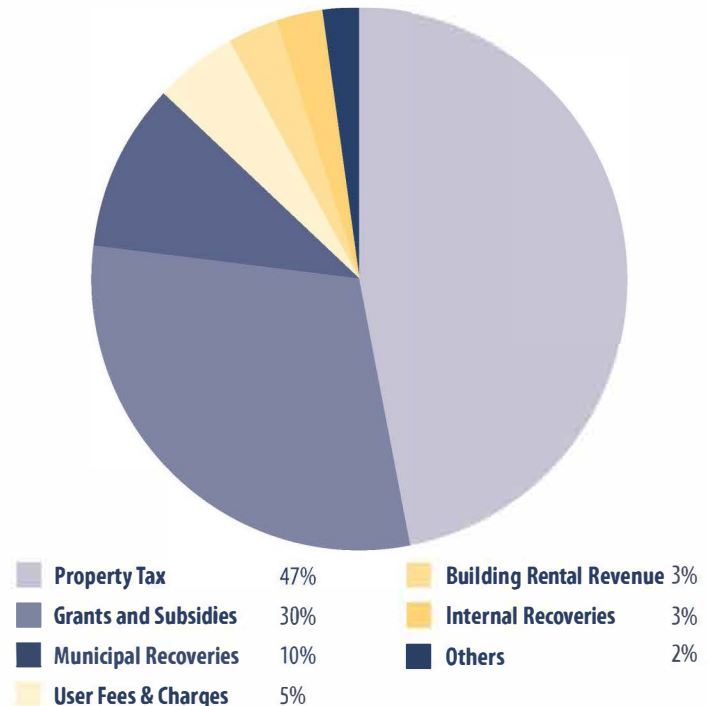
2020 Operating Budget Revenues

\$229.8 Million

Property taxes make up 47% of the County's revenues, followed by grants and subsidies totalling 30%.

Municipal recoveries amounting to 10% are the next largest revenue source for the County.

2020 OPERATING BUDGET REVENUES



2020 County Property Tax

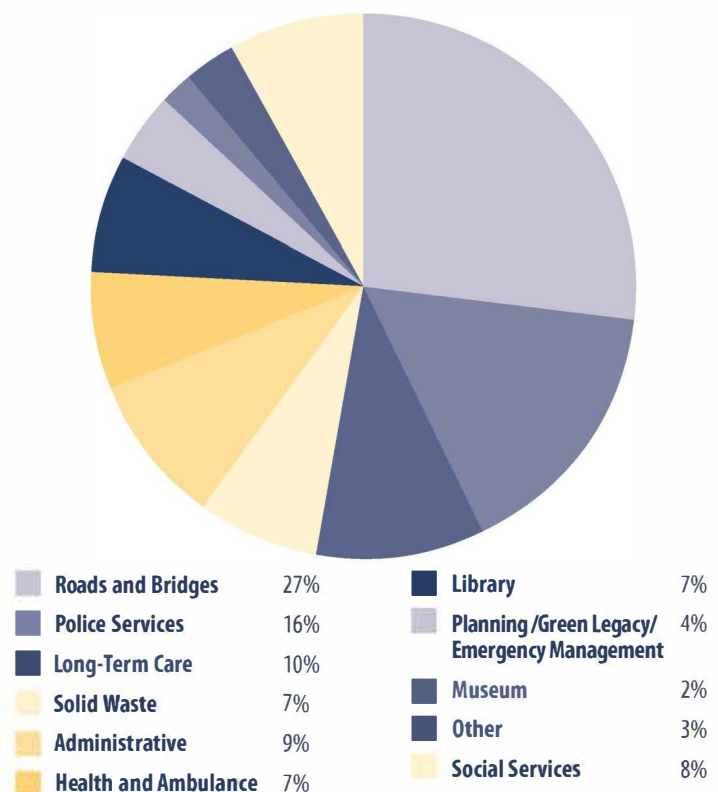
Requirement

\$105.6 Million

Property taxes remain the County's largest and most important source of revenue. Over 43% of property tax dollars go to two services: roads and policing. Social services, long-term care, solid waste services and health and ambulance services make up another 32%.

All other services including the County library system, museum and archives, planning, green legacy and emergency management, and administration make up the remainder.

2020 COUNTY PROPERTY TAX REQUIREMENT



OPERATING BUDGET - REVENUE SOURCES

County revenues are estimated based on federal/provincial funding announcements, estimated caseload and service levels (Grants and Subsidies) as well as adherence to cost sharing agreements for shared services with the City of Guelph (Municipal Recoveries). Rental revenues are based on rent-geared to income subsidy calculations for our social housing tenants and lease agreements with the province. Resident co-payment fees at our long-term care home are based on standards provided by the Ministry of Health and Long-Term Care. Very few of our revenues are based on trend analysis and assumptions. The following are major revenue sources for the County of Wellington:

Grants and Subsidies

Grants and subsidies anticipated to be received by the County in 2020 total just over \$68.9 million. Most of the subsidies received (\$56.3 million) are for the delivery of social services (Ontario Works, Child Care, Housing and Affordable Housing) as well as subsidies for operating the County's long-term care home, the Wellington Terrace (\$9.3 million). Much of the subsidies received for Social Services are received for services in the City of Guelph (\$44.0 million) for which the County delivers these programmes on their behalf in its role as Consolidated Municipal Service Manager (CMSM). This means that the County-only portion of these grants is \$12.3 million. Smaller grant and subsidy amounts are received for police, solid waste services, libraries and museum as well as the Ontario Municipal Partnership Fund (OMPF) grant. Other grants are received on a case-by-case basis.

Municipal Recoveries

The bulk of municipal recoveries (over \$22.0 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes (\$20.7 million). As well as \$258,900 estimated net fine revenue from the POA court services administered by the City of Guelph. A smaller amount of revenue is received from other municipalities (\$931,100) mainly for roads maintenance activities on boundary roads. Smaller recovery amounts are received for planning services and library agreements with neighbouring municipalities.

Building Rental Revenue

Most of the County's building rental revenue is from tenants of the County's directly owned social housing units. Other building rental revenue consists of agreements with the province for the rental of the Courthouse, Crown Attorney's office and space for Provincial OPP officers at some of the County's directly owned OPP stations.

User Fees and Charges

Primarily consist of resident co-payment fees at the Wellington Terrace (\$4.8 million), tipping fees at County landfill sites and transfer stations (\$1.7 million) and curbside user pay bag fees (\$1.7 million). Other user fees include parent fees for the provision of child care (\$1.2 million) at the County's four directly operated child care centres, planning and land division application fees (\$0.8 million), and solar panel revenues (\$0.2 million).

Other Revenue

Other revenue primarily consists of interest earnings on the County's long-term investment portfolio.

OPERATING BUDGET - EXPENDITURES

2020 Operating Budget Expenditures - \$229.8 million

Salaries, Wages and Benefits

Consists of compensation costs for the County's over 800 employees. This includes overtime, shift and standby premiums, vacation pay, clothing allowances as well as the County's share of employee paid benefits.

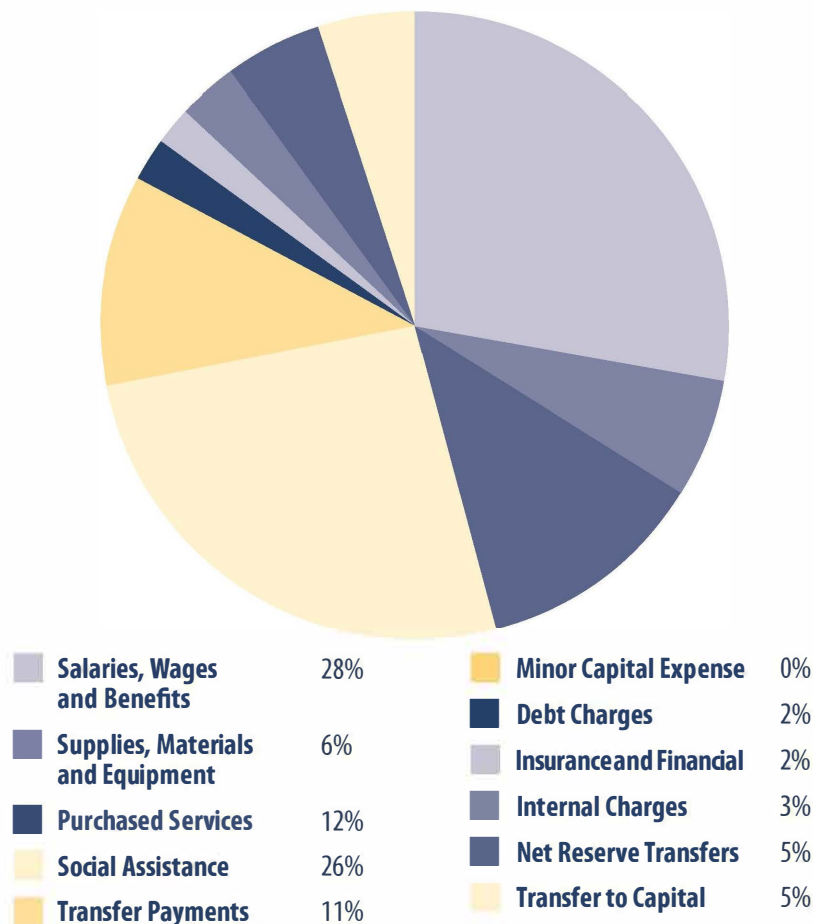
Supplies, Materials and Equipment

Includes the purchase of tangible supplies, materials and equipment for the provision of services within County departments. Major items include sand, salt and de-icer expenses; parts and fuel for County vehicles and equipment; food purchases at the County's long-term care home; operating supplies for directly-operated child care programmes; purchase of library circulation materials; computer hardware; and furniture, fixtures and equipment at County facilities.

Purchased Services

Includes contracted services paid to external agencies and organizations. Major items include professional and legal fees; property assessment; recyclables processing; curbside collection; maintenance services for County and housing facilities; software and hardware maintenance and licencing; utilities and taxes; as well as building rental costs.

2020 OPERATING BUDGET EXPENDITURES



OPERATING BUDGET - EXPENDITURES

Social Assistance

Payments made to social services clients, community agencies and providers for income support; provision of child care services and social housing.

Transfer Payments

Consists of payments made to the province or provincial agencies, other municipalities for service delivery as well as grants to individuals and organizations. Major items include the Ontario Provincial Police (OPP) contract; mortgage payments to the province for social housing units; the Land Ambulance contract with the City of Guelph; payments to the Wellington-Dufferin-Guelph Public Health Unit; Rural Water Quality grants; and grant programmes for our member municipalities for Economic Development, Accessibility, and Local Trails.

Minor Capital Expenses

Includes building and facility upgrades of a one-time nature that don't meet County capital thresholds; roads and bridge repairs of a minor nature, guide rails and traffic related studies.

Debt Charges

Principal and interest payments for the County's long-term debt. Includes amounts for both tax and growth supported debt. More information on County debt and debt servicing charges can be found on pages 60-61.

Insurance and Financial

Includes building, equipment, vehicle and liability insurance for County facilities, officials and interests as well as accruals for short-term disability and WSIB self insurance. Financial expenses include provisions for property tax and general write-offs; collections expenses; bank charges and interest; debt issuance; and retailer compensation for the sale of user-pay bags.

Internal Charges

Internal service and corporate allocations for the provision of services to other County departments. Major items include roads equipment charges; tipping fees and user pay bags; allocations within social services for appropriate contract provisions; and central administration charges to social services and long-term care in accordance with existing agreements.

Transfers to/from Reserves and Capital

Since the County budgets on a "fund accounting" basis; these transfers encompass transfers to and from the County's operating, capital and reserves and reserve funds. Each fund has its own assets and liabilities and raises or is granted its own money for its own purposes and records its own expenditures. The transfers end up balancing out within all funds. Separate fund accounting provides for an increased level of control over the assets of the fund so that assets aren't inadvertently used for another fund.

SUMMARY OF STAFFING BY DEPARTMENT

2019 Staffing Adjustments

Annualization of positions approved in 2019 budget, including the full-year of operating the Wellington Place Child Care and Learning Centre.

Staffing Changes for 2020

CAO and Clerks: IT Asset Management Systems Analyst, Communications Student

Economic Development: Smart Cities Project Coordinator

Treasury: Asset Management Analyst

Human Resources: Reallocation of costs of portions of three existing positions to Long-Term Care

Property: Increased Cleaners hours from part-time to full-time

Roads: Construction Technologist, Infrastructure Technical Analyst, removal of Mapleton mechanic

Solid Waste: Remove Operations Superintendent

Emergency Management: Emergency Management Co-ordinator, remove student

Library: additional Assistant Branch Supervisor and Page hours at Mt. Forest, Palmerston, Harriston and Erin; Change Mt. Forest Branch Supervisor to FT

Ontario Works: Immigration, Refugees and Citizenship Canada Employment Engagement position and reduction of Reception Coverage

Housing: Asset Management Coordinator and Manager of Guelph Non-Profit

Long-Term Care:

- Nursing Division:
Additional shifts for
Personal Support Worker
and Terrace Aide positions,
Staffing Coordinator
position
- Nutritional Services
Division: Nutritional
Services Supervisor to full-
time and addition of
Terrace Aide position
(Meals on Wheels)

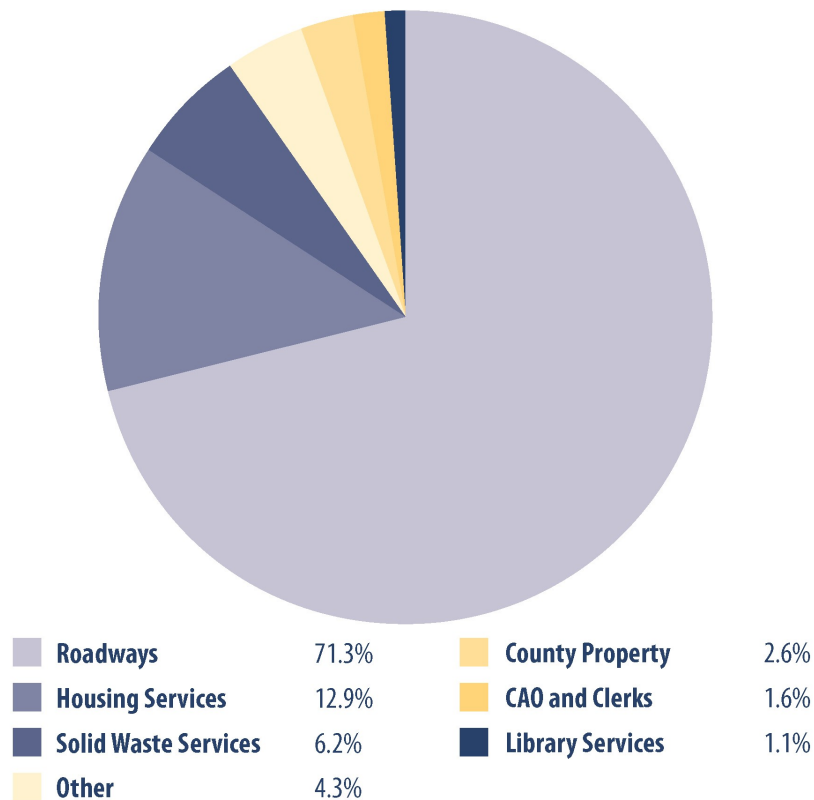
Department	Total FTEs			Change 2019-2020
	2018	2019	2020	
Office of the CAO/Clerk	32.3	33.6	34.6	1.0
Economic Development	5.7	6.0	7.0	1.0
Treasury	14.7	15.4	16.2	0.8
Human Resources	14.3	14.3	12.3	-2.0
Property	12.8	11.6	12.4	0.8
Police	2.4	2.1	2.1	0.0
Roads Admin	7.0	7.0	8.5	1.5
Roads Field	59.2	60.7	60.2	-0.5
Solid Waste	30.9	30.9	29.9	-1.0
Planning	14.5	16.8	17.5	0.7
Tree Nursery	7.9	7.9	7.9	0.0
Emergency Management	3.3	3.3	3.7	0.4
Museum	18.3	18.7	18.7	0.0
Library	58.9	58.9	59.7	0.8
Ontario Works	68.8	69.1	69.3	0.2
Child Care	57.3	80.7	91.1	10.4
Housing	44.5	45.0	46.8	1.8
Long-Term Care	198.3	198.5	208.1	9.6
Total	651.1	680.5	706.0	25.5

SUMMARY OF STAFFING BY DEPARTMENT

2020 Staffing Summary				
2019 Approved staff complement (expressed as full time equivalents)	680.5			
Annualization of positions approved in the 2019 budget	11.5			
Adjusted 2019 staff complement	692.0			
2020 Budget Changes	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
Long-Term Care Staffing Changes				
Nursing: add 3.5 additional hours per day x 3 positions (plus backfill) for 7 days/week to existing 4 hour Personal Support Worker (PSW) shifts on Maple Ridge, Cedar Gorge and Walnut Grove	1.8	144,800	-	144,800
Nursing: add 1 new FT PSW shift (with backfill) for 7 days/week for Apple Valley	1.3	94,400	-	94,400
Nursing: add 1 new 4 hour PSW shift on Apple Valley (7 days/week)	0.7	46,200	-	46,200
Nursing: Terrace Aide - add an additional 3.5 hours/day to 3 shifts to change the daily Terrace Aide shifts from 8am - 11am to 7am - 1:30pm.	1.8	74,000	-	74,000
Nursing: New Staffing Co-ordinator	0.8	81,900	-	81,900
Director of Care and Nutrition Services Manager reduction from 1950 to 1820 FT hours	-	-	(21,200)	(21,200)
Nutritional Services: Change Nutritional Supervisor Position to FT (currently 3 days/week)	0.4	25,700	-	25,700
Nutritional Services: Meals on Wheels Terrace Aide	0.8	35,900	(35,900)	-
Subtotal Long-Term Care Staffing Changes	7.6	\$502,900	\$(57,100)	\$445,800
County Asset Management-Related Positions				
Roads: Infrastructure Technical Analyst	0.75	74,800	-	74,800
Housing: Asset Management Coordinator	0.75	70,100	(70,100)	-
Treasury: Asset Management Analyst	0.75	74,800	-	74,800
IT: Asset Management Systems Analyst	0.8	80,600	-	80,600
Subtotal County Asset Management-Related Positions	3.0	\$300,300	\$(70,100)	\$230,200
Other County Staffing Changes				
Economic Development: Smart Cities Project Coordinator	1.0	116,600	(40,000)	76,600
Roads: Construction Technologist	0.75	67,300	-	67,300
Roads: Remove Mapleton Mechanic and Funding	(0.75)	(85,800)	42,900	(42,900)
SWS: Remove Operations Superintendent, Re-grade current supervisors increase hours	(1.0)	(116,600)	63,000	(53,600)
Housing: Manager of Guelph Non-Profit	0.75	95,000	(91,200)	3,800
Ontario Works: Employer Engagement Position (IRCC)	0.5	33,100	(33,100)	-
Ontario Works: Remove Fergus Receptionist Coverage	(0.3)	(20,000)	9,400	(10,600)
CEM: Emergency Management Co-ordinator	0.75	61,000	-	61,000
CEM: remove Student	(0.3)	(10,300)	-	(10,300)
Communications: Student	0.3	10,300	-	10,300
Property: increased Cleaners hours from PT to FT (including benefits), including coverage	0.8	60,000	-	60,000
Library: extra Assistant Branch Supervisor and Page hours at Mt. Forest, Palmerston, Harriston and Erin; Change Mt.Forest Branch Supervisor to FT	0.8	73,600	-	73,600
Subtotal all Other Changes	3.3	\$284,200	\$(49,000)	\$235,200
Proposed changes to Staff Complement	13.8	\$1,087,400	\$(176,200)	\$911,200
2020 Proposed Staff Complement (full time equivalents)	705.9			

EXECUTIVE SUMMARY - CAPITAL BUDGET

2020 CAPITAL EXPENDITURES BY DEPARTMENT



Other includes: Planning, Green Legacy, Emergency Management, Museum, Wellington Terrace, Hospital Grants, Ontario Works, Economic Development, Land Ambulance and Provincial Offences Act Administration.

2020 Capital Budget and Ten Year Forecast

The County's 2020 Capital Budget totals \$38.8 million. The County's investment in its roadway network and social and affordable housing make up 84.2% of the current year's capital budget. Of the current year's capital budget, 61.5% is funded through current revenues and reserves. The remainder is funded through Federal Gas Tax, Ontario Community Infrastructure Fund (OCIF) and other provincial subsidies, municipal recoveries, development charges and growth related debentures.

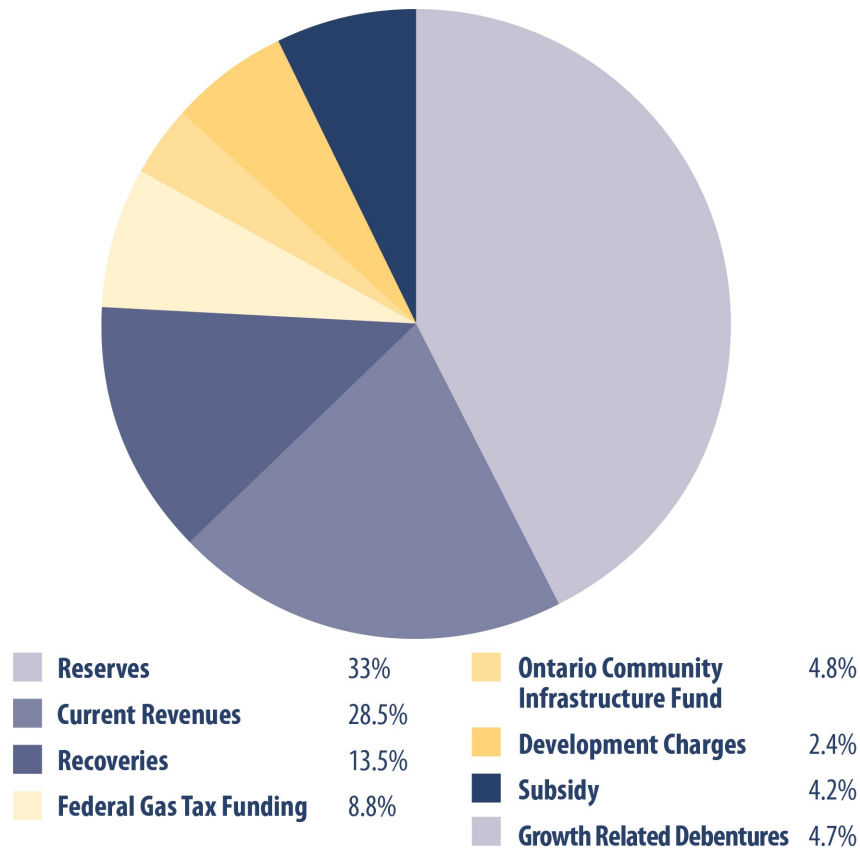
Major capital projects for the current year include:

- \$27.6 million in its existing network of roads, bridges, culverts and roads related equipment and facilities.
- \$5 million in capital repairs and enhancements within its social and affordable housing units.
- \$200,000 to Louise Marshall Hospital, completing commitment of \$9.4 million in hospital capital grants.

The Ten-Year Capital Plan invests \$394.2 million in infrastructure and equipment. This includes the construction of five ambulance stations, the development of Riverstown landfill, further investment in social housing and roads including \$25.2 million to complete the design and construction of three Public Works facilities and begin design on a fourth.

CAPITAL BUDGET - FUNDING SOURCES AND CASH FLOW

2020 CAPITAL FUNDING SOURCES



2020 Estimated Capital Cash Flow (in \$M)			
Capital Projects Carry-Forward from 2019 (A)	2020 Capital Budget (B)	Total Capital in 2020 (A+B)	2020 Projected Cash Flow
\$24.2	\$38.8	\$63.0	\$37.8

The table above shows the County's estimated projected cash flow for 2020.

Major capital projects can take years to complete and projected capital expenditures relate to work in process from previously approved capital budgets as well as current year spending.

Adequate financing is in place to fund the 2020 projected capital cash flow of \$37.8 million.

CAPITAL BUDGET: FUNDING SOURCES

The County of Wellington's capital budget and ten-year plan is supported by several sources of revenue, which include current revenues (tax support from the operating budget), reserves, recoveries from other municipalities, federal gas tax, provincial subsidy, and development charges. Capital revenue sources are described below.

Current Revenues

Current funding is raised through the property tax levy. To the greatest extent possible, the net County share of capital works will be funded through current year appropriations from the tax levy.

Reserves

Transfers from reserves offer financial flexibility and are budgeted to offset capital costs for significant projects. Budgeted operating transfers to reserves to fund capital within the ten-year forecast help to spread these costs over several years.

Recoveries

Recoveries from other municipalities are budgeted for shared projects. The largest portion of the recoveries are for projects in Social Services where the County provides services on behalf of the City of Guelph, and in the roads department where capital works on boundary roads and bridges are shared with neighbouring municipalities.

Federal Gas Tax

The County has planned to utilize \$32.3 million in Federal Gas Tax funding on asset management and infrastructure improvements to its network of roads, bridges and culverts over the next ten years. The funding will be used on ten bridge and culvert projects, five roads construction projects, 15 asphalt resurfacing projects and the purchase and implementation of corporate asset management software. The complete list of Federal Gas Tax funded projects is shown in the table on the following pages.

Ontario Community Infrastructure Fund

The provincial subsidy revenues identified are from the Ontario Community Infrastructure Fund (OCIF) formula-based funding. The Province has committed additional funds to this programme for 2020. The County's allocation is \$1.86M in 2020 and staff have assumed this level of funding through to 2029. The complete list of OCIF funded projects is shown on the following pages.

Development Charges

Development charges are used to fund growth related capital and are determined through the development charge background study in accordance with the County's development charge by-law 5523-17 which was approved on May 25, 2017 and by-law 5590-18 approved on October 25, 2018. An updated Development Charge Study will be completed in 2020 to comply with new legislative requirements.

FEDERAL GAS TAX FUNDED PROJECTS

	2020	2021	2022	2023	2024	5 Year Total
Office of the CAO/Clerk						
Asset Management Software	300,000					300,000
Roads Construction						
WR 6, WR 109 to Hwy 89						
WR 16, Hwy 89 to WR 109						
WR 18, Geddes St Mathieson to David						
WR 18, Geddes St Elora, Retaining Wall						
WR 124 at WR 24, Intersection					800,000	800,000
Bridges						
WR 16, Penfold Bridge, B016038				900,000		900,000
WR 18, Carroll Creek B018090		500,000				500,000
WR 21, Badley Bridge, B021057	1,000,000					1,000,000
WR 35, Paddock Bridge, B035087				1,025,000		1,025,000
WR 36, Bridge B036122, Replace		930,000				930,000
WR 36, Bridge B036086, Replace		930,000				930,000
WR 109, Mallet River B109129	450,000					450,000
WR 109, Maitland B109128 Rehab	400,000					400,000
Culverts						
WR 12, Culvert C12086, Replace			800,000			800,000
WR 124, Clvrt C124124, Replace						
Roads Resurfacing						
WR 3, WR 2 to Grey Bndry 2.8 km						
WR 7, Rothsay to WR 11, 5.2 km				1,000,000		1,000,000
WR 7, WR 51 to N Bound PL 3.2 km				950,000		950,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line						
WR 12, 300 m East of 16th Line to WR 109						
WR 14, Tucker to 400m N SR 9	1,271,000					1,271,000
WR 17, ROW to Floradale Rd, 1.5 km					450,000	450,000
WR 18, Fergus to Dufferin 11 km			1,125,000	1,125,000		2,250,000
WR 18, WR 7 to ROW boundary, 6.3 km						
WR 30, WR 39 to WR 86, 1.7 km		650,000				650,000
WR 34, WR 32 to SR 10 North 2 km						
WR 38, City of Guelph to Highway 6, 3.7 km					750,000	750,000
WR 52, 9th Line to WR 25 2.8 km					450,000	450,000
WR 109, Hwy 6 to Dufferin 11.1 km						
WR 109, WR 7 to WR 10, 5.9 km			2,250,000			2,250,000
Total County of Wellington	3,421,000	3,010,000	4,175,000	5,000,000	2,450,000	18,056,000

FEDERAL GAS TAX FUNDED PROJECTS

	2025	2026	2027	2028	2029	10 Year Total
Office of the CAO/Clerk						
Asset Management Software						300,000
Roads Construction						
WR 6, WR 109 to Hwy 89					2,500,000	2,500,000
WR 16, Hwy 89 to WR 109				1,000,000		1,000,000
WR 18, Geddes St Mathieson to David		1,000,000				1,000,000
WR 18, Geddes St Elora, Retaining Wall	2,250,000					2,250,000
WR 124 at WR 24, Intersection						800,000
Bridges						
WR 16, Penfold Bridge, B016038						900,000
WR 18, Carroll Creek B018090						500,000
WR 21, Badley Bridge, B021057						1,000,000
WR 35, Paddock Bridge, B035087						1,025,000
WR 36, Bridge B036122, Replace						930,000
WR 36, Bridge B036086, Replace						930,000
WR 109, Mallet River B109129						450,000
WR 109, Maitland B109128 Rehab						400,000
Culverts						
WR 12, Culvert C12086, Replace						800,000
WR 124, Clvrt C124124, Replace	750,000					750,000
Roads Resurfacing						
WR 3, WR 2 to Grey Bndry 2.8 km					800,000	800,000
WR 7, Rothsay to WR 11, 5.2 km						1,000,000
WR 7, WR 51 to N Bound PL 3.2 km						950,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line				1,100,000		1,100,000
WR 12, 300 m East of 16th Line to WR 109	900,000					900,000
WR 14, Tucker to 400m N SR 9						1,271,000
WR 17, ROW to Floradale Rd, 1.5 km						450,000
WR 18, Fergus to Dufferin 11 km						2,250,000
WR 18, WR 7 to ROW boundary, 6.3 km		1,650,000				1,650,000
WR 30, WR 39 to WR 86, 1.7 km						650,000
WR 34, WR 32 to SR 10 North 2 km					750,000	750,000
WR 38, City of Guelph to Highway 6, 3.7 km						750,000
WR 52, 9th Line to WR 25 2.8 km						450,000
WR 109, Hwy 6 to Dufferin 11.1 km					1,500,000	1,500,000
WR 109, WR 7 to WR 10, 5.9 km						2,250,000
Total County of Wellington	3,900,000	2,650,000		2,100,000	5,550,000	32,256,000

ONTARIO COMMUNITY INFRASTRUCTURE FUND (OCIF) FUNDED PROJECTS

	2020	2021	2022	2023	2024	5 Year Total
Roads Construction						
WR 50, Third Line to WR 24	\$500,000					\$500,000
WR 52, WR 124 to 9th Line			\$960,000			\$960,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km			\$900,000			\$900,000
Bridges						
WR 7, Bosworth Bridge, B007028						
WR 32, Blatchford Bridge, Rehab						
WR 38, Bridge B038113, Replace				\$1,000,000		\$1,000,000
WR 109, CR Bridge 4, B109133, Replace						
Culverts						
WR 18, Culvert C180210, Liner		\$860,000				\$860,000
Roads Resurfacing						
WR 7, Rothsay to WR 11, 5.2 km				\$860,000		\$860,000
WR 7, Rothsay to 700m south of Sideroad 3, 2.6km					\$860,000	\$860,000
WR 11, WR 7 to Emmerson Simmons Bridge, 3.8km						
WR 17, WR 7 to Hwy 6, 4.7 km						
WR 22, Hwy 6 to WR 29, 3.9 km						
WR 22, WR 26 to 300m S of WR24	\$1,360,000					\$1,360,000
WR 26, WR 22 to WR 18 6 km						
WR 35, WR 34 to Hamilton boundary, 6.6 km					\$1,000,000	\$1,000,000
WR 86, WR 85 to SR 19, 4.1 km		\$1,000,000				\$1,000,000
Total County of Wellington	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$9,300,000

	2025	2026	2027	2028	2029	10 Year Total
Roads Construction						
WR 50, Third Line to WR 24						\$500,000
WR 52, WR 124 to 9th Line						\$960,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						\$900,000
Bridges						
WR 7, Bosworth Bridge, B007028			\$1,860,000			\$1,860,000
WR 32, Blatchford Bridge, Rehab		\$1,860,000				\$1,860,000
WR 38, Bridge B038113, Replace						\$1,000,000
WR 109, CR Bridge 4, B109133, Replace	\$1,860,000					\$1,860,000
Culverts						
WR 18, Culvert C180210, Liner						\$860,000
Roads Resurfacing						
WR 7, Rothsay to WR 11, 5.2 km						\$860,000
WR 7, Rothsay to 700m south of Sideroad 3, 2.6km						\$860,000
WR 11, WR 7 to Emmerson Simmons Bridge, 3.8km					\$1,000,000	\$1,000,000
WR 17, WR 7 to Hwy 6, 4.7 km				\$1,000,000		\$1,000,000
WR 22, Hwy 6 to WR 29, 3.9 km				\$860,000		\$860,000
WR 22, WR 26 to 300m S of WR24						\$1,360,000
WR 26, WR 22 to WR 18 6 km					\$860,000	\$860,000
WR 35, WR 34 to Hamilton boundary, 6.6 km						\$1,000,000
WR 86, WR 85 to SR 19, 4.1 km						\$1,000,000
Total County of Wellington	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$18,600,000

FUND DESCRIPTIONS

Financial information is prepared in accordance with a fund structure which consists of an operating fund, capital fund and reserve funds. Each fund has a distinct purpose.

Operating Fund:

Used to record all revenues and expenditures relating to the day-to-day operations of the County.

Capital Fund:

Records all capital related transactions, and is utilized in acquiring, constructing or improving infrastructure and capital facilities.

Reserve Fund:

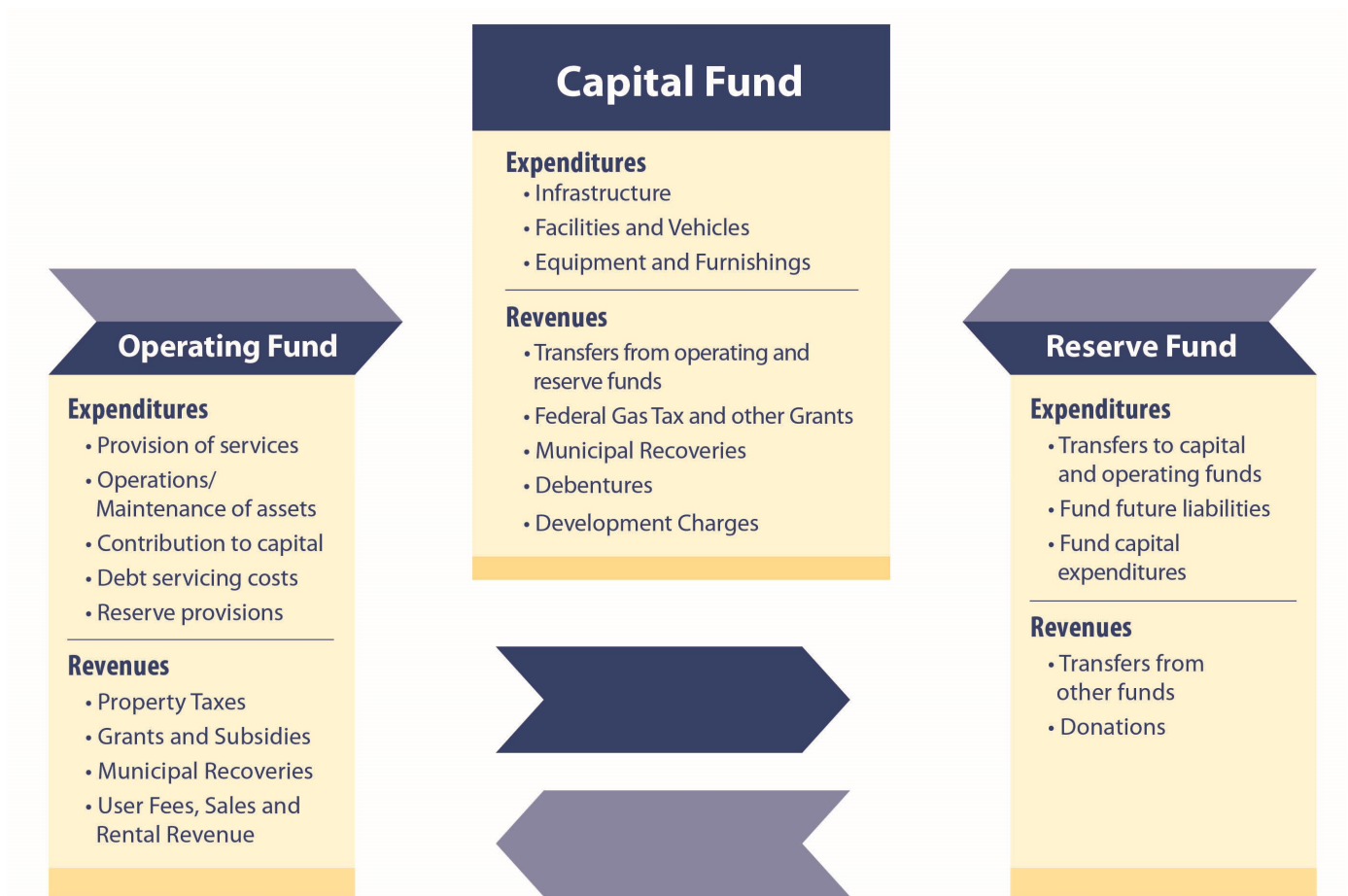
Reserves and reserve funds may be established for any purpose deemed necessary by resolution of County Council. Typical uses of reserves are for equipment replacement, contingencies and stabilization purposes, and capital financing.

Monies flow between funds through transfers and are recorded as expenses or revenues in the affected funds.

The Reserve and Reserve Fund Balance is budgeted to decrease by 1.2% (\$1,013,400) in 2020.

Reserve transfers to fund major capital items in 2020 include:

- \$2.5 million for Road and Solid Waste Equipment
- \$4.7 million in road and bridge work
- \$2.6 million in facility improvements



FUND BALANCES

Consolidated 2020 Budget Summary (\$000's)

	Operating	Capital	Reserve and Reserve Funds	Total
Budgeted Fund Balance—Beginning		\$ 15,722	\$ (88,410)	\$ (72,688)
Revenues				
Property Taxation	\$ (107,835)			(107,835)
Grants and Subsidies	(68,918)	(6,905)		(75,823)
Municipal Recoveries	(22,074)	(5,251)		(27,325)
Licenses, Permits and Rents	(8,188)			(8,188)
Fines and Penalties	(52)			(52)
User Fees and Charges	(11,048)			(11,048)
Sales Revenue	(1,108)			(1,108)
Development Charges		(929)		(929)
Debt Proceeds		(1,825)		(1,825)
Other Revenue	(3,177)			(3,177)
Internal Recoveries	(7,384)			(7,384)
Total Revenue	\$ (229,785)	\$ (14,910)	\$ -	\$ (244,695)
Expenditures				
Salaries, Wages and Benefits	\$ 64,573			64,573
Supplies, Materials and Equipment	12,631			12,631
Purchased Services	27,349			27,349
Social Assistance	59,105			59,105
Transfer Payments	25,892			25,892
Insurance and Financial	4,238			4,238
Minor Capital Expenses	535			535
Debt Charges	5,320			5,320
Internal Charges	7,254			7,254
Capital Projects		38,811		38,811
Total Expenditures	206,897	38,811	-	245,708
Transfers				
Transfers from Other Funds	\$ (2,942)	\$ (23,902)	\$ (14,749)	(41,592)
Transfers to Other Funds	\$ 25,830		\$ 15,763	41,592
Total Transfers to (from) Other Funds	\$ 22,888	\$ (23,902)	\$ 1,013	\$ -
(Excess) Deficiency of Revenues over Expenditures	-	-	1,013	1,013
Projected Fund Balance—Ending	\$ -	\$ 15,722	\$ (87,397)	\$ (73,701)

RESERVES AND RESERVE FUNDS

Reserves and Reserve Funds are established by County Council to improve long-term financial stability and to assist with financial planning. Under the provisions set out in the Municipal Act and the Council approved County Reserves and Reserve Fund Policy, these funds are typically used to fund capital projects, operations, smooth tax levy impacts, and help manage the County's financial position.

Reserves

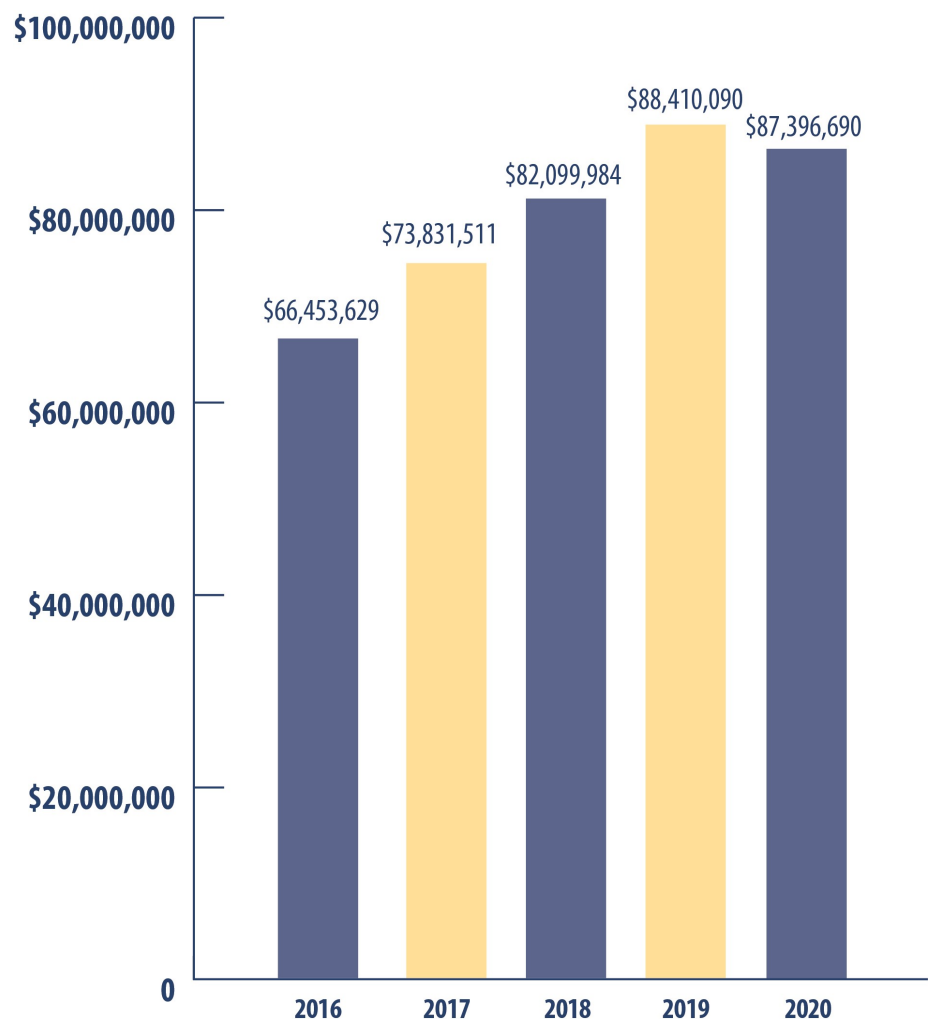
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining its financial position.

Reserve Funds

Reserve Funds are segregated and restricted to meet a specific identified purpose, and must receive interest income per the Municipal Act.

Reserve Funds are established through a by-law of council or by a requirement of provincial legislation. Reserve funds authorized by County Council are referred to as permissive or discretionary reserve funds, and are established for specific purposes.

The chart on the right shows the reserve and reserve fund balance for the 2016-2020 period.



*Reserve balances do not include Wellington Housing Corporation. 2019 numbers based on un-audited actuals, 2020 numbers projected budget forecast

LONG-TERM LIABILITIES AND DEBT

Long Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with \$41.8 million in new debt to be issued over the next ten years. The majority of the capital plan continues to be funded from the tax levy and reserves (61.4%).

Tax Supported Debt

As of December 31, 2019 County tax supported debt totals \$28.1 million.

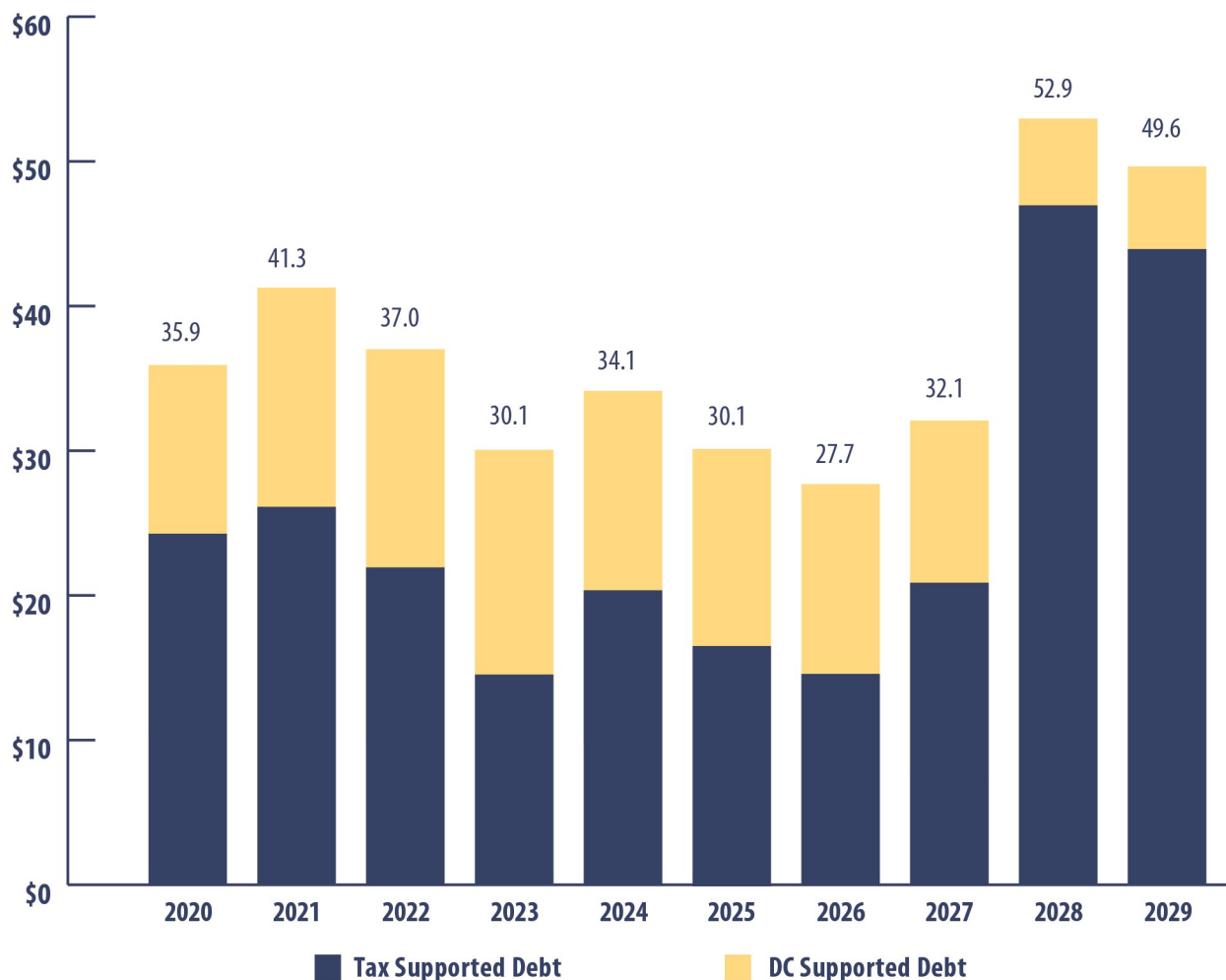
The 2020 – 2029 forecast anticipates the issuance of \$14.5 million for roads facility projects throughout the forecast; \$1.5 million for the County's portion of the Delhi Street Ambulance facility; \$2.4 million for Riverstown Landfill Leachate System Development and \$17.1 million in facility improvements.

Development Charge Supported Debt

As of December 31, 2019 County development charge supported debt totals \$9.9 million. The 2020 – 2029 forecast anticipates the issuance of \$6.3 million of development charge supported debt related to growth related roads and road facility projects.

COUNTY OF WELLINGTON DEBT OUTSTANDING (2020-2029)

\$MILLION



LONG-TERM LIABILITIES AND DEBT

Debt Servicing Requirements

Debt servicing costs will top out at \$8.1 million (\$6.9 million tax supported, \$1.2 million growth supported) in 2023. Debt charges do not exceed 6.7% of the County tax levy over the ten-year plan.

Year	Total Principal and Interest
2020	5,319,984
2021	5,210,264
2022	5,636,934
2023	8,131,225
2024	4,960,439
2025	5,114,772
2026	3,399,598
2027	3,421,120
2028	4,301,393
2029	5,246,669
2030-2039	44,172,031

Year	Tax Supported Principal	Tax Supported Interest	Total Tax Supported	DC Supported Principal	DC Supported Interest	Total DC Supported	Total Debt Servicing
2020	3,226,015	1,067,820	4,293,835	708,000	318,148	1,026,148	5,319,984
2021	2,985,005	1,015,328	4,000,333	793,534	416,397	1,209,931	5,210,264
2022	3,489,877	940,959	4,430,836	761,052	445,046	1,206,098	5,636,934
2023	6,173,017	749,752	6,922,769	772,069	436,387	1,208,456	8,131,225
2024	3,024,129	723,536	3,747,665	787,367	425,407	1,212,774	4,960,439
2025	3,200,515	699,847	3,900,361	807,954	406,456	1,214,410	5,114,772
2026	1,605,785	579,393	2,185,179	827,843	386,576	1,214,419	3,399,598
2027	1,520,211	687,154	2,207,365	848,042	365,713	1,213,755	3,421,120
2028	1,798,547	1,289,288	3,087,835	869,564	343,995	1,213,559	4,301,393
2029	2,517,570	1,617,530	4,135,100	788,418	323,150	1,111,569	5,246,669
2030-2039	23,363,600	11,572,620	34,936,220	7,601,400	1,634,411	9,235,812	44,172,031

Annual Debt Repayment Limit

The Province, through the Ministry of Municipal Affairs and Housing, establishes debenture limits for all municipalities on an annual basis. The calculation, which uses data obtained from the 2018 Financial Information Return (FIR), provides an upper limit or ceiling on debt repayment costs. The purpose of regulating debenture limits is to ensure that municipalities do not issue excessive amounts of debt, thereby weakening their longer-term financial strength. Debt issued on behalf of a member municipality is reflected in each member municipality's debt limit.

The ceiling is established not as an absolute amount of debt, but rather as the relationship of debt servicing costs relative to own source revenues (taxation, user fees and charges, etc.). The annual debt repayment limit is calculated as 25% of 2018 Own Source Revenues (\$30.1 million) less all 2018 debt principal (\$3.4 million), debt interest (\$1.3 million) and payments for long term commitments and liabilities (\$1.4 million). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2020 is \$23.9 million.

CORPORATE PERFORMANCE MEASURES

Each year in advance of final budget preparation, County staff perform a number of calculations to ensure the County maintains its long-term financial health and preserves long-term sustainability. The County utilizes a number of financial ratios to measure its performance over the forecast period to ensure that proposed debt issuances and transfers to and from reserves are made in accordance with its financial policies and maintain or improve its financial health. These measures are described in the following pages.

Debt Limits

Statutory Limitations – Annual Repayment Limit (ARL)

Ontario Regulation 403/02 of the Municipal Act, 2001 sets out the annual debt and financial obligation limits for municipalities. The regulation provides a formula which limits annual debt service costs to an amount equal to 25% of operating revenue. The County is not allowed under this regulation to issue debt which would result in the annual repayment limit being exceeded without Ontario Municipal Board (OMB) approval.

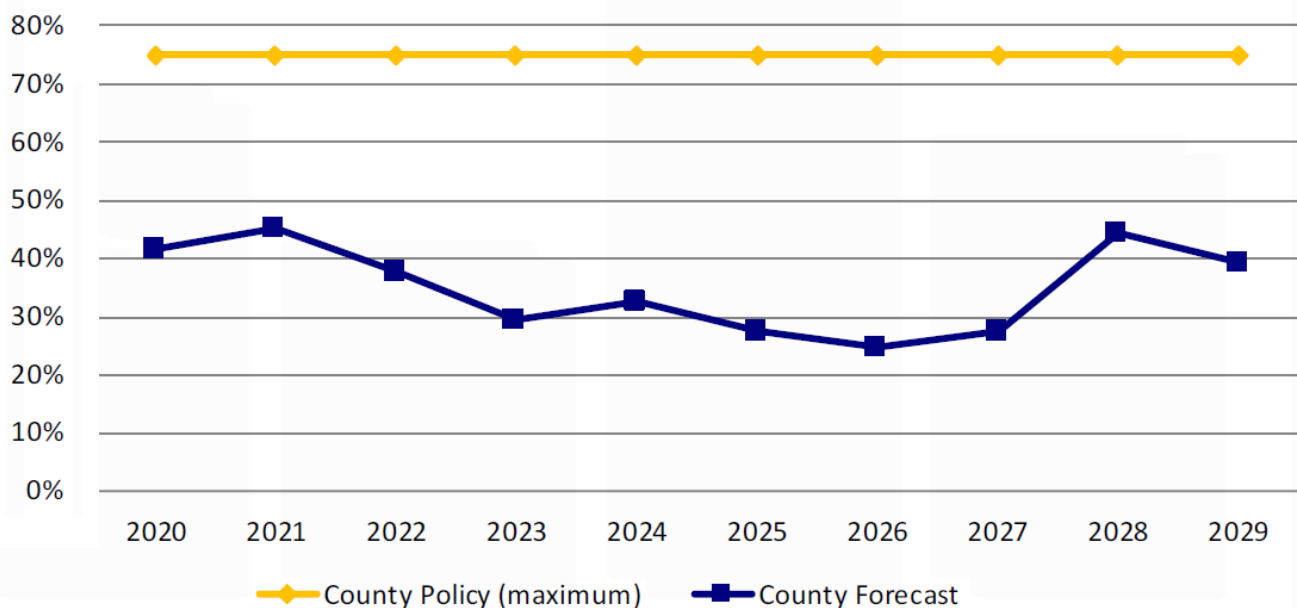
Self-Imposed Limitations (in Accordance with County's Debt Management Policy)

Notwithstanding the limits prescribed in the regulations, prudent financial management calls for more stringent criteria to limit debt. These criteria will assist in preserving borrowing capacity for future capital assets while maintaining maximum flexibility for current operating funds.

Direct Debt to Reserve Ratio:

This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be no more than 1:1. The County's policy is to maintain its ratio below 0.75:1.

Debt Outstanding to Reserve Ratio

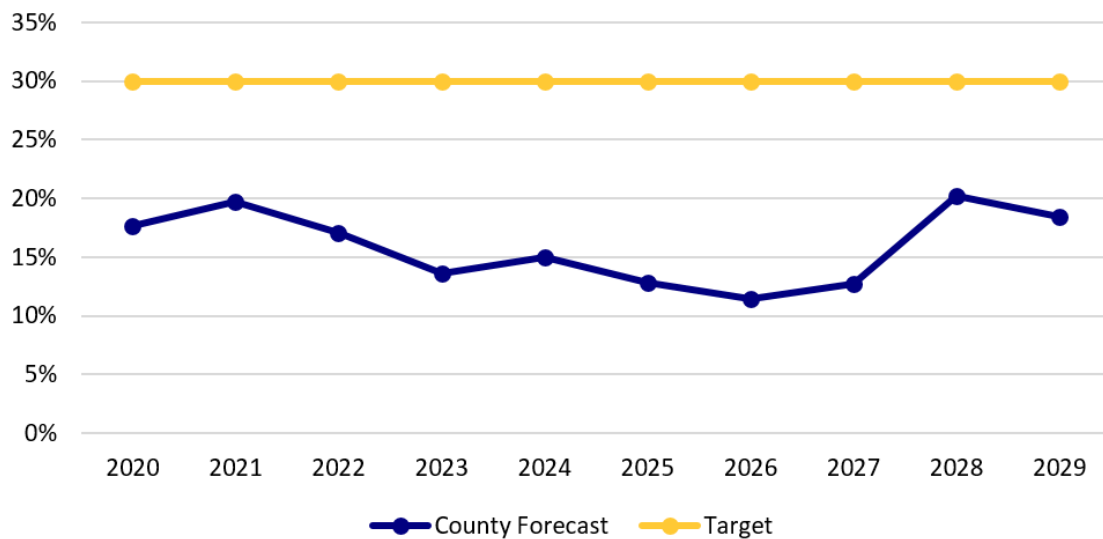


CORPORATE PERFORMANCE MEASURES

Tax-Supported Debt to Operating Revenue:

This measure identifies the percentage of annual operating revenues that would be required to retire the County's net debt. It is also used by Standard and Poor's when assessing the debt burden of a municipality. In accordance with the County's Debt Management Policy, a target rate of less than 30% should be maintained.

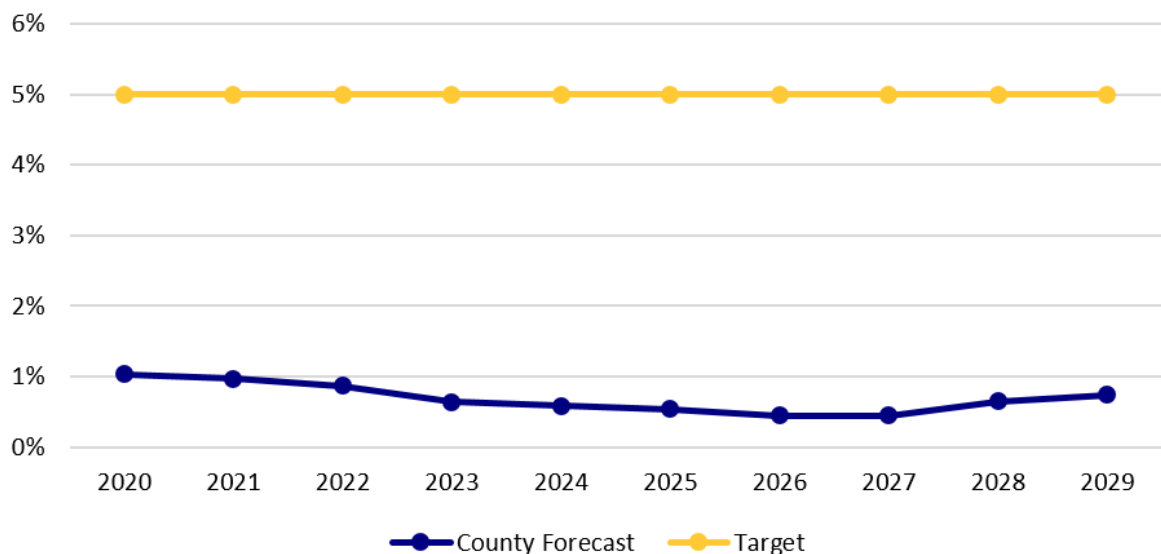
Tax Supported Debt to Adjusted Operating Revenue



Interest Payment to Adjusted Operating Revenues:

This ratio is a measure of the interest payable annually as a proportion of adjusted operating revenues (excludes non-cash items). It should not exceed a target of 5%, in accordance with the County's Debt Management Policy.

Interest Payment to Adjusted Operating Revenue

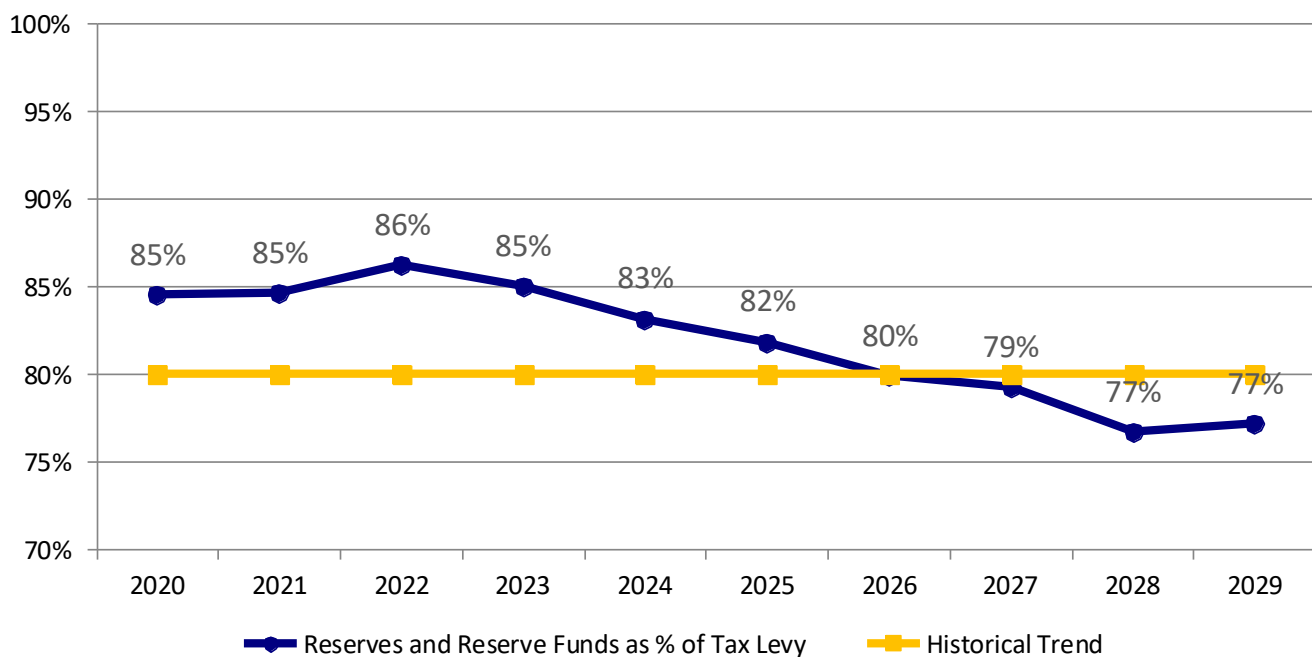



CORPORATE PERFORMANCE MEASURES

Reserves and Reserve Funds as a Percentage of the Tax Levy

The County's strategic use of reserves is one of the many factors behind the improvement in its credit rating since the initial development of the Reserves and Reserve Fund Policy. This and other financial policies will help to strengthen Wellington County's long-term financial position and provide stability to the corporation. Solid reserve and reserve fund balances allow the County to have the flexibility to respond to economic cycles and unanticipated requirements. Reserves provide the ability to fund the operating and capital needs of the various departments and to respond to both opportunities and risks as they arise. The County aims to keep reserves and reserve funds at or above 80% of the tax levy.

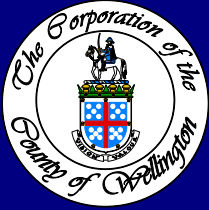
**Reserves and Reserve Funds
as % of Tax Levy**



	THE COUNTY OF WELLINGTON 2020 OPERATING BUDGET						
	2018 Net Budget	2019 Net Budget	2020 Expenditure	2020 Revenue	2020 Net Budget	Net Change \$	Net Change %
Programmes and Services							
Roads and Bridges	27,168,100	27,663,400	32,251,700	3,694,400	28,557,300	893,900	3.2%
Police Services	16,984,700	17,212,000	18,039,000	521,900	17,517,100	305,100	1.8%
Wellington Terrace Long-Term Care	8,411,800	9,374,600	24,480,100	14,187,200	10,292,900	918,300	9.8%
County Library System	6,729,600	7,223,600	7,698,400	322,800	7,375,600	152,000	2.1%
Solid Waste Services	5,198,800	5,644,900	13,211,800	5,876,700	7,335,100	1,690,200	29.9%
Ambulance Services	4,614,400	4,921,100	4,845,800	0	4,845,800	(75,300)	(1.5%)
Social Housing	4,535,900	4,553,700	33,729,200	28,949,700	4,779,500	225,800	5.0%
Public Health	2,595,200	2,648,400	2,705,100	0	2,705,100	56,700	2.1%
Planning and Development	2,383,500	2,180,000	3,337,600	1,052,300	2,285,300	105,300	4.8%
Museum and Archives at Wellington Place	2,061,800	2,084,500	2,297,000	191,900	2,105,100	20,600	1.0%
Economic Development	1,206,400	1,443,800	2,221,900	409,500	1,812,400	368,600	25.5%
Property Assessment	1,447,000	1,483,400	1,517,800	0	1,517,800	34,400	2.3%
Children's Early Years	1,141,000	1,220,200	28,216,100	26,740,600	1,475,500	255,300	20.9%
Ontario Works	1,515,900	1,506,500	30,153,900	28,779,400	1,374,500	(132,000)	(8.8%)
Emergency Management	637,400	820,000	1,022,900	0	1,022,900	202,900	24.7%
Green Legacy	796,300	835,100	829,400	3,500	825,900	(9,200)	(1.1%)
Affordable Housing	500,000	500,000	1,948,800	1,448,800	500,000	0	0
Community Grants and Hospital Funding	57,600	232,600	458,400	0	458,400	225,800	97.1%
Provincial Offences	48,000	25,700	255,000	258,900	(3,900)	(29,600)	(115.2%)
Subtotal	88,033,400	91,573,500	209,219,900	112,437,600	96,782,300	5,208,800	5.7%
General Government							
Office of the CAO and Clerk	3,707,800	3,668,400	5,840,000	1,839,700	4,000,300	331,900	9.0%
Treasury	1,618,200	1,803,500	2,510,000	576,800	1,933,200	129,700	7.2%
County Council	1,060,800	1,236,100	1,272,500	0	1,272,500	36,400	2.9%
County Property	1,243,100	1,273,000	3,272,800	2,085,800	1,187,000	(86,000)	(6.8%)
Human Resources	923,100	1,007,800	1,988,400	923,000	1,065,400	57,600	5.7%
Subtotal	8,553,000	8,988,800	14,883,700	5,425,300	9,458,400	469,600	5.2%
Non-Programme Expenditures and Revenues							
General Expenses and Revenues	175,200	1,381,500	5,711,400	4,087,200	1,624,200	\$242,700	17.6%
PILs and Supplementary Taxes	(1,682,500)	(2,202,000)	0	2,222,100	(2,222,100)	(\$20,100)	0.9%
Subtotal	(1,507,300)	(820,500)	5,711,400	6,309,300	(597,900)	\$222,600	(27.1%)
TOTAL	95,079,100	99,741,800	229,815,000	124,172,200	105,642,800	\$5,901,000	5.9%

TAX RATE CALCULATION AND IMPACT

	2018	2019	2020	\$ change	% change
Weighted Assessment (\$M)	\$ 15,143	\$ 16,116	\$ 17,190	\$ 1,073	6.7%
Real growth % from new properties					2.4%
County tax summary					
Residential tax rate	0.627863%	0.618883%	0.614587%		
Per \$100,000 of Assessment (2020)	\$ 92,150	\$ 96,090	\$ 100,000		
Taxes per \$100,000 of Assessment	\$ 579	\$ 595	\$ 615	\$20	3.3%

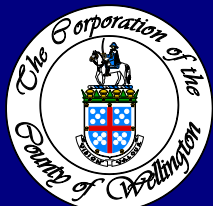


COUNTY OF WELLINGTON

10 YEAR OPERATING BUDGET

AND TAX RATE FORECAST

	Approved	Projected				
	2019	2020	2021	2022	2023	2024
EXPENDITURE (\$000 s)						
Salaries, Wages and Benefits	\$60,110	\$64,573	\$67,531	\$70,325	\$73,189	\$76,074
Supplies, Materials and Equipment	\$11,669	\$12,630	\$12,716	\$13,108	\$13,470	\$13,707
Purchased Services	\$24,266	\$27,380	\$29,243	\$30,018	\$30,257	\$30,851
Social Assistance	\$59,092	\$59,105	\$60,077	\$61,385	\$61,368	\$61,436
Transfer Payments	\$25,512	\$25,892	\$27,761	\$28,623	\$30,049	\$31,726
Minor Capital Expenses	\$1,249	\$536	\$591	\$524	\$525	\$539
Debt Charges	\$5,300	\$5,320	\$5,210	\$5,637	\$8,131	\$4,960
Insurance and Financial	\$3,751	\$4,238	\$4,036	\$4,114	\$4,195	\$4,275
Internal Charges	\$6,715	\$7,254	\$7,479	\$7,463	\$7,543	\$7,726
Total Expenditures	\$197,664	\$206,927	\$214,644	\$221,196	\$228,726	\$231,294
yr/yr % change		4.7%	3.7%	3.1%	3.4%	1.1%
TRANSFERS (\$000's)						
Transfer from Reserves	(\$2,158)	(\$2,942)	(\$2,377)	(\$3,273)	(\$5,484)	(\$2,549)
Transfer to Capital	\$12,293	\$11,081	\$11,336	\$12,709	\$13,283	\$14,829
Transfer to Reserves	\$13,495	\$14,749	\$14,063	\$14,161	\$14,333	\$14,497
Total Transfers	\$23,630	\$22,888	\$23,022	\$23,597	\$22,133	\$26,777
yr/yr % change		-3.1%	0.6%	2.5%	-6.2%	21.0%
REVENUE (\$000 s)						
Grants and Subsidies	\$67,640	\$68,918	\$69,360	\$69,542	\$68,872	\$68,136
Municipal Recoveries	\$21,433	\$22,074	\$23,000	\$24,088	\$24,801	\$25,816
Licences, Permits and Rents	\$8,048	\$8,188	\$8,188	\$8,215	\$8,240	\$8,265
Fines and Penalties	\$55	\$52	\$52	\$52	\$52	\$52
User Fees and Charges	\$10,570	\$11,048	\$11,481	\$11,630	\$11,678	\$11,768
Sales Revenue	\$1,269	\$1,108	\$1,156	\$1,207	\$1,256	\$1,294
Other Revenue	\$3,505	\$3,177	\$3,279	\$3,384	\$3,493	\$3,609
Internal Recoveries	\$6,830	\$7,384	\$7,619	\$7,603	\$7,684	\$7,868
PILs and Supplementary Taxes	\$2,202	\$2,222	\$2,243	\$2,264	\$2,286	\$2,309
Total Revenue	\$121,552	\$124,172	\$126,378	\$127,986	\$128,361	\$129,115
yr/yr % change		2.2%	1.8%	1.3%	0.3%	0.6%
TAX LEVY REQUIREMENT						
yr/yr % change	\$99,742	\$105,643	\$111,288	\$116,807	\$122,497	\$128,955
		5.9%	5.3%	5.0%	4.9%	5.3%
Weighted Assessment (\$ Millions)	\$16,116	\$17,189	\$17,882	\$18,603	\$19,352	\$20,132
yr/yr % change	6.42%	6.66%	4.03%	4.03%	4.03%	4.03%
Phase in growth %	4.10%	3.91%	3.00%	3.00%	3.00%	3.00%
Real growth % from new properties	2.23%	2.42%	1.00%	1.00%	1.00%	1.00%
County tax summary						
Residential tax rate	0.6189%	0.6146%	0.6223%	0.6279%	0.6330%	0.6405%
Per \$100,000 of Assessment	\$ 96,090	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551
Taxes per \$100,000 of Assessment	\$ 595	\$ 615	\$ 641	\$ 666	\$ 692	\$ 721
yr/yr \$ change		\$ 20	\$ 26	\$ 25	\$ 26	\$ 29
yr/yr % residential impact		3.3%	4.3%	3.9%	3.8%	4.2%
yr/yr % budget impact		3.3%	4.3%	3.9%	3.8%	4.2%



COUNTY OF WELLINGTON

10 YEAR OPERATING BUDGET

AND TAX RATE FORECAST

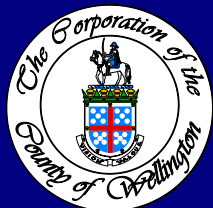
	Projected				
	2025	2026	2027	2028	2029
EXPENDITURE (\$000 s)					
Salaries, Wages and Benefits	\$79,129	\$82,321	\$85,577	\$88,997	\$92,260
Supplies, Materials and Equipment	\$14,068	\$14,500	\$14,953	\$15,298	\$15,706
Purchased Services	\$31,692	\$32,588	\$33,530	\$34,241	\$35,265
Social Assistance	\$62,096	\$63,038	\$63,992	\$65,031	\$65,993
Transfer Payments	\$33,360	\$35,237	\$37,259	\$38,980	\$40,706
Minor Capital Expenses	\$660	\$616	\$574	\$544	\$602
Debt Charges	\$5,115	\$3,400	\$3,421	\$4,301	\$5,247
Insurance and Financial	\$4,360	\$4,448	\$4,539	\$4,625	\$4,748
Internal Charges	\$8,013	\$8,168	\$8,402	\$8,506	\$8,644
Total Expenditures	\$238,492	\$244,316	\$252,248	\$260,524	\$269,169
yr/yr % change	3.1%	2.4%	3.2%	6.6%	6.7%
TRANSFERS (\$000's)					
Transfer from Reserves	(\$3,613)	(\$4,221)	(\$2,299)	(\$3,431)	(\$3,373)
Transfer to Capital	\$16,226	\$19,445	\$19,073	\$21,162	\$22,733
Transfer to Reserves	\$15,430	\$15,695	\$16,116	\$16,080	\$16,089
Total Transfers	\$28,043	\$30,920	\$32,890	\$33,811	\$35,449
yr/yr % change	4.7%	10.3%	6.4%	9.4%	7.8%
REVENUE (\$000 s)					
Grants and Subsidies	\$68,272	\$68,092	\$69,046	\$68,984	\$69,768
Municipal Recoveries	\$27,164	\$28,333	\$29,305	\$30,947	\$32,097
Licences, Permits and Rents	\$8,297	\$8,320	\$8,350	\$8,381	\$8,412
Fines and Penalties	\$52	\$52	\$52	\$52	\$52
User Fees and Charges	\$11,904	\$12,042	\$12,181	\$12,329	\$12,496
Sales Revenue	\$1,331	\$1,368	\$1,371	\$1,409	\$1,443
Other Revenue	\$3,729	\$3,854	\$3,985	\$3,996	\$4,008
Internal Recoveries	\$8,155	\$8,311	\$8,546	\$8,650	\$8,804
PILs and Supplementary Taxes	\$2,332	\$2,356	\$2,381	\$2,381	\$2,381
Total Revenue	\$131,235	\$132,728	\$135,217	\$137,129	\$139,461
yr/yr % change	1.6%	1.1%	1.9%	1.4%	1.7%
TAX LEVY REQUIREMENT					
yr/yr % change	4.9%	5.3%	5.2%	4.9%	5.1%
Weighted Assessment (\$ Millions)	\$20,944	\$21,788	\$22,666	\$23,579	\$24,529
yr/yr % change	4.03%	4.03%	4.03%	4.03%	4.03%
Phase in growth %	3.00%	3.00%	3.00%	3.00%	3.00%
Real growth % from new properties	1.00%	1.00%	1.00%	1.00%	1.00%
County tax summary					
Residential tax rate	0.6460%	0.6541%	0.6614%	0.6667%	0.6733%
Per \$100,000 of Assessment	\$ 115,927	\$ 119,405	\$ 122,987	\$ 126,677	\$ 130,477
Taxes per \$100,000 of Assessment	\$ 749	\$ 781	\$ 813	\$ 845	\$ 879
yr/yr \$ change	\$ 28	\$ 32	\$ 32	\$ 31	\$ 34
yr/yr % residential impact	3.9%	4.3%	4.2%	3.8%	4.0%
yr/yr % budget impact	3.9%	4.3%	4.2%	3.8%	4.0%



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET SUMMARY

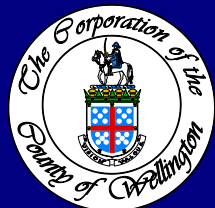
	2020	2021	2022	2023	2024	5 Year Total	% of Total
Programme / Service							
Project Expenditure							
Roadways	\$27,661,000	\$26,845,000	\$22,205,000	\$28,324,000	\$34,880,000	\$139,915,000	74.1%
Solid Waste Services	2,395,000	2,930,000	490,000	1,120,000	450,000	\$7,385,000	3.9%
County Property	1,024,000	151,000	964,000	225,000	120,000	\$2,484,000	1.3%
Planning	85,000	127,000	90,000	170,000		\$472,000	0.3%
Green Legacy	50,000	36,000	100,000	50,000		\$236,000	0.1%
Emergency Management	350,000	25,000				\$375,000	0.2%
CAO and Clerks	625,000	680,000	567,000	710,000	780,000	\$3,362,000	1.8%
Police Services		80,000	50,000			\$130,000	0.1%
Museum	150,000	1,280,000	230,000	105,000	175,000	\$1,940,000	1.0%
Library Services	410,000	205,000	225,000	139,000	375,000	\$1,354,000	0.7%
Housing Services	4,874,200	4,583,200	5,312,700	4,000,000	4,200,000	\$22,970,100	12.2%
Affordable Housing	147,000	119,000	70,000	77,000	82,000	\$495,000	0.3%
Wellington Terrace	345,000	293,000	443,000	830,000	135,000	\$2,046,000	1.1%
Economic Development	65,000					\$65,000	0.0%
Hospital Capital Grants	200,000					\$200,000	0.1%
Ambulance Services	305,000	1,596,000	695,000	1,255,000	905,000	\$4,756,000	2.5%
Ontario Works	85,000	140,000	85,000			\$310,000	0.2%
Child Care			45,000			\$45,000	0.0%
Provincial Offences Act (POA)	40,000	41,000	22,000	72,000	37,000	\$212,000	0.1%
Total Expenditure	\$38,811,200	\$39,131,200	\$31,593,700	\$37,077,000	\$42,139,000	\$188,752,100	100%
Project Financing							
Recoveries	\$5,251,000	\$3,367,500	\$4,792,500	\$3,189,000	\$3,553,000	\$20,153,000	10.7%
Subsidy	1,624,200	1,083,200	1,562,700	4,160,000		\$8,430,100	4.5%
Federal Gas Tax Funding	3,421,000	3,010,000	4,175,000	5,000,000	2,450,000	\$18,056,000	9.6%
OCIF	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	\$9,300,000	4.9%
Current Revenues	11,080,500	11,002,000	11,988,000	12,181,000	13,125,000	\$59,376,500	31.5%
Reserves	12,821,000	9,133,500	7,084,500	8,148,000	12,966,000	\$50,153,000	26.6%
Development Charges	928,500	825,000	131,000	2,539,000	1,185,000	\$5,608,500	3.0%
Growth Related Debentures	1,825,000	4,455,000				\$6,280,000	3.3%
Debentures		4,395,000			7,000,000	\$11,395,000	6.0%
Total Financing	\$38,811,200	\$39,131,200	\$31,593,700	\$37,077,000	\$42,139,000	\$188,752,100	100%



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET SUMMARY

	2025	2026	2027	2028	2029	10 Year Total	% of Total
Programme / Service							
Project Expenditure							
Roadways	\$24,360,000	\$27,630,000	\$30,760,000	\$25,325,000	\$28,462,000	\$276,452,000	70.1%
Solid Waste Services	1,612,000	790,000	520,000	1,190,000	540,000	\$12,037,000	3.1%
County Property	280,000	157,000	110,000	22,370,000	75,000	\$25,476,000	6.5%
Planning				100,000		\$572,000	0.1%
Green Legacy			50,000	36,000		\$322,000	0.1%
Emergency Management		60,000		25,000		\$460,000	0.1%
CAO and Clerks	385,000	300,000	797,000	935,000	555,000	\$6,334,000	1.6%
Police Services		160,000	75,000	45,000	175,000	\$585,000	0.1%
Museum	275,000	285,000	215,000	140,000	50,000	\$2,905,000	0.7%
Library Services	125,000	205,000	180,000	300,000	455,000	\$2,619,000	0.7%
Housing Services	4,350,000	4,500,000	4,650,000	4,800,000	4,950,000	\$46,220,100	11.7%
Affordable Housing	139,000	97,000	93,000	97,000	109,000	\$1,030,000	0.3%
Wellington Terrace	210,000	685,000	245,000	135,000	145,000	\$3,466,000	0.9%
Economic Development						\$65,000	0.0%
Hospital Capital Grants						\$200,000	0.1%
Ambulance Services	2,745,000	867,000	1,241,000	2,926,000	1,456,000	\$13,991,000	3.5%
Ontario Works	54,000		201,000	100,000	90,000	\$755,000	0.2%
Child Care					54,000	\$99,000	0.0%
Provincial Offences Act (POA)	117,000	83,000	42,000	52,000	122,000	\$628,000	0.2%
Total Expenditure	\$34,652,000	\$35,819,000	\$39,179,000	\$58,576,000		\$394,216,100	100%
Project Financing							
Recoveries	\$4,003,000	\$3,421,000	\$3,748,000	\$5,121,000	\$3,887,000	\$40,333,000	10.2%
Subsidy						\$8,430,100	2.1%
Federal Gas Tax Funding	3,900,000	2,650,000		2,100,000	5,550,000	\$32,256,000	8.2%
OCIF	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	\$18,600,000	4.7%
Current Revenues	13,988,000	16,339,000	15,506,000	16,660,000	17,487,000	\$139,356,500	35.4%
Reserves	10,428,000	10,352,000	10,691,000	12,876,000	7,964,000	\$102,464,000	26.0%
Development Charges	473,000	1,197,000	1,874,000	1,379,000	490,000	\$11,021,500	2.8%
Growth Related Debentures						\$6,280,000	1.6%
Debentures			5,500,000	18,580,000		\$35,475,000	9.0%
Total Financing	\$34,652,000	\$35,819,000	\$39,179,000	\$58,576,000	\$37,238,000	\$394,216,100	100%



COUNTY OF WELLINGTON

2018 2020 CAPITAL BUDGET SUMMARY

(ALL FIGURES IN \$000's)

PROJECT EXPENDITURE	2018	2018	2019	2019	2020	\$	%
	Actuals	Adjusted	Preliminary	Adjusted	Budget	Change	Change
Programme / Service		Budget	Actuals	Budget		Budget	Budget
Roadways	\$ 22,984	\$ 24,998	\$ 23,441	\$ 30,953	\$ 27,661	\$ (3,292)	-11%
Solid Waste Services	663	950	1,366	1,525	2,395	870	57%
County Property	3,676	3,512	931	1,213	1,024	(189)	-16%
Planning	15	115	5	143	85	(58)	-41%
Green Legacy	-	-	89	100	50	(50)	100%
Emergency Management	-	60	284	200	350	150	100%
CAO and Clerks	329	335	318	652	625	(27)	-4%
County Council	-	-	254	410	-	(410)	100%
Police Services	28	25	31	75	-	(75)	100%
Museum and Wellington Place	176	305	193	95	150	55	58%
County Library System	1,382	260	137	215	410	195	91%
Housing Services	3,433	6,845	2,709	3,025	4,874	1,849	61%
Affordable Housing	883	170	74	164	147	(17)	-10%
Wellington Terrace	516	643	493	1,505	345	(1,160)	-77%
Economic Development	232	201	336	386	65	(321)	-83%
Hospital Capital Grants	1,440	1,440	5,940	5,940	200	(5,740)	100%
Ambulance Service	237	345	343	1,178	305	(873)	-74%
Ontario Works	2	30	71	140	85	(55)	-39%
Child Care	1,038	4,900	3,032	100	-	(100)	100%
Provincial Offences Act (POA)	20	36	22	23	40	18	78%
Total expenditure	\$ 37,054	\$ 45,169	\$ 40,069	\$ 48,042	\$ 38,811	\$ (9,231)	-19%

PROJECT FINANCING	2018	2018	2019	2019	2020	\$	%
	Actuals	Adjusted	Preliminary	Adjusted	Budget	Change	Change
Source of Financing		Budget	Actuals	Budget		Budget	Budget
Recoveries	\$ 4,884	\$ 6,564	\$ 2,855	\$ 5,842	\$ 5,251	\$ (591)	-10%
Subsidy	3,455	6,720	828	1,989	1,624	(365)	-18%
OCIF	701	1,190	2,320	2,320	1,860	(460)	-20%
Federal Gas Tax	1,459	3,600	5,748	5,945	3,421	(2,524)	-42%
Current Revenues	11,378	11,378	12,293	12,293	11,081	(1,213)	-10%
Reserves	12,582	8,982	12,156	8,957	12,821	3,864	43%
Development Charges	2,389	2,375	15	1,056	929	(128)	-12%
Growth Related Debentures	4,450	1,000	3,670	3,700	1,825	(1,875)	-51%
Debentures	4,800	3,360	5,940	5,940	-	(5,940)	-100%
Total financing	\$ 46,098	\$ 45,169	\$ 45,826	\$ 48,042	\$ 38,811	\$ (9,231)	-19%



COUNTY OF WELLINGTON

2018-2020 OPERATING BUDGET SUMMARY

	2019					\$ Change	% Change
	2018	2018	2019	2019	2020		
	Actuals	Budget	Preliminary	Budget	Budget	Budget	Budget
Revenue							
Property Taxation	\$98,044,924	\$96,761,600	\$102,762,079	\$101,943,800	\$107,834,900	\$5,891,100	5.8%
Grants and Subsidies	\$70,033,013	\$67,446,600	\$69,314,324	\$67,639,600	\$68,918,000	\$1,278,400	1.9%
Municipal Recoveries	\$19,881,189	\$20,664,900	\$21,585,147	\$21,433,400	\$22,074,200	\$640,800	3.0%
Licenses, Permits and Rents	\$8,257,119	\$7,759,400	\$8,351,000	\$8,047,900	\$8,188,100	\$140,200	1.7%
Fines and Penalties	\$53,407	\$55,000	\$54,689	\$55,000	\$52,000	(\$3,000)	(5.5%)
User Fees and Charges	\$9,716,007	\$9,158,900	\$10,591,777	\$10,570,300	\$11,048,400	\$478,100	4.5%
Sales Revenue	\$1,309,293	\$1,318,700	\$1,010,594	\$1,269,200	\$1,108,100	(\$161,100)	(12.7%)
Other Revenue	\$3,149,931	\$3,119,700	\$3,758,751	\$3,504,700	\$3,177,300	(\$327,400)	(9.3%)
Internal Recoveries	\$6,667,652	\$6,928,400	\$6,937,359	\$6,830,300	\$7,384,000	\$553,700	8.1%
Other Financing	\$ -	\$ -	\$45,412	\$ -	\$ -	\$ -	-
Total Revenue	\$217,112,535	\$213,213,200	\$224,411,132	\$221,294,200	\$229,785,000	\$8,490,800	3.8%
Expenditure							
Salaries, Wages and Benefits	\$56,029,856	\$56,876,500	\$59,911,452	\$60,109,800	\$64,573,000	\$4,463,200	7.4%
Supplies, Material and Equipment	\$11,290,124	\$11,099,900	\$12,284,153	\$11,669,000	\$12,631,400	\$962,400	8.2%
Purchased Services	\$21,819,242	\$23,956,400	\$24,435,288	\$24,265,900	\$27,348,600	\$3,082,700	12.7%
Social Assistance	\$60,328,332	\$59,428,100	\$60,027,205	\$59,092,200	\$59,105,000	\$12,800	0.0%
Transfer Payments	\$24,232,032	\$25,139,900	\$24,964,577	\$25,512,200	\$25,891,800	\$379,600	1.5%
Insurance and Financial	\$3,372,188	\$3,280,300	\$3,950,544	\$3,750,600	\$4,238,100	\$487,500	13.0%
Minor Capital Expenses	\$1,255,604	\$1,181,900	\$1,308,402	\$1,249,000	\$535,500	(\$713,500)	(57.1%)
Debt Charges	\$4,583,740	\$4,639,900	\$5,029,682	\$5,300,300	\$5,319,900	\$19,600	0.4%
Internal Charges	\$6,494,999	\$6,553,600	\$6,829,273	\$6,715,200	\$7,253,600	\$538,400	8.0%
Total Expenditure	\$189,406,117	\$192,156,500	\$198,740,576	\$197,664,200	\$206,896,900	\$9,232,700	4.7%
Net Operating Cost / (Revenue)	(\$27,706,418)	(\$21,056,700)	(\$25,670,556)	(\$23,630,000)	(\$22,888,100)	\$741,900	(3.1%)
Transfers							
Transfer from Reserve	(\$1,256,710)	(\$2,034,500)	(\$3,475,724)	(\$2,157,500)	(\$2,941,600)	(\$784,100)	36.3%
Transfer to Capital	\$11,378,000	\$11,378,000	\$12,293,000	\$12,293,000	\$11,080,500	(\$1,212,500)	(9.9%)
Transfers to Reserve	\$17,585,128	\$11,713,200	\$16,853,280	\$13,494,500	\$14,749,200	\$1,254,700	9.3%
Total Transfers	\$27,706,418	\$21,056,700	\$25,670,556	\$23,630,000	\$22,888,100	(\$741,900)	(3.1%)
NET COST / (REVENUE)	\$	\$	\$	\$	\$	\$	



COUNTY OF WELLINGTON

2020 OPERATING BUDGET IMPACTS FROM CAPITAL

Some capital projects impact the County's operating budget through increased staffing, maintenance costs or debt servicing costs to fund the project. Other projects actually reduce operating costs through efficiencies in systems or increased revenue opportunities.

The table below summarizes the projected operating impact of capital projects scheduled to become operational in 2020, and projects that became operational during 2019 for a partial year.

Capital Project	Revenue Impacts	Expenditure Impacts	Net Cost / (Revenue)
Wellington Place Child Care	\$806,000	\$998,300	192,300
Fire Paging and Tower Upgrades		\$6,000	\$6,000
Debt Charges Hospital Grant		\$203,300	203,300
Debt Charges Roads Construction	\$184,800	\$184,800	\$0
Library Catalogue Software Enhancements		\$29,400	29,400
Corporate Asset Management staffing additions	\$70,100	\$300,300	\$230,200
Service Efficiency Review - Asset management coordination with Member Municipalities	\$400,000	\$400,000	\$0

The County of Wellington has ongoing approved projects that, depending on the outcome, may impact future operating budgets.

- The ambulance station feasibility study approved in 2018 identified the optimal location for construction of six new facilities throughout the County. Potential impacts include increased leasing revenue and increased operational expenses.
- The WT Development feasibility study and Phase 1 business plan will explore potential development of a continuum of care model at Wellington Place which may include retirement home beds, life lease housing and other services to support seniors of Wellington County. The Phase I Continuum of Care project will begin the implementation of the findings and recommendations from the feasibility study.
- In 2019 the County of Wellington undertook a Service Efficiency Review and developed a Strategic Action Plan. The initiative of the plan is to focus attention and provide direction on those items and actions that are most important to County Council and the Senior Management Team. The study outcome identified the top 20 in '20 opportunities. The 2020 budget intends to operationalize the coordination of asset management service delivery with Member Municipalities. Future budgets may result in future operating impacts as the County aligns the 10 year budget forecast with the priorities identified in the plan.
- The Transportation Master plan included in the 2020 capital forecast will provide the County direction for future planning of its transportation network and includes a number of actions to address current road needs and future growth. Potential impacts to both the operating and capital budgets are anticipated.

PROGRAMME DETAILS





Programme Overview

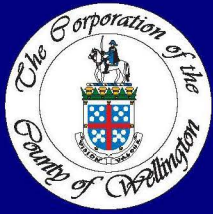
Programme/Service:	General Revenue and Expenditures
Department:	Administered by Treasury
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- This budget contains items which are of a general nature and not specifically allocated to or identified with a particular programme or service
- General revenues include property taxation (including payments-in-lieu), the Ontario Municipal Partnership Fund (OMPF) Grant, and interest earnings
- General expenditures include property assessment services (MPAC), corporate telephone and postage costs, tax write-offs and allowances for other write-offs and capping shortfalls, banking charges, and general insurance/legal expenditures

2020 Budget Highlights

- The Ontario Municipal Partnership Fund (OMPF) grant is budgeted at \$1,281,900 which is a drop in funding of \$226,200 (15%) from 2019. However, the budget reduction is only \$132,300 (9.4%) because the 2019 amount came in higher than budgeted – this represents a drop of over \$3.4 million in annual funding since 2012.
- Tax write-off estimates have been increased by \$300,000 to \$1.3 million in order to deal with potential additional write-offs for farm properties that had flipped back to the residential class. The farm reduction application process is now being managed by Agricorp (formerly administered by Ministry of Agriculture and Rural Affairs) and this may have had an impact on the timing of the applications being processed.
- Payment-in-lieu (PIL) and supplementary taxes have been estimated at \$2.2 million
- The County's share of MPAC's budget for property assessment services is estimated to be \$1,517,800
- Estimated investment interest of \$2.74 million is transferred to reserves and reserve funds



COUNTY OF WELLINGTON

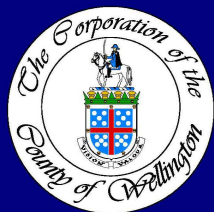
2020 OPERATING BUDGET

Programme/Service: General Revenue and Expenditures

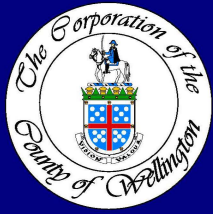
Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2019					\$ Change	% Change
	2018 Actuals	2018 Budget	Preliminary Actuals	2019 Budget	2020 Budget	Budget	Budget
Revenue							
Property Taxation	\$98,044,924	\$96,761,600	\$102,762,079	\$101,943,800	\$107,834,900	\$5,891,100	5.8%
Grants and Subsidies	\$1,774,200	\$1,774,200	\$2,233,100	\$1,414,200	\$1,281,900	(\$132,300)	(9.4%)
User Fees and Charges	\$31	\$ -	\$ -	\$ -	\$ -	\$ -	-
Sales Revenue	\$19,200	\$18,000	\$18,300	\$18,400	\$18,800	\$400	2.2%
Other Revenue	\$2,852,527	\$3,066,000	\$3,075,464	\$3,154,000	\$2,744,000	(\$410,000)	(13.0%)
Internal Recoveries	\$34,013	\$42,400	\$34,875	\$42,500	\$42,500	\$ -	-
Total Revenue	\$102,724,895	\$101,662,200	\$108,123,818	\$106,572,900	\$111,922,100	\$5,349,200	5.0%
Expenditure							
Salaries, Wages and Benefits	(\$6,643)	\$ -	\$47,194	\$ -	\$ -	\$ -	-
Supplies, Material and Equipment	\$9,928	\$38,200	\$30,488	\$23,300	\$28,500	\$5,200	22.3%
Purchased Services	\$1,951,418	\$2,162,000	\$2,221,916	\$2,309,900	\$2,344,500	\$34,600	1.5%
Insurance and Financial	\$1,299,395	\$1,256,600	\$1,409,794	\$1,306,800	\$1,612,200	\$305,400	23.4%
Total Expenditure	\$3,254,098	\$3,456,800	\$3,709,392	\$3,640,000	\$3,985,200	\$345,200	9.5%
Net Operating Cost / (Revenue)	(\$99,470,797)	(\$98,205,400)	(\$104,377,253)	(\$102,932,900)	(\$107,936,900)	(\$5,004,000)	4.9%
Transfers							
Transfer from Reserve	(\$200,000)	(\$200,000)	\$ -	\$ -	(\$200,000)	(\$200,000)	-
Transfers to Reserve	\$7,402,855	\$3,266,000	\$5,979,228	\$3,854,000	\$3,444,000	(\$410,000)	(10.6%)
Total Transfers	\$7,202,855	\$3,066,000	\$5,979,228	\$3,854,000	\$3,244,000	(\$610,000)	(15.8%)
NET COST / (REVENUE)	(\$92,267,942)	(\$95,139,400)	(\$98,435,198)	(\$99,078,900)	(\$104,692,900)	(\$5,614,000)	5.7%

**COUNTY OF WELLINGTON****2020 –2029 OPERATING BUDGET****Programme/Service: General Revenue and Expenditures****Department: Administered by Treasury****Governance: Administration, Finance and Human Resources Committee**

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$1,281,900	\$961,400	\$640,900	\$320,400	
Sales Revenue	\$18,800	\$19,200	\$19,600	\$20,000	\$20,400
Other Revenue	\$2,744,000	\$2,837,000	\$2,932,000	\$3,032,000	\$3,137,000
Internal Recoveries	\$42,500	\$42,500	\$42,500	\$42,500	\$42,500
PIIs and Supplementary Taxes	\$107,834,900	\$113,501,000	\$119,041,400	\$124,753,300	\$131,233,800
Total Revenue	\$111,922,100	\$117,361,100	\$122,676,400	\$128,168,200	\$134,433,700
EXPENDITURES					
Supplies, Material and Equipment	\$28,500	\$29,300	\$30,100	\$30,900	\$31,700
Purchased Services	\$2,344,500	\$2,413,300	\$2,484,200	\$2,557,100	\$2,632,000
Insurance and Financial	\$1,612,200	\$1,320,700	\$1,329,200	\$1,338,300	\$1,347,400
Total Expenditures	\$3,985,200	\$3,763,300	\$3,843,500	\$3,926,300	\$4,011,100
Net Operating Cost / (Revenue)	(\$107,936,900)	(\$113,597,800)	(\$118,832,900)	(\$124,241,900)	(\$130,422,600)
TRANSFERS					
Transfer from Reserves	(\$200,000)		(\$950,000)	(\$200,000)	(\$300,000)
Transfer to Reserves	\$3,444,000	\$3,537,000	\$3,632,000	\$3,732,000	\$3,837,000
Total Transfers	\$3,244,000	\$3,537,000	\$2,682,000	\$3,532,000	\$3,537,000
TAX LEVY REQUIREMENT	(\$104,692,900)	(\$110,060,800)	(\$116,150,900)	(\$120,709,900)	(\$126,885,600)
yr/yr % change	5.7%	5.1%	5.5%	3.9%	5.1%

**COUNTY OF WELLINGTON****2020 –2029 OPERATING BUDGET****Programme/Service: General Revenue and Expenditures****Department: Administered by Treasury****Governance: Administration, Finance and Human Resources Committee**

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies					
Sales Revenue	\$20,800	\$21,200	\$21,200	\$21,800	\$22,500
Other Revenue	\$3,247,000	\$3,362,000	\$3,482,000	\$3,482,000	\$3,482,000
Internal Recoveries	\$42,500	\$42,500	\$42,500	\$42,500	\$42,500
PIs and Supplementary Taxes	\$137,601,900	\$144,833,800	\$152,271,300	\$159,555,600	\$167,507,800
Total Revenue	\$140,912,200	\$148,259,500	\$155,817,000	\$163,101,900	\$171,054,800
EXPENDITURES					
Supplies, Material and Equipment	\$32,600	\$33,500	\$34,400	\$35,700	\$36,600
Purchased Services	\$2,709,400	\$2,789,100	\$2,871,600	\$2,956,300	\$3,046,000
Insurance and Financial	\$1,356,700	\$1,366,000	\$1,375,400	\$1,378,900	\$1,391,500
Total Expenditures	\$4,098,700	\$4,188,600	\$4,281,400	\$4,370,900	\$4,474,100
Net Operating Cost / (Revenue)	(\$136,813,500)	(\$144,070,900)	(\$151,535,600)	(\$158,731,000)	(\$166,580,700)
TRANSFERS					
Transfer from Reserves	(\$1,300,000)	(\$1,800,000)		(\$1,100,000)	(\$1,100,000)
Transfer to Reserves	\$3,947,000	\$4,062,000	\$4,182,000	\$4,182,000	\$4,182,000
Total Transfers	\$2,647,000	\$2,262,000	\$4,182,000	\$3,082,000	\$3,082,000
TAX LEVY REQUIREMENT	(\$134,166,500)	(\$141,808,900)	(\$147,353,600)	(\$155,649,000)	(\$163,498,700)
yr/yr % change	5.7%	5.7%	3.9%	5.6%	5.0%



Programme Overview

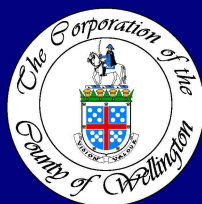
Programme/Service:	County Council
Department:	Administered by the Chief Administrative Officer
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- As the governing body of the County, it is the role of council to:
 - represent the public and to consider the well-being and interests of the municipality;
 - develop and evaluate the policies and programmes of the municipality;
 - determine which services the municipality provides;
 - ensure that administrative practices and procedures are in place to implement the decisions of council;
 - ensure accountability and transparency of the operations of the municipality;
 - maintain the financial integrity of the municipality; and
 - carry out the duties of council under all relevant legislation
- County Council is comprised of the mayors of the seven member municipalities and nine directly elected ward councillors
- The Warden is the head of Council and is chosen by Council every two years. It is the role of the head of Council to:
 - act as chief executive officer of the municipality;
 - preside over council meetings;
 - provide leadership to the council;
 - represent the municipality at official functions; and
 - carry out the duties of the head of council under any provincial act.
- The following committees and boards report to County Council, which meets monthly: Administration, Finance and Human Resources; Social Services; Roads; Solid Waste Services; Planning and Land Division; Information, Heritage and Seniors; Wellington County Library Board; Wellington County Police Services Board; Economic Development; Warden's Advisory Committee
- In 2019 County Council approved its Strategic Action Plan called "Future Focused. People Invested." Council also commissioned a Service Efficiency Review conducted by KPMG that identified the Top 20 Opportunities in 2020 to determine if there are more efficient, effective or economical means to deliver municipal services. The remainder of the term will be focused on implementing the objectives identified in these strategic documents.

2020 Budget Highlights

- The 2020 budget provides for the salaries and benefits for Council members and various Council and Committee expenses.



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: County Council

Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	2019						
	2018 Actuals	2018 Budget	Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Other Revenue	\$18,780	\$19,200	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$18,780	\$19,200	\$ -	\$ -	\$ -	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$715,038	\$762,600	\$938,821	\$952,200	\$973,000	\$20,800	2.2%
Supplies, Material and Equipment	\$64,596	\$88,200	\$40,192	\$58,500	\$56,000	(\$2,500)	(4.3%)
Purchased Services	\$227,335	\$219,500	\$208,229	\$215,100	\$232,800	\$17,700	8.2%
Insurance and Financial	\$10,746	\$9,700	\$18,177	\$10,300	\$10,700	\$400	3.9%
Total Expenditure	\$1,017,715	\$1,080,000	\$1,205,419	\$1,236,100	\$1,272,500	\$36,400	2.9%
Net Operating Cost /(Revenue)	\$998,935	\$1,060,800	\$1,205,419	\$1,236,100	\$1,272,500	\$36,400	2.9%
NET COST / (REVENUE)	\$998,935	\$1,060,800	\$1,205,419	\$1,236,100	\$1,272,500	\$36,400	2.9%



COUNTY OF WELLINGTON

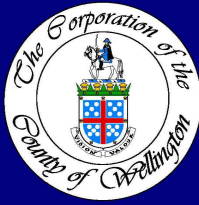
2020 –2029 OPERATING BUDGET

Programme/Service: County Council

Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	2020	2021	Projected 2022	2023	2024
EXPENDITURES					
Salaries, Wages and Benefits	\$973,000	\$995,400	\$1,023,400	\$1,054,500	\$1,087,200
Supplies, Material and Equipment	\$56,000	\$57,800	\$84,800	\$61,400	\$63,200
Purchased Services	\$232,800	\$239,800	\$247,000	\$254,300	\$262,000
Insurance and Financial	\$10,700	\$11,300	\$11,700	\$12,200	\$12,700
Total Expenditures	\$1,272,500	\$1,304,300	\$1,366,900	\$1,382,400	\$1,425,100
Net Operating Cost / (Revenue)	\$1,272,500	\$1,304,300	\$1,366,900	\$1,382,400	\$1,425,100
TAX LEVY REQUIREMENT	\$1,272,500	\$1,304,300	\$1,366,900	\$1,382,400	\$1,425,100
yr/yr % change	2.9%	2.5%	4.8%	1.1%	3.1%



COUNTY OF WELLINGTON

2020 –2029 OPERATING BUDGET

Programme/Service: County Council

Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	2025	2026	Projected 2027	2028	2029
EXPENDITURES					
Salaries, Wages and Benefits	\$1,121,000	\$1,155,800	\$1,191,800	\$1,264,700	\$1,267,100
Supplies, Material and Equipment	\$65,100	\$92,300	\$69,100	\$71,300	\$73,500
Purchased Services	\$269,900	\$278,100	\$286,400	\$294,900	\$303,300
Insurance and Financial	\$13,300	\$13,800	\$14,400	\$15,000	\$15,800
Total Expenditures	\$1,469,300	\$1,540,000	\$1,561,700	\$1,645,900	\$1,659,700
Net Operating Cost / (Revenue)	\$1,469,300	\$1,540,000	\$1,561,700	\$1,645,900	\$1,659,700
TAX LEVY REQUIREMENT					
yr/yr % change	3.1%	4.8%	1.4%	5.4%	0.8%



Programme Overview

Programme/Service:	Office of the CAO and Clerk
Department:	Office of the CAO and Clerk
Governance:	Administration, Finance and Human Resources Committee

Programme Description

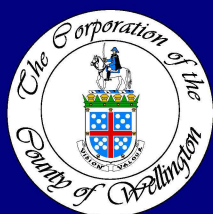
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- Implementing strategic directions as approved by County Council
- General management of the operation of the corporation
- Fulfillment of statutory responsibilities as set out in the *Municipal Act* and other legislation, including records retention, Council/Committee agendas and minutes, by-laws, etc.
- Responsible for corporate communications function
- Hardware and software provision and maintenance
- Network administration and technical support for all County operations and work locations
- Web site development and maintenance

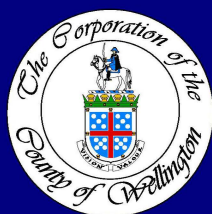
2020 Budget Highlights

- A new Asset Management Systems Analyst is included in the IT budget to assist with the implementation of a new corporate asset management software, including work orders, working with departments to integrate systems and provide new software and technologies to enhance management of the County's assets
- Addition of a summer student position in Communications
- The 2020-29 capital forecast includes life cycle replacement activities for network, server, switches, phones, disaster recovery and electronic storage. Applications services implementations include corporate asset management software. Information management forecasts life cycle updates to the County website and intranet.

Staff Complement (Full time equivalents)	2019	2020
CAO	1.0	1.0
Clerk's Office	6.7	6.7
Corporate Communications	5.0	5.3
Information Technology	21.0	21.8
Total	33.7	34.8
Current employee count: 33		

**COUNTY OF WELLINGTON****2020 OPERATING BUDGET****Programme/Service:** Office of the CAO and Clerk**Department:** Office of the CAO and Clerk**Governance:** Administration, Finance and Human Resources Committee

	2019						
	2018	2018	Preliminary	2019	2020	\$ Change	% Change
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
User Fees and Charges	\$471	\$600	\$456	\$600	\$600	\$ -	-
Sales Revenue	\$11,632	\$ -	\$16,821	\$20,000	\$20,000	\$ -	-
Other Revenue	\$ -	\$ -	\$163,148	\$14,800	\$25,800	\$11,000	74.3%
Internal Recoveries	\$1,792,362	\$1,792,300	\$1,854,110	\$1,854,000	\$1,793,300	(\$60,700)	(3.3%)
Total Revenue	\$1,804,465	\$1,792,900	\$2,034,535	\$1,889,400	\$1,839,700	(\$49,700)	(2.6%)
Expenditure							
Salaries, Wages and Benefits	\$3,555,387	\$3,550,300	\$3,656,659	\$3,743,700	\$3,937,000	\$193,300	5.2%
Supplies, Material and Equipmen	\$153,250	\$229,200	\$140,551	\$198,500	\$183,400	(\$15,100)	(7.6%)
Purchased Services	\$1,049,996	\$1,317,400	\$1,448,091	\$1,212,000	\$1,340,100	\$128,100	10.6%
Insurance and Financial	\$63,523	\$66,600	\$74,731	\$81,600	\$115,400	\$33,800	41.4%
Internal Charges	\$448	\$2,200	\$633	\$2,000	\$2,100	\$100	5.0%
Total Expenditure	\$4,822,604	\$5,165,700	\$5,320,665	\$5,237,800	\$5,578,000	\$340,200	6.5%
Net Operating Cost / (Revenue)	\$3,018,139	\$3,372,800	\$3,286,130	\$3,348,400	\$3,738,300	\$389,900	11.6%
Transfers							
Transfer to Capital	\$335,000	\$335,000	\$320,000	\$320,000	\$262,000	(\$58,000)	(18.1%)
Transfers to Reserve	\$ -	\$ -	\$148,453	\$ -	\$ -	\$ -	-
Total Transfers	\$335,000	\$335,000	\$468,453	\$320,000	\$262,000	(\$58,000)	(18.1%)
NET COST / (REVENUE)	\$3,353,139	\$3,707,800	\$3,754,583	\$3,668,400	\$4,000,300	\$331,900	9.0%



COUNTY OF WELLINGTON

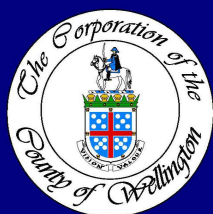
2020 –2029 OPERATING BUDGET

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
User Fees and Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Other Revenue	\$25,800	\$26,400	\$27,100	\$27,900	\$28,700
Internal Recoveries	\$1,793,300	\$1,847,000	\$1,902,300	\$1,959,400	\$2,018,200
Total Revenue	\$1,839,700	\$1,894,000	\$1,950,000	\$2,007,900	\$2,067,500
EXPENDITURES					
Salaries, Wages and Benefits	\$3,937,000	\$4,078,200	\$4,220,600	\$4,368,400	\$4,519,900
Supplies, Material and Equipment	\$183,400	\$184,800	\$206,600	\$202,600	\$211,700
Purchased Services	\$1,340,100	\$1,368,100	\$1,407,100	\$1,447,600	\$1,489,100
Insurance and Financial	\$115,400	\$118,300	\$121,600	\$124,800	\$128,000
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Total Expenditures	\$5,578,000	\$5,751,500	\$5,958,000	\$6,145,500	\$6,350,800
Net Operating Cost / (Revenue)	\$3,738,300	\$3,857,500	\$4,008,000	\$4,137,600	\$4,283,300
TRANSFERS					
Transfer to Capital	\$262,000	\$584,000	\$455,000	\$644,000	\$667,000
Total Transfers	\$262,000	\$584,000	\$455,000	\$644,000	\$667,000
TAX LEVY REQUIREMENT					
yr/yr % change	9.0%	11.0%	0.5%	7.1%	3.5%

**COUNTY OF WELLINGTON****2020 –2029 OPERATING BUDGET****Programme/Service:** Office of the CAO and Clerk**Department:** Office of the CAO and Clerk**Governance:** Administration, Finance and Human Resources Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
User Fees and Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Other Revenue	\$29,600	\$30,500	\$31,400	\$32,300	\$33,200
Internal Recoveries	\$2,078,800	\$2,141,100	\$2,205,400	\$2,271,400	\$2,339,300
Total Revenue	\$2,129,000	\$2,192,200	\$2,257,400	\$2,324,300	\$2,393,100
EXPENDITURES					
Salaries, Wages and Benefits	\$4,667,600	\$4,824,100	\$4,982,100	\$5,145,900	\$5,314,200
Supplies, Material and Equipment	\$221,300	\$243,900	\$240,800	\$248,700	\$255,700
Purchased Services	\$1,531,900	\$1,576,000	\$1,621,000	\$1,671,400	\$1,719,200
Insurance and Financial	\$131,100	\$134,900	\$138,400	\$142,000	\$146,000
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Total Expenditures	\$6,554,000	\$6,781,000	\$6,984,400	\$7,210,100	\$7,437,200
Net Operating Cost / (Revenue)	\$4,425,000	\$4,588,800	\$4,727,000	\$4,885,800	\$5,044,100
TRANSFERS					
Transfer to Capital	\$413,000	\$328,000	\$744,000	\$968,000	\$613,000
Total Transfers	\$413,000	\$328,000	\$744,000	\$968,000	\$613,000
TAX LEVY REQUIREMENT					
yr/yr % change	(2.3%)	1.6%	11.3%	7.0%	(3.4%)



COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service:

Information Technology

Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2020	2021	2022	2023	2024	5 Year Total
Technical Services						
Firewall and VPN Replacement			\$75,000			\$75,000
Advanced Malware Security						
Storage Replacement				\$200,000	\$200,000	\$400,000
Server Replacement			\$60,000	\$110,000	\$110,000	\$280,000
Point to Point Radios Guelph						
Main Core Switches		\$120,000				\$120,000
Wifi Unit Replacement		\$100,000				\$100,000
Phone Gateway Replacement	\$80,000					\$80,000
IT Van	\$60,000					\$60,000
Archive Storage Replacement	\$35,000			\$40,000		\$75,000
Server Expansion					\$50,000	\$50,000
Storage Expansion					\$40,000	\$40,000
Network Equipment UPS Replacement	\$50,000					\$50,000
Network Replacement	\$100,000			\$110,000	\$110,000	\$320,000
UPS Data Centre 138 Wyndham St		\$60,000				\$60,000
Phone Set Replacement		\$200,000				\$200,000
Back up Server Replacement			\$35,000			\$35,000
Advanced Malware Security			\$50,000			\$50,000
A/C Cooling 138 Wyndham St			\$80,000			\$80,000
Disaster Recovery A/C Replacement				\$50,000		\$50,000
Disaster Recovery UPS Replacement						
Total Technical Services	\$325,000	\$480,000	\$300,000	\$510,000	\$510,000	\$2,125,000
Application Services						
Asset Management Software	\$300,000					\$300,000
Future Application System Enhancements		\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
Total Application Services	\$300,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,100,000
Information Management						
Intranet Upgrade					\$70,000	\$70,000
County Website Upgrade			\$67,000			\$67,000
Total Information Management			\$67,000		\$70,000	\$137,000
Total	\$625,000	\$680,000	\$567,000	\$710,000	\$780,000	\$3,362,000
Sources of Financing						
Recoveries	\$63,000	\$113,000	\$87,000	\$120,000	\$136,000	\$519,000
Current Revenues	\$262,000	\$567,000	\$429,000	\$590,000	\$590,000	\$2,438,000
Reserves			\$51,000		\$54,000	\$105,000
Federal Gas Tax	\$300,000					\$300,000
Total Financing	\$625,000	\$680,000	\$567,000	\$710,000	\$780,000	\$3,362,000



COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service:

Information Technology

Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	10 Year Total
Technical Services						
Firewall and VPN Replacement			\$80,000			\$155,000
Advanced Malware Security			\$50,000			\$50,000
Storage Replacement				\$240,000	\$240,000	\$880,000
Server Replacement			\$70,000	\$115,000	\$115,000	\$580,000
Point to Point Radios Guelph	\$35,000					\$35,000
Main Core Switches				\$135,000		\$255,000
Wifi Unit Replacement		\$100,000				\$200,000
Phone Gateway Replacement			\$90,000			\$170,000
IT Van	\$60,000					\$120,000
Archive Storage Replacement	\$40,000			\$45,000		\$160,000
Server Expansion						\$50,000
Storage Expansion						\$40,000
Network Equipment UPS Replacement			\$50,000			\$100,000
Network Replacement			\$100,000			\$420,000
UPS Data Centre 138 Wyndham St						\$60,000
Phone Set Replacement				\$200,000		\$400,000
Back up Server Replacement			\$40,000			\$75,000
Advanced Malware Security			\$50,000			\$100,000
A/C Cooling 138 Wyndham St						\$80,000
Disaster Recovery A/C Replacement						\$50,000
Disaster Recovery UPS Replacement	\$50,000					\$50,000
Total Technical Services	\$185,000	\$100,000	\$530,000	\$735,000	\$355,000	\$4,030,000
Application Services						
Asset Management Software						\$300,000
Future Application System Enhancements	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,800,000
Total Application Services	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,100,000
Information Management						
Intranet Upgrade						\$70,000
County Website Upgrade			\$67,000			\$134,000
Total Information Management			\$67,000			\$204,000
Total	\$385,000	\$300,000	\$797,000	\$935,000	\$555,000	\$6,334,000
Sources of Financing						
Recoveries	\$29,000	\$24,000	\$141,000	\$173,000	\$83,000	\$969,000
Current Revenues	\$356,000	\$276,000	\$605,000	\$762,000	\$472,000	\$4,909,000
Reserves			\$51,000			\$156,000
Federal Gas Tax						\$300,000
Total Financing	\$385,000	\$300,000	\$797,000	\$935,000	\$555,000	\$6,334,000



Programme Overview

Programme/Service:	Financial Services and Purchasing / Risk Management
Department:	Treasury
Governance:	Administration, Finance and Human Resources Committee

Programme Description

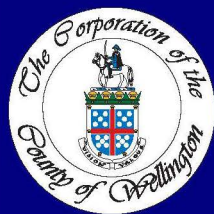
The Treasury Department is responsible for the prudent management of the financial resources of the Corporation. Our role is to:

- Provide advice and recommendations to Council on all financial matters affecting the Corporation
- Ensure the long term financial health of the Corporation
- Develop, recommend and implement corporate financial and procurement policies
- Financial Services responsibilities include: corporate budget development; financial management; accounting and reporting; development and administration of corporate financial policies; property tax policy; assessment base management; cash and investment management; asset management and reporting; and performance measurement.
- Purchasing and Risk Management is responsible for implementing the centralized purchasing function within the County, ensuring that County procurement is carried out in an open and accountable manner, and securing the appropriate level of insurance for County assets, employees and councillors.

2020 Budget Highlights

- A new Asset Management Analyst is included in Financial Services to assist with the coordination of Corporate Asset Management in the County.
- The KPMG Service Efficiency Review identified the opportunity to establish a County-wide Asset Management service delivery approach. A \$400,000 provision has been added in 2020 as a placeholder to address this need
- Purchased services include annual licensing for the County's corporate financial system, external audit fees, municipal benchmarking (BMA) study and the annual credit rating review

Staff Complement (Full time equivalents)		
	2019	2020
Financial Services	13.1	13.8
Purchasing and Risk Management	2.3	2.3
Total	15.4	16.1
Current employee count: 20		
The Current employee count includes three Treasury staff members working in Social Services and one in Police Services.		



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

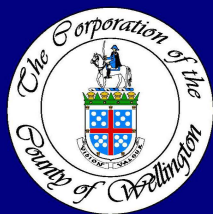
Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

2019

	2018 Actuals	2018 Budget	Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Other Revenue	\$806	\$ -	\$101,525	\$6,400	\$700	(\$5,700)	(89.1%)
Internal Recoveries	\$513,888	\$513,900	\$539,126	\$538,600	\$576,100	\$37,500	7.0%
Total Revenue	\$514,694	\$513,900	\$640,651	\$545,000	\$576,800	\$31,800	5.8%
Expenditure							
Salaries, Wages and Benefits	\$1,554,179	\$1,629,800	\$1,775,543	\$1,746,000	\$2,108,800	\$362,800	20.8%
Supplies, Material and Equipment	\$34,389	\$33,400	\$41,868	\$52,700	\$44,100	(\$8,600)	(16.3%)
Purchased Services	\$279,640	\$371,000	\$317,240	\$370,400	\$487,000	\$116,600	31.5%
Transfer Payments	\$ -	\$ -	\$ -	\$ -	\$100,000	\$100,000	-
Insurance and Financial	\$191,178	\$92,200	\$223,611	\$191,000	\$199,200	\$8,200	4.3%
Internal Charges	\$2,015	\$5,500	\$1,936	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$2,061,401	\$2,131,900	\$2,360,198	\$2,363,100	\$2,942,100	\$579,000	24.5%
Net Operating Cost / (Revenue)	\$1,546,707	\$1,618,000	\$1,719,547	\$1,818,100	\$2,365,300	\$547,200	30.1%
Transfers							
Transfer from Reserve	(\$74,800)	(\$74,800)	(\$108,301)	(\$164,600)	(\$582,100)	(\$417,500)	253.6%
Transfers to Reserve	\$75,000	\$75,000	\$150,000	\$150,000	\$150,000	\$ -	-
Total Transfers	\$200	\$200	\$41,699	(\$14,600)	(\$432,100)	(\$417,500)	2,859.6%
NET COST / (REVENUE)	\$1,546,907	\$1,618,200	\$1,761,246	\$1,803,500	\$1,933,200	\$129,700	7.2%



COUNTY OF WELLINGTON

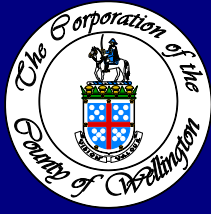
2020 –2029 OPERATING BUDGET

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Other Revenue	\$700	\$700	\$700	\$700	\$700
Internal Recoveries	\$576,100	\$593,400	\$611,300	\$629,600	\$648,500
Total Revenue	\$576,800	\$594,100	\$612,000	\$630,300	\$649,200
EXPENDITURES					
Salaries, Wages and Benefits	\$2,108,800	\$2,190,700	\$2,256,800	\$2,325,000	\$2,399,300
Supplies, Material and Equipment	\$44,100	\$44,700	\$45,600	\$46,500	\$47,400
Purchased Services	\$487,000	\$467,600	\$569,800	\$492,300	\$504,000
Transfer Payments	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Insurance and Financial	\$199,200	\$203,300	\$207,200	\$211,100	\$214,900
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$2,942,100	\$3,009,300	\$3,182,400	\$3,177,900	\$3,268,600
Net Operating Cost / (Revenue)	\$2,365,300	\$2,415,200	\$2,570,400	\$2,547,600	\$2,619,400
TRANSFERS					
Transfer from Reserves	(\$582,100)	(\$324,700)	(\$267,400)	(\$180,100)	(\$182,800)
Transfer to Reserves	\$150,000	\$175,000	\$175,000	\$175,000	\$175,000
Total Transfers	(\$432,100)	(\$149,700)	(\$92,400)	(\$5,100)	(\$7,800)
TAX LEVY REQUIREMENT	\$1,933,200	\$2,265,500	\$2,478,000	\$2,542,500	\$2,611,600
yr/yr % change	7.2%	17.2%	9.4%	2.6%	2.7%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Other Revenue	\$700	\$700	\$700	\$700	\$700
Internal Recoveries	\$668,000	\$688,000	\$708,700	\$730,000	\$751,900
Total Revenue	\$668,700	\$688,700	\$709,400	\$730,700	\$752,600
EXPENDITURES					
Salaries, Wages and Benefits	\$2,472,700	\$2,549,200	\$2,626,300	\$2,706,300	\$2,789,300
Supplies, Material and Equipment	\$48,300	\$49,200	\$50,100	\$51,000	\$52,500
Purchased Services	\$515,800	\$618,200	\$542,300	\$557,400	\$571,600
Transfer Payments	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Insurance and Financial	\$219,100	\$223,200	\$227,400	\$231,800	\$236,400
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$3,358,900	\$3,542,800	\$3,549,100	\$3,649,500	\$3,752,800
Net Operating Cost / (Revenue)	\$2,690,200	\$2,854,100	\$2,839,700	\$2,918,800	\$3,000,200
TRANSFERS					
Transfer from Reserves	(\$185,600)	(\$278,400)	(\$191,200)	(\$194,100)	(\$197,200)
Transfer to Reserves	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Total Transfers	(\$10,600)	(\$103,400)	(\$16,200)	(\$19,100)	(\$22,200)
TAX LEVY REQUIREMENT	\$2,679,600	\$2,750,700	\$2,823,500	\$2,899,700	\$2,978,000
yr/yr % change	2.6%	2.7%	2.6%	2.7%	2.7%



Programme Overview

Programme/Service:	Human Resources
Department:	Human Resources
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- Coordinate all hiring, termination and disciplinary actions of all County employees
- Negotiate and administer collective agreements
- Manage short and long term disability programmes
- Deliver Occupational Health and Safety Programme
- Administer payroll, employee benefits and pension plan
- Development and administration of human resources policies and procedures
- Coordinating activities of the County's Accessibility Advisory Committee

2020 Budget Highlights

- Occupational accident and excess indemnity premiums are included in the health and safety budget, and are funded from the WSIB reserve (as are other health and safety costs)
- Accessibility Grants are available for the seven member municipalities in order to facilitate improved access in municipal buildings throughout the County. This is budgeted at \$70,000, which amounts to \$10,000 for each local municipality.
- Funding for a three-year partnership with Canadian Mental Health Association (CMHA) of Waterloo-Wellington to support employee wellness programmes and to support promoting life and preventing suicide in Wellington. The County share of this project is funded by the Employee Benefits Reserve.
- Salaries and Wages – this line has been adjusted to reflect a portion of three Human Resources staff positions time required to support staffing at the Wellington Terrace Long-Term Care Home

Staff Complement (Full time equivalents)		
	2019	2020
Human Resources	12.3	10.3
Health and Safety	1.0	1.0
Accessibility Advisory Committee	1.0	1.0
Total	14.3	12.3
Current employee count: 17		
The Current employee count includes three HR staff members working at Wellington Terrace and partially budgeted in HR		



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2018		2019				
	Actuals	Budget	Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Other Revenue	\$ -	\$ -	\$12,805	\$15,000	\$26,400	\$11,400	76.0%
Internal Recoveries	\$1,085,928	\$1,086,000	\$1,052,976	\$1,050,800	\$896,600	(\$154,200)	(14.7%)
Total Revenue	\$1,085,928	\$1,086,000	\$1,065,781	\$1,065,800	\$923,000	(\$142,800)	(13.4%)
Expenditure							
Salaries, Wages and Benefits	\$1,524,707	\$1,567,300	\$1,594,063	\$1,560,900	\$1,388,700	(\$172,200)	(11.0%)
Supplies, Material and Equipment	\$129,750	\$127,500	\$185,596	\$135,300	\$133,700	(\$1,600)	(1.2%)
Purchased Services	\$322,063	\$438,100	\$487,823	\$458,800	\$666,600	\$207,800	45.3%
Transfer Payments	\$40,000	\$70,000	\$80,000	\$70,000	\$90,000	\$20,000	28.6%
Insurance and Financial	\$240,713	\$242,800	\$266,554	\$266,300	\$276,100	\$9,800	3.7%
Internal Charges	\$1,492	\$1,900	\$1,106	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$2,258,725	\$2,447,600	\$2,615,142	\$2,492,800	\$2,556,600	\$63,800	2.6%
Net Operating Cost / (Revenue)	\$1,172,797	\$1,361,600	\$1,549,361	\$1,427,000	\$1,633,600	\$206,600	14.5%
Transfers							
Transfer from Reserve	(\$318,691)	(\$438,500)	(\$457,353)	(\$419,200)	(\$568,200)	(\$149,000)	35.5%
Transfers to Reserve	\$30,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Transfers	(\$288,691)	(\$438,500)	(\$457,353)	(\$419,200)	(\$568,200)	(\$149,000)	35.5%
NET COST / (REVENUE)	\$884,106	\$923,100	\$1,092,008	\$1,007,800	\$1,065,400	\$57,600	5.7%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Other Revenue	\$26,400	\$27,200	\$28,000	\$28,800	\$29,700
Internal Recoveries	\$896,600	\$923,500	\$951,200	\$979,800	\$1,009,200
Total Revenue	\$923,000	\$950,700	\$979,200	\$1,008,600	\$1,038,900
EXPENDITURES					
Salaries, Wages and Benefits	\$1,388,700	\$1,439,000	\$1,496,400	\$1,545,400	\$1,596,000
Supplies, Material and Equipment	\$133,700	\$137,200	\$140,800	\$144,500	\$148,300
Purchased Services	\$666,600	\$690,800	\$624,700	\$591,100	\$605,900
Transfer Payments	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Insurance and Financial	\$276,100	\$283,900	\$285,100	\$286,000	\$287,400
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$2,556,600	\$2,642,400	\$2,638,500	\$2,658,500	\$2,729,100
Net Operating Cost / (Revenue)	\$1,633,600	\$1,691,700	\$1,659,300	\$1,649,900	\$1,690,200
TRANSFERS					
Transfer from Reserves	(\$568,200)	(\$584,600)	(\$545,100)	(\$504,700)	(\$511,600)
Total Transfers	(\$568,200)	(\$584,600)	(\$545,100)	(\$504,700)	(\$511,600)
TAX LEVY REQUIREMENT					
yr/yr % change	5.7%	3.9%	0.6%	2.8%	2.9%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Other Revenue	\$30,600	\$31,500	\$32,400	\$33,400	\$34,400
Internal Recoveries	\$1,039,500	\$1,070,700	\$1,102,800	\$1,135,900	\$1,170,000
Total Revenue	\$1,070,100	\$1,102,200	\$1,135,200	\$1,169,300	\$1,204,400
EXPENDITURES					
Salaries, Wages and Benefits	\$1,648,200	\$1,703,500	\$1,759,900	\$1,817,600	\$1,877,900
Supplies, Material and Equipment	\$152,100	\$156,000	\$160,000	\$163,900	\$167,800
Purchased Services	\$621,400	\$667,200	\$653,300	\$669,900	\$686,600
Transfer Payments	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Insurance and Financial	\$288,600	\$289,600	\$290,900	\$292,400	\$303,500
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$2,801,800	\$2,907,800	\$2,955,600	\$3,035,300	\$3,127,300
Net Operating Cost / (Revenue)	\$1,731,700	\$1,805,600	\$1,820,400	\$1,866,000	\$1,922,900
TRANSFERS					
Transfer from Reserves	(\$519,200)	(\$527,000)	(\$535,100)	(\$543,200)	(\$543,200)
Total Transfers	(\$519,200)	(\$527,000)	(\$535,100)	(\$543,200)	(\$543,200)
TAX LEVY REQUIREMENT	\$1,212,500	\$1,278,600	\$1,285,300	\$1,322,800	\$1,379,700
yr/yr % change	2.9%	5.5%	0.5%	2.9%	4.3%



Programme Overview

Programme/Service:	Property Services
Department:	Office of the CAO and Clerk
Governance:	Administration, Finance and Human Resources Committee

Programme Description

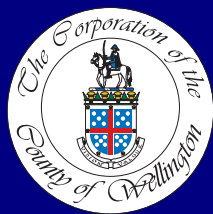
Maintenance, improvements and operations of County owned facilities including:

- Administration Centre, Courthouse, Gaol, Governor's Residence, 15, 21 and 25-27 Douglas Street
- Dominion Public Building (Social Housing and Employment Services)
- 129 and 133 Wyndham Street, Guelph (Ontario Works, Emergency Operations Centre, Children's Early Years, 12 apartments)
- Douglas Street Parking Lot, 401 Gateway Signs
- Clifford and Arthur Medical Centres
- Badenoch and Mount Forest Community Services Centres
- Health Unit offices at Wellington Terrace
- Solar Panels and Electric Car Charging stations at various County locations

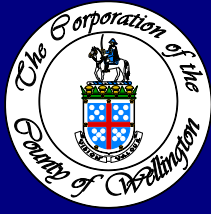
2020 Budget Highlights

- Staffing changes includes moving three current cleaning staff from part-time to full-time hours to better meet the current needs and coverage for the various property locations
- The budget provides for rent and operating expenses associated with the above noted properties
- The budget also reflects the debt for Wellington Place Lands maturing in 2019 and therefore reducing debt payment requirements by \$223,000 in 2020
- The capital budget includes provisions for improvements at County Facilities and vehicle lifecycle replacements. An expansion of the Administration Centre is included in 2028.

Staff Complement (Full time equivalents)		
	2019	2020
Property Maintenance	5.8	5.8
Office Cleaning	4.8	5.6
Construction and Property Manager	1.0	1.0
Total	11.6	12.4
Current employee count: 15		

**COUNTY OF WELLINGTON****2020 OPERATING BUDGET****Programme/Service:** Property Services**Department:** Office of the CAO and Clerk**Governance:** Administration, Finance and Human Resources Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Licenses, Permits and Rents	\$1,253,659	\$1,088,500	\$1,262,497	\$1,170,200	\$1,207,300	\$37,100	3.2%
User Fees and Charges	\$159,890	\$165,000	\$154,027	\$165,000	\$155,000	(\$10,000)	(6.1%)
Other Revenue	\$4,572	\$ -	\$32,668	\$28,100	\$22,300	(\$5,800)	(20.6%)
Internal Recoveries	\$727,379	\$727,800	\$679,675	\$720,800	\$701,200	(\$19,600)	(2.7%)
Total Revenue	\$2,145,500	\$1,981,300	\$2,128,867	\$2,084,100	\$2,085,800	\$1,700	0.1%
Expenditure							
Salaries, Wages and Benefits	\$934,993	\$984,500	\$1,001,207	\$920,100	\$1,061,200	\$141,100	15.3%
Supplies, Material and Equipment	\$217,303	\$190,100	\$187,406	\$198,400	\$199,500	\$1,100	0.6%
Purchased Services	\$792,862	\$800,300	\$908,762	\$827,000	\$862,100	\$35,100	4.2%
Insurance and Financial	\$51,872	\$54,700	\$55,149	\$60,500	\$64,000	\$3,500	5.8%
Minor Capital Expenses	\$24,540	\$117,300	\$81,752	\$102,000	\$20,500	(\$81,500)	(79.9%)
Debt Charges	\$379,688	\$334,300	\$509,035	\$515,200	\$291,700	(\$223,500)	(43.4%)
Internal Charges	\$ -	\$ -	\$1,295	\$ -	\$ -	\$ -	-
Total Expenditure	\$2,401,258	\$2,481,200	\$2,744,606	\$2,623,200	\$2,499,000	(\$124,200)	(4.7%)
Net Operating Cost / (Revenue)	\$255,758	\$499,900	\$615,739	\$539,100	\$413,200	(\$125,900)	(23.4%)
Transfers							
Transfer from Reserve	(\$17,707)	(\$67,800)	(\$44,195)	(\$77,000)	\$ -	\$77,000	(100.0%)
Transfers to Reserve	\$804,928	\$811,000	\$778,172	\$810,900	\$773,800	(\$37,100)	(4.6%)
Total Transfers	\$787,221	\$743,200	\$733,977	\$733,900	\$773,800	\$39,900	5.4%
NET COST / (REVENUE)	\$1,042,979	\$1,243,100	\$1,349,716	\$1,273,000	\$1,187,000	(\$86,000)	(6.8%)



COUNTY OF WELLINGTON

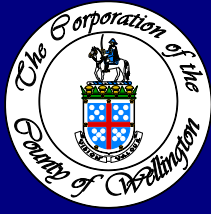
2020 2029 OPERATING BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Licenses, Permits and Rents	\$1,207,300	\$1,180,200	\$1,182,800	\$1,181,900	\$1,180,300
User Fees and Charges	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000
Other Revenue	\$22,300	\$22,900	\$23,500	\$24,200	\$24,900
Internal Recoveries	\$701,200	\$783,900	\$782,600	\$787,700	\$815,400
Total Revenue	\$2,085,800	\$2,142,000	\$2,143,900	\$2,148,800	\$2,175,600
EXPENDITURES					
Salaries, Wages and Benefits	\$1,061,200	\$1,063,200	\$1,097,000	\$1,131,900	\$1,168,300
Supplies, Material and Equipment	\$199,500	\$203,700	\$207,900	\$212,300	\$216,800
Purchased Services	\$862,100	\$893,000	\$927,800	\$963,900	\$996,200
Insurance and Financial	\$64,000	\$65,900	\$66,900	\$67,800	\$68,800
Minor Capital Expenses	\$20,500	\$52,000	\$28,000	\$6,000	\$10,500
Debt Charges	\$291,700	\$292,100	\$291,300	\$291,200	\$291,900
Total Expenditures	\$2,499,000	\$2,569,900	\$2,618,900	\$2,673,100	\$2,752,500
Net Operating Cost / (Revenue)	\$413,200	\$427,900	\$475,000	\$524,300	\$576,900
TRANSFERS					
Transfer from Reserves					
Transfer to Reserves	\$773,800	\$773,700	\$773,700	\$773,700	\$773,700
Total Transfers	\$773,800	\$773,700	\$773,700	\$773,700	\$773,700
TAX LEVY REQUIREMENT	\$1,187,000	\$1,201,600	\$1,248,700	\$1,298,000	\$1,350,600
yr/yr % change	(6.8%)	1.2%	3.9%	3.9%	4.1%



COUNTY OF WELLINGTON

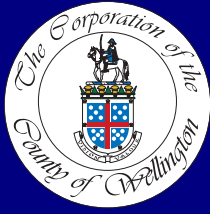
2020 2029 OPERATING BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Licenses, Permits and Rents	\$1,186,400	\$1,182,300	\$1,184,500	\$1,185,100	\$1,185,400
User Fees and Charges	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000
Other Revenue	\$25,600	\$26,300	\$27,000	\$27,800	\$28,600
Internal Recoveries	\$934,100	\$903,000	\$956,700	\$941,900	\$956,600
Total Revenue	\$2,301,100	\$2,266,600	\$2,323,200	\$2,309,800	\$2,325,600
EXPENDITURES					
Salaries, Wages and Benefits	\$1,206,100	\$1,245,100	\$1,285,300	\$1,327,200	\$1,370,200
Supplies, Material and Equipment	\$221,400	\$226,000	\$230,700	\$235,900	\$241,300
Purchased Services	\$1,035,600	\$1,076,400	\$1,118,900	\$1,130,700	\$1,173,300
Insurance and Financial	\$69,800	\$70,900	\$72,000	\$73,100	\$75,900
Minor Capital Expenses	\$103,000	\$49,000	\$65,000	\$30,000	\$14,000
Debt Charges	\$189,000	\$188,300	\$188,400	\$693,700	\$1,787,800
Total Expenditures	\$2,824,900	\$2,855,700	\$2,960,300	\$3,490,600	\$4,662,500
Net Operating Cost / (Revenue)	\$523,800	\$589,100	\$637,100	\$1,180,800	\$2,336,900
TRANSFERS					
Transfer from Reserves					
Transfer to Reserves	\$773,700	\$773,700	\$773,700	\$773,700	\$773,500
Total Transfers	\$773,700	\$773,700	\$773,700	\$773,700	\$773,500
TAX LEVY REQUIREMENT	\$1,297,500	\$1,362,800	\$1,410,800	\$1,954,500	\$3,110,400
yr/yr % change	(3.9%)	5.0%	3.5%	38.5%	59.1%



COUNTY OF WELLINGTON

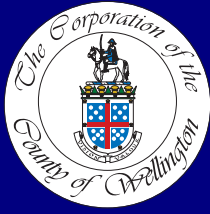
2020-2029 CAPITAL BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2020	2021	2022	2023	2024	5 Year Total
129 Wyndham: Tenant Elevator	\$150,000					\$150,000
21 Douglas: HVAC Pump Replacement						
21 Douglas: Roofing Systems	\$115,000					\$115,000
Admin Centre: Cooling Systems	\$264,000					\$264,000
Admin Centre: Elevator			\$70,000			\$70,000
Admin Centre: Expansion						
Admin Centre: HVAC Systems			\$39,000			\$39,000
Admin Centre: Hot Water Boiler Replace			\$200,000			\$200,000
Admin Centre: Lighting Upgrade	\$40,000					\$40,000
Admin Centre: Pave Corner Lot	\$40,000					\$40,000
Admin Centre: Pedestrian Paving					\$45,000	\$45,000
Admin Centre: Water Heater Rep	\$40,000					\$40,000
Badenoch: Accessible Ramp	\$45,000					\$45,000
Courthouse: Domestic Water Distribution			\$30,000			\$30,000
Courthouse: HVAC Equipment						
Courthouse: Interior Upgrade		\$51,000				\$51,000
Courthouse: Lighting Upgrade	\$40,000					\$40,000
Courthouse: Mechanical Equip Replacement			\$475,000			\$475,000
Courthouse: Plumbing Fixtures Replacement			\$30,000			\$30,000
Gaol: Elevator Modernization				\$100,000		\$100,000
Gaol: HVAC Equipment Replacements						
Gaol: HVAC Systems			\$45,000			\$45,000
Gaol: Lighting Upgrade	\$50,000					\$50,000
Gaol: Security Replacement						
Guelph Office Relocation	\$30,000					\$30,000
Property Building Retrofits	\$135,000	\$100,000	\$75,000	\$75,000	\$75,000	\$460,000
Replace AED Equipment	\$75,000					\$75,000
Replace Maintenance 1/2 Tonne Van				\$50,000		\$50,000
Replace Maintenance Pickup						
Replace Maintenance Van						
Total	\$1,024,000	\$151,000	\$964,000	\$225,000	\$120,000	\$2,484,000
Sources of Financing						
Reserves	\$1,024,000	\$151,000	\$964,000	\$225,000	\$120,000	\$2,484,000
Debenture						
Total Financing	\$1,024,000	\$151,000	\$964,000	\$225,000	\$120,000	\$2,484,000



COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	10 Year Total
129 Wyndham: Tenant Elevator						\$150,000
21 Douglas: HVAC Pump Replacement	\$25,000					\$25,000
21 Douglas: Roofing Systems						\$115,000
Admin Centre: Cooling Systems						\$264,000
Admin Centre: Elevator						\$70,000
Admin Centre: Expansion				\$22,100,000		\$22,100,000
Admin Centre: HVAC Systems						\$39,000
Admin Centre: Hot Water Boiler Replace						\$200,000
Admin Centre: Lighting Upgrade	\$40,000					\$80,000
Admin Centre: Pave Corner Lot						\$40,000
Admin Centre: Pedestrian Paving						\$45,000
Admin Centre: Water Heater Rep						\$40,000
Badenoch: Accessible Ramp						\$45,000
Courthouse: Domestic Water Distribution						\$30,000
Courthouse: HVAC Equipment				\$50,000		\$50,000
Courthouse: Interior Upgrade		\$82,000				\$133,000
Courthouse: Lighting Upgrade	\$40,000					\$80,000
Courthouse: Mechanical Equip Replace						\$475,000
Courthouse: Plumbing Fixtures Replace						\$30,000
Gaol: Elevator Modernization						\$100,000
Gaol: HVAC Equipment Replacements				\$145,000		\$145,000
Gaol: HVAC Systems						\$45,000
Gaol: Lighting Upgrade						\$50,000
Gaol: Security Replacement			\$35,000			\$35,000
Guelph Office Relocation						\$30,000
Property Building Retrofits	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$835,000
Replace AED Equipment						\$75,000
Replace Maintenance 1/2 Tonne Van						\$50,000
Replace Maintenance Pickup	\$50,000					\$50,000
Replace Maintenance Van	\$50,000					\$50,000
Total	\$280,000	\$157,000	\$110,000	\$22,370,000	\$75,000	\$25,476,000
Reserves	\$280,000	\$157,000	\$110,000	\$5,270,000	\$75,000	\$8,376,000
Debenture				\$17,100,000		\$17,100,000
Total Financing	\$280,000	\$157,000	\$110,000	\$22,370,000	\$75,000	\$25,476,000



Programme Overview

Programme/Service:	Grants and Contributions
Department:	Administered by Treasury
Governance:	Administration, Finance and Human Resources Committee

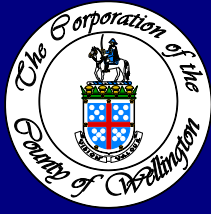
Programme Description

This budget contains the estimates for:

- Grants to community organizations in accordance with the grants policy adopted by County Council
- Scholarships
- Hospital Capital Grants
- Luella “Lou” Logan Annual Scholarship Award and the Lou Logan Annual Award for Outstanding Service by a Woman in Politics

2020 Budget Highlights

- The County has a total of \$14.4 million in commitments for Hospital Capital Grants in Wellington:
 - \$10.0 million for Groves Memorial Community Hospital
 - \$2.2 million for Louise Marshall Hospital in Mount Forest
 - \$2.2 million for Palmerston and District Hospital
- The 2020 capital budget includes the final \$200,000 installment of this commitment to Louise Marshall Hospital. All other hospital capital grants have been provided to date.
- The County issued \$5.94 million in debt to fund these grants in 2019. In 2020, the debt charges annualize in the County budget at \$376,600.
- The 2020 Community Grants budget is set at \$75,000, with an additional \$6,800 available for scholarships.
- In 2019, the County received a generous donation from Mr. Robert Logan in honour of his wife, Luella “Lou” Logan who was the first female Wellington County Councillor to establish the “Lou Logan Annual Scholarship Award” and the “Lou Logan Annual Award for Outstanding Service by a Woman in Politics.” Each award will be set at \$1,500 each for 2020.



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2018 Actuals	2018 Budget	2019 Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Expenditure							
Purchased Services	\$ -	\$ -	\$828	\$ -	\$ -	\$ -	-
Transfer Payments	\$55,000	\$57,600	\$62,180	\$59,300	\$84,800	\$25,500	43.0%
Debt Charges	\$ -	\$ -	\$21,030	\$173,300	\$376,600	\$203,300	117.3%
Total Expenditure	\$55,000	\$57,600	\$84,038	\$232,600	\$461,400	\$228,800	98.4%
Net Operating Cost / (Revenue)	\$55,000	\$57,600	\$84,038	\$232,600	\$461,400	\$228,800	98.4%
Transfers							
Transfer from Reserve	\$ -	\$ -	(\$2,328)	\$ -	(\$3,000)	(\$3,000)	-
Total Transfers	\$ -	\$ -	(\$2,328)	\$ -	(\$3,000)	(\$3,000)	-
NET COST / (REVENUE)	\$55,000	\$57,600	\$81,710	\$232,600	\$458,400	\$225,800	97.1%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

			Projected		
	2020	2021	2022	2023	2024
EXPENDITURES					
Transfer Payments	\$84,800	\$86,600	\$86,800	\$87,000	\$87,200
Debt Charges	\$376,600	\$377,000	\$376,300	\$375,500	\$375,700
Total Expenditures	\$461,400	\$463,600	\$463,100	\$462,500	\$462,900
TAX LEVY REQUIREMENT					
	\$458,400	\$460,600	\$460,100	\$459,500	\$459,900
yr/yr % change	97.1%	0.5%	(0.1%)	(0.1%)	0.1%



COUNTY OF WELLINGTON

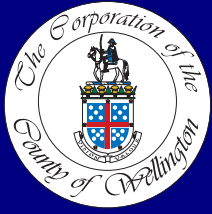
2020 2029 OPERATING BUDGET

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	Projected				
	2025	2026	2027	2028	2029
EXPENDITURES					
Transfer Payments	\$87,400	\$87,600	\$87,800	\$88,000	\$88,300
Debt Charges	\$376,800	\$376,600	\$377,000	\$376,200	\$377,100
Total Expenditures	\$464,200	\$464,200	\$464,800	\$464,200	\$465,400
TAX LEVY REQUIREMENT					
	\$461,200	\$461,200	\$461,800	\$461,200	\$462,400
yr/yr % change	0.3%		0.1%	(0.1%)	0.3%



COUNTY OF WELLINGTON

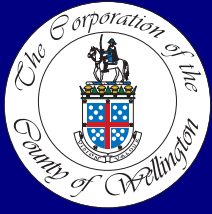
2020-2029 CAPITAL BUDGET

Programme/Service: Hospital and Other Capital Grants

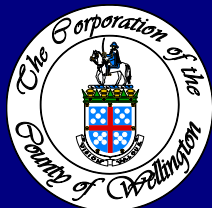
Department: Grants and Contributions

Governance: Administration, Finance and Human Resources Committee

	2020	2021	2022	2023	2024	5 Year Total
Louise Marshall Hospital Grant	\$200,000					\$200,000
Total	\$200,000					\$200,000
Sources of Financing						
Reserves	\$200,000					\$200,000
Total Financing	\$200,000					\$200,000

**COUNTY OF WELLINGTON****2020-2029 CAPITAL BUDGET****Programme/Service: Hospital and Other Capital Grants****Department: Grants and Contributions****Governance: Administration, Finance and Human Resources Committee**

	2025	2026	2027	2028	2029	10 Year Total
Louise Marshall Hospital Grant						\$200,000
Total						\$200,000
Sources of Financing						
Reserves						\$200,000
Total Financing						\$200,000



Programme Overview

Programme/Service:	Economic Development
Department:	Office of CAO / Clerk
Governance:	Economic Development Committee

Programme Description

The Economic Development Committee has focused on County-wide initiatives that enhance each municipality's economic potential. The work continues to be in collaboration with the local municipalities and strategic investments are guided by the new Economic Development Three-Year Plan. Market intelligence and the status of existing business continues to be a focus, while infrastructure development, investment attraction and enticing talent to move to Wellington County are areas of commitment going forward. Wellington County has significant advantages to offer new residents and businesses and the County's objective is to make that investment easier.

The Economic Development Department provides:

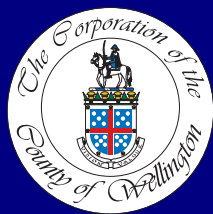
- Up-to-date information on the local economy, trends and opportunities
- Personal assistance with site selection and business support
- Workforce development through facilitation between private industry, education and training
- Investment attraction and promotion of Wellington via "Festival and Events Guide" and "Taste Real"
- Assistance establishing and expanding operations by providing information on local market conditions, business tools, funding opportunities and contacts
- Foster relationships between local organizations, businesses, industry and representatives of government

The County contributes funding to the Business Centre Guelph-Wellington and appoints one member to the board. The Centre provides potential and existing enterprises with a variety of business information and support services to facilitate the development, investment, growth and success rate of businesses. In addition, the County contributes funding to Wellington Waterloo Community Futures (WWCF), Innovation Guelph, LaunchIt Minto and Saugeen Community Futures.

2020 Budget Highlights

- Smart Cities initiative "Our Food Future" - Canada's first circular food economy in partnership with the City of Guelph. The County is hiring a Smart Cities Lead for this programme at a net cost of \$93,800 in 2020.
- Full-year of the Ride Well Community Transportation initiative at a net cost of \$192,600
- County-wide Business Retention and Expansion (\$175,000), Community Improvement Plan Implementation Funds (\$160,000) and Invest Ready (\$60,000) for Member Municipalities
- New initiatives in 2020 include Employment Land Assessment and Intensification Study, Talent Attraction, and Business Support Agency Funding
- Wellington Signage Strategy: an additional \$65,000 has been included in 2020 capital budget to fund the completion of the community directional signage component of the project.

Staff Complement		
(Full time equivalents)	2019	2020
Economic Development	6.0	7.0
Total	6.0	7.0
Current employee count: 6		



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

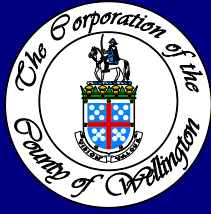
Programme/Service: Economic Development

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

2019

	2018 Actuals	2018 Budget	2019 Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$106,271	\$109,800	\$8,811	\$27,300	\$ -	(\$27,300)	(100.0%)
User Fees and Charges	\$29,834	\$29,000	\$19,451	\$23,500	\$16,500	(\$7,000)	(29.8%)
Sales Revenue	\$482	\$ -	\$9,346	\$ -	\$5,000	\$5,000	-
Total Revenue	\$136,587	\$138,800	\$37,608	\$50,800	\$21,500	(\$29,300)	(57.7%)
Expenditure							
Salaries, Wages and Benefits	\$514,626	\$517,500	\$534,448	\$537,300	\$552,700	\$15,400	2.9%
Supplies, Material and Equipment	\$27,040	\$20,200	\$30,606	\$25,200	\$25,300	\$100	0.4%
Purchased Services	\$313,268	\$371,900	\$256,267	\$315,100	\$309,700	(\$5,400)	(1.7%)
Transfer Payments	\$233,424	\$290,000	\$250,792	\$420,000	\$267,500	(\$152,500)	(36.3%)
Insurance and Financial	\$8,967	\$10,100	\$10,966	\$12,000	\$12,300	\$300	2.5%
Total Expenditure	\$1,097,325	\$1,209,700	\$1,083,079	\$1,309,600	\$1,167,500	(\$142,100)	(10.9%)
Net Operating Cost / (Revenue)	\$960,738	\$1,070,900	\$1,045,471	\$1,258,800	\$1,146,000	(\$112,800)	(9.0%)
Transfers							
Transfers to Reserve	\$135,500	\$135,500	\$150,000	\$150,000	\$150,000	\$ -	-
Total Transfers	\$135,500	\$135,500	\$150,000	\$150,000	\$150,000	\$ -	-
NET COST / (REVENUE)	\$1,096,238	\$1,206,400	\$1,195,471	\$1,408,800	\$1,296,000	(\$112,800)	(8.0%)



COUNTY OF WELLINGTON

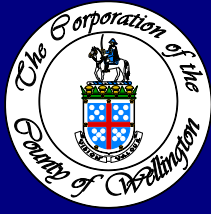
2020 2029 OPERATING BUDGET

Programme/Service: Economic Development

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$338,000	\$359,800	\$413,000	\$246,400	
User Fees and Charges	\$66,500	\$87,200	\$119,900	\$52,200	\$26,500
Sales Revenue	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Total Revenue	\$409,500	\$452,000	\$537,900	\$303,600	\$31,500
EXPENDITURES					
Salaries, Wages and Benefits	\$667,000	\$693,200	\$723,400	\$759,200	\$644,500
Supplies, Material and Equipment	\$164,300	\$144,900	\$145,500	\$86,100	\$32,700
Purchased Services	\$700,300	\$722,700	\$812,800	\$577,500	\$328,800
Transfer Payments	\$487,500	\$472,500	\$457,500	\$442,500	\$427,500
Insurance and Financial	\$14,800	\$15,300	\$16,100	\$16,800	\$14,300
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Expenditures	\$2,041,900	\$2,056,600	\$2,163,300	\$1,890,100	\$1,455,800
Net Operating Cost / (Revenue)	\$1,632,400	\$1,604,600	\$1,625,400	\$1,586,500	\$1,424,300
TRANSFERS					
Transfer to Reserves	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total Transfers	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
TAX LEVY REQUIREMENT					
yr/yr % change	23.5%	(1.6%)	1.2%	(2.2%)	(9.3%)



COUNTY OF WELLINGTON

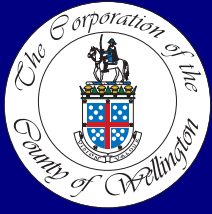
2020 2029 OPERATING BUDGET

Programme/Service: Economic Development

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies					
User Fees and Charges	\$26,500	\$26,500	\$26,500	\$27,100	\$27,500
Sales Revenue	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Total Revenue	\$31,500	\$31,500	\$31,500	\$32,100	\$32,500
EXPENDITURES					
Salaries, Wages and Benefits	\$665,800	\$687,400	\$710,200	\$733,900	\$757,500
Supplies, Material and Equipment	\$33,300	\$33,900	\$34,500	\$35,100	\$36,400
Purchased Services	\$339,900	\$351,300	\$362,900	\$375,200	\$387,400
Transfer Payments	\$427,500	\$427,500	\$427,500	\$427,500	\$427,500
Insurance and Financial	\$14,800	\$15,300	\$16,000	\$16,500	\$17,100
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Expenditures	\$1,489,300	\$1,523,400	\$1,559,100	\$1,596,200	\$1,633,900
Net Operating Cost / (Revenue)	\$1,457,800	\$1,491,900	\$1,527,600	\$1,564,100	\$1,601,400
TRANSFERS					
Transfer to Reserves	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total Transfers	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
TAX LEVY REQUIREMENT	\$1,607,800	\$1,641,900	\$1,677,600	\$1,714,100	\$1,751,400
yr/yr % change	2.1%	2.1%	2.2%	2.2%	2.2%

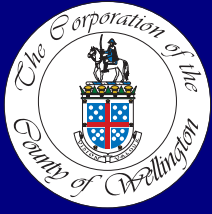


COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service: Economic Development
Department: Office of the CAO and Clerk
Governance: Economic Development Committee

	2020	2021	2022	2023	2024	5 Year Total
Wellington Signage Strategy	\$65,000					\$65,000
Total	\$65,000					\$65,000
Sources of Financing						
Reserves	\$65,000					\$65,000
Total Financing	\$65,000					\$65,000

**COUNTY OF WELLINGTON****2020-2029 CAPITAL BUDGET****Programme/Service:** Economic Development**Department:** Office of the CAO and Clerk**Governance:** Economic Development Committee

	2025	2026	2027	2028	2029	10 Year Total
Wellington Signage Strategy						\$65,000
Total						\$65,000
Sources of Financing						
Reserves						\$65,000
Total Financing						\$65,000



Programme Overview

Programme/Service:	Roads and Bridges
Department:	Engineering Services
Governance:	Roads Committee

Programme Description

Safety, asset preservation, and the provision of an efficient transportation network for the movement of people and products, drive most of the activities associated with the Roads Division. Engineering Services is financially responsible for 1,440 lane km of roadways, 106 bridges, 92 culverts and operates 36 sets of traffic signals, 9 roundabouts and 19,000 linear metres of guide rails. Operations are run out of 8 garage facilities, which include 5 storage structures, and 11 sand and salt domes. Roads fleet is made up of 78 licenced vehicles and 58 unlicensed vehicles and equipment.

2020 Budget Highlights

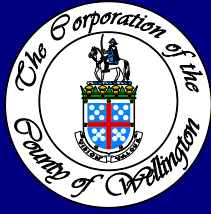
Capital works of \$27.7 million planned for 2020 include:

- \$10.6 million for bridge and culvert replacement and rehabilitation work; \$2.0 million for road reconstruction; \$3.6 million in growth-related construction; \$7.6 million for asphalt resurfacing; \$1.5 million for asset management and engineering activities; \$100,000 in facilities and \$2.3 million for equipment replacement.
- The roads ten-year capital forecast includes the issuance of \$20.8 million in debt, including amounts for the construction of three County garages: Arthur (\$2.0 million), Erin / Brucedale (\$7.0 million), and Harriston (\$5.5 million); as well as \$6.3 million in growth supported debt.

Operating impacts in 2020:

- Winter Control budget of \$6.5 million
- Addition of Construction Technologist and Infrastructure Technical Analyst positions
- Removal of one mechanic at the Drayton garage, 50% funded by Mapleton
- Parts and fuel cost increases (\$250,000) to reflect current expenditures, offset by increased municipal recoveries related to Mapleton's use of the Drayton Garage facility
- \$100,000 reduction to internal recoveries for work completed by County staff on roads capital projects

Staff Complement		
(Full time equivalents)	2019	2020
Hourly (field) staff	55.7	55.1
Salaried staff	12.0	13.6
Total	67.7	68.7
Current employee count: 84		



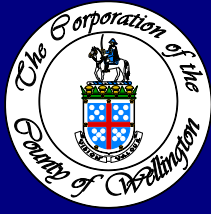
COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Roads and Bridges
 Department: Engineering Services
 Governance: Roads Committee

2019

	2018 Actuals	2018 Budget	Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$35,401	\$ -	\$12,924	\$ -	\$ -	\$ -	-
Municipal Recoveries	\$712,383	\$761,600	\$946,341	\$823,600	\$931,100	\$107,500	13.1%
User Fees and Charges	\$338,089	\$205,000	\$356,440	\$360,000	\$358,000	(\$2,000)	(0.6%)
Sales Revenue	\$480,115	\$400,000	\$392,342	\$400,000	\$400,000	\$ -	-
Other Revenue	\$ -	\$ -	\$12,250	\$ -	\$ -	\$ -	-
Internal Recoveries	\$1,870,710	\$2,212,800	\$1,985,181	\$2,014,100	\$2,005,300	(\$8,800)	(0.4%)
Other Financing	\$ -	\$ -	\$45,412	\$ -	\$ -	\$ -	-
Total Revenue	\$3,436,698	\$3,579,400	\$3,750,890	\$3,597,700	\$3,694,400	\$96,700	2.7%
Expenditure							
Salaries, Wages and Benefits	\$5,829,957	\$5,897,200	\$5,926,003	\$5,977,400	\$6,308,700	\$331,300	5.5%
Supplies, Material and Equipment	\$5,790,210	\$5,877,200	\$6,565,446	\$6,058,100	\$6,724,400	\$666,300	11.0%
Purchased Services	\$1,756,136	\$1,856,900	\$2,285,786	\$1,824,700	\$1,973,200	\$148,500	8.1%
Insurance and Financial	\$445,232	\$445,100	\$505,689	\$468,500	\$487,300	\$18,800	4.0%
Minor Capital Expenses	\$1,144,732	\$943,200	\$1,101,920	\$1,010,000	\$480,000	(\$530,000)	(52.5%)
Debt Charges	\$377,679	\$430,900	\$679,136	\$753,200	\$935,900	\$182,700	24.3%
Internal Charges	\$1,694,966	\$1,814,300	\$1,863,251	\$1,814,300	\$1,869,100	\$54,800	3.0%
Total Expenditure	\$17,038,912	\$17,264,800	\$18,927,231	\$17,906,200	\$18,778,600	\$872,400	4.9%
Net Operating Cost / (Revenue)	\$13,602,214	\$13,685,400	\$15,176,341	\$14,308,500	\$15,084,200	\$775,700	5.4%
Transfers							
Transfer from Reserve	(\$261,393)	(\$296,800)	(\$545,678)	(\$619,600)	(\$801,900)	(\$182,300)	29.4%
Transfer to Capital	\$10,559,500	\$10,559,500	\$10,424,500	\$10,424,500	\$10,325,000	(\$99,500)	(1.0%)
Transfers to Reserve	\$3,849,705	\$3,220,000	\$3,554,158	\$3,550,000	\$3,950,000	\$400,000	11.3%
Total Transfers	\$14,147,812	\$13,482,700	\$13,432,980	\$13,354,900	\$13,473,100	\$118,200	0.9%
NET COST / (REVENUE)	\$27,750,026	\$27,168,100	\$28,609,321	\$27,663,400	\$28,557,300	\$893,900	3.2%

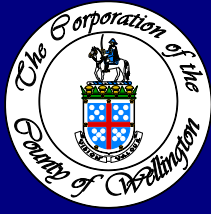


COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Roads and Bridges
 Department: Engineering Services
 Governance: Roads Committee

	2020	2021	2022	2023	2024
REVENUE					
Municipal Recoveries	\$931,100	\$955,900	\$958,400	\$960,900	\$963,400
User Fees and Charges	\$358,000	\$364,200	\$364,200	\$364,200	\$364,200
Sales Revenue	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Internal Recoveries	\$2,005,300	\$2,068,400	\$2,124,400	\$2,182,400	\$2,242,400
Total Revenue	\$3,694,400	\$3,788,500	\$3,847,000	\$3,907,500	\$3,970,000
EXPENDITURES					
Salaries, Wages and Benefits	\$6,308,700	\$6,543,600	\$6,762,200	\$6,971,600	\$7,207,400
Supplies, Material and Equipment	\$6,724,400	\$6,895,300	\$7,077,700	\$7,265,500	\$7,458,900
Purchased Services	\$1,973,200	\$2,031,700	\$2,092,900	\$2,156,600	\$2,219,200
Insurance and Financial	\$487,300	\$505,500	\$521,700	\$537,900	\$554,800
Minor Capital Expenses	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000
Debt Charges	\$935,900	\$1,154,700	\$1,586,400	\$1,588,600	\$1,754,200
Internal Charges	\$1,869,100	\$1,923,800	\$1,979,800	\$2,037,800	\$2,097,800
Total Expenditures	\$18,778,600	\$19,534,600	\$20,500,700	\$21,038,000	\$21,772,300
Net Operating Cost / (Revenue)	\$15,084,200	\$15,746,100	\$16,653,700	\$17,130,500	\$17,802,300
TRANSFERS					
Transfer from Reserves	(\$801,900)	(\$984,500)	(\$1,206,100)	(\$1,208,400)	(\$1,212,700)
Transfer to Capital	\$10,325,000	\$10,570,000	\$11,808,000	\$12,455,000	\$13,845,000
Transfer to Reserves	\$3,950,000	\$4,050,000	\$4,050,000	\$4,150,000	\$4,650,000
Total Transfers	\$13,473,100	\$13,635,500	\$14,651,900	\$15,396,600	\$17,282,300
TAX LEVY REQUIREMENT					
yr/yr % change	3.2%	2.9%	6.5%	3.9%	7.9%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Roads and Bridges
 Department: Engineering Services
 Governance: Roads Committee

	2025	2026	2027	2028	2029
REVENUE					
Municipal Recoveries	\$965,900	\$968,400	\$970,900	\$973,400	\$973,400
User Fees and Charges	\$364,200	\$364,200	\$364,200	\$364,200	\$364,200
Sales Revenue	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Internal Recoveries	\$2,304,400	\$2,368,400	\$2,434,400	\$2,434,400	\$2,434,400
Total Revenue	\$4,034,500	\$4,101,000	\$4,169,500	\$4,172,000	\$4,172,000
EXPENDITURES					
Salaries, Wages and Benefits	\$7,441,400	\$7,685,000	\$7,932,200	\$8,188,100	\$8,453,700
Supplies, Material and Equipment	\$7,658,100	\$7,863,200	\$8,068,600	\$8,301,300	\$8,535,300
Purchased Services	\$2,287,200	\$2,357,900	\$2,430,400	\$2,490,600	\$2,569,300
Insurance and Financial	\$571,000	\$587,700	\$605,000	\$622,200	\$642,900
Minor Capital Expenses	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000
Debt Charges	\$2,148,800	\$2,148,800	\$2,172,800	\$2,512,600	\$2,410,500
Internal Charges	\$2,159,800	\$2,223,800	\$2,289,800	\$2,290,400	\$2,291,000
Total Expenditures	\$22,746,300	\$23,346,400	\$23,978,800	\$24,885,200	\$25,382,700
Net Operating Cost / (Revenue)	\$18,711,800	\$19,245,400	\$19,809,300	\$20,713,200	\$21,210,700
TRANSFERS					
Transfer from Reserves	(\$1,214,500)	(\$1,214,400)	(\$1,213,700)	(\$1,213,600)	(\$1,111,500)
Transfer to Capital	\$15,720,000	\$18,986,000	\$17,930,000	\$19,838,000	\$21,970,000
Transfer to Reserves	\$5,450,000	\$5,550,000	\$5,850,000	\$5,850,000	\$5,850,000
Total Transfers	\$19,955,500	\$23,321,600	\$22,566,300	\$24,474,400	\$26,708,500
TAX LEVY REQUIREMENT					
yr/yr % change	10.2%	10.1%	(0.4%)	6.6%	6.0%



COUNTY OF WELLINGTON

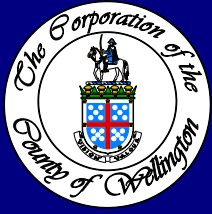
2020 2029 CAPITAL BUDGET

Programme/Service: Roads Summary

Department: Engineering Services

Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
Roads and Engineering						
Roads Facilities and Equipment	\$2,385,000	\$8,890,000	\$2,730,000	\$2,474,000	\$13,230,000	\$29,709,000
Asset Management / Engineering	\$1,450,000	\$1,175,000	\$1,100,000	\$1,275,000	\$1,250,000	\$6,250,000
Growth Related Construction	\$3,665,000	\$1,480,000	\$200,000	\$3,400,000	\$3,700,000	\$12,445,000
Roads Construction	\$1,965,000	\$5,000,000	\$6,850,000		\$1,500,000	\$15,315,000
Bridges	\$9,145,000	\$3,550,000	\$450,000	\$10,150,000	\$6,300,000	\$29,595,000
Culverts	\$900,000	\$3,150,000	\$1,600,000	\$350,000	\$800,000	\$6,800,000
County Bridges on Local Roads	\$550,000	\$100,000		\$200,000		\$850,000
Roads Resurfacing	\$7,601,000	\$3,500,000	\$9,075,000	\$6,975,000	\$8,100,000	\$35,251,000
Total	\$27,661,000	\$26,845,000	\$22,005,000	\$24,824,000	\$34,880,000	\$136,215,000
Sources of Financing						
Recoveries	\$2,668,000	\$505,000	\$1,775,000	\$50,000	\$250,000	\$5,248,000
Subsidies				\$4,160,000		\$4,160,000
Current Revenues	\$10,325,000	\$10,258,500	\$10,939,000	\$7,922,000	\$12,255,000	\$51,699,500
Reserves	\$7,010,000	\$3,990,000	\$3,170,000	\$3,374,000	\$9,880,000	\$27,424,000
Federal Gas Tax	\$3,121,000	\$3,010,000	\$4,175,000	\$5,000,000	\$2,450,000	\$17,756,000
Development Charges	\$852,000	\$721,500	\$86,000	\$2,458,000	\$1,185,000	\$5,302,500
Ontario Community Infrastructure Fund	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$9,300,000
Growth Related Debenture	\$1,825,000	\$4,455,000				\$6,280,000
Debenture		\$2,045,000			\$7,000,000	\$9,045,000
Total Financing	\$27,661,000	\$26,845,000	\$22,005,000	\$24,824,000	\$34,880,000	\$136,215,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service:

Roads Summary

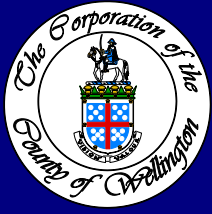
Department:

Engineering Services

Governance:

Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
Roads and Engineering						
Roads Facilities and Equipment	\$2,885,000	\$2,280,000	\$7,910,000	\$2,275,000	\$2,762,000	\$47,821,000
Asset Management / Engineering	\$1,125,000	\$1,100,000	\$1,100,000	\$1,300,000	\$1,100,000	\$11,975,000
Growth Related Construction	\$4,800,000	\$5,100,000	\$2,600,000	\$1,600,000	\$1,000,000	\$27,545,000
Roads Construction	\$3,000,000	\$1,700,000	\$2,350,000	\$4,050,000	\$10,000,000	\$36,415,000
Bridges	\$3,100,000	\$5,650,000	\$7,600,000		\$200,000	\$46,145,000
Culverts	\$2,600,000	\$300,000	\$200,000	\$1,450,000	\$200,000	\$11,550,000
County Bridges on Local Roads	\$100,000	\$800,000		\$2,500,000		\$4,250,000
Roads Resurfacing	\$6,750,000	\$10,700,000	\$9,000,000	\$12,150,000	\$13,200,000	\$87,051,000
Total	\$24,360,000	\$27,630,000	\$30,760,000	\$25,325,000	\$28,462,000	\$272,752,000
Sources of Financing						
Recoveries	\$650,000			\$1,250,000		\$7,148,000
Subsidies						\$4,160,000
Current Revenues	\$13,552,000	\$15,953,000	\$14,576,000	\$15,618,000	\$16,900,000	\$128,298,500
Reserves	\$3,925,000	\$5,970,000	\$6,950,000	\$3,425,000	\$3,662,000	\$51,356,000
Federal Gas Tax	\$3,900,000	\$2,650,000		\$2,100,000	\$5,550,000	\$31,956,000
Development Charges	\$473,000	\$1,197,000	\$1,874,000	\$1,072,000	\$490,000	\$10,408,500
Ontario Community Infrastructure Fund	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$18,600,000
Growth Related Debenture						\$6,280,000
Debenture			\$5,500,000			\$14,545,000
Total Financing	\$24,360,000	\$27,630,000	\$30,760,000	\$25,325,000	\$28,462,000	\$272,752,000



COUNTY OF WELLINGTON

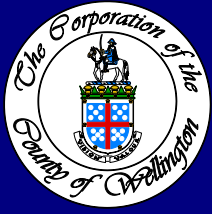
2020 2029 CAPITAL BUDGET

Programme/Service: Roads Facilities

Department: Engineering Services

Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
Various Facility Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Rebuild Arthur Shop		\$6,500,000				\$6,500,000
Rebuild Harriston Shop						
New Erin / Brucedale Shop			\$500,000		\$10,700,000	\$11,200,000
Rebuild Aberfoyle Shop						
Total	\$100,000	\$6,600,000	\$600,000	\$100,000	\$10,800,000	\$18,200,000
Sources of Financing						
Current Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Reserves			\$500,000		\$3,700,000	\$4,200,000
Growth Related Debenture		\$4,455,000				\$4,455,000
Debenture		\$2,045,000			\$7,000,000	\$9,045,000
Total Financing	\$100,000	\$6,600,000	\$600,000	\$100,000	\$10,800,000	\$18,200,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service:

Roads Facilities

Department:

Engineering Services

Governance:

Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
Various Facility Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Rebuild Arthur Shop						\$6,500,000
Rebuild Harriston Shop	\$500,000		\$5,500,000			\$6,000,000
New Erin / Brucedale Shop						\$11,200,000
Rebuild Aberfoyle Shop					\$500,000	\$500,000
Total	\$600,000	\$100,000	\$5,600,000	\$100,000	\$600,000	\$25,200,000
Sources of Financing						
Current Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Reserves	\$500,000				\$500,000	\$5,200,000
Growth Related Debenture						\$4,455,000
Debenture			\$5,500,000			\$14,545,000
Total Financing	\$600,000	\$100,000	\$5,600,000	\$100,000	\$600,000	\$25,200,000

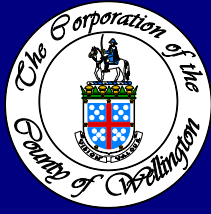


COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Equipment
 Department: Engineering Services
 Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
Roads Equipment						
Pickup		\$390,000			\$390,000	\$780,000
3 Ton Dump			\$120,000			\$120,000
6 Ton Trucks	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,750,000	\$7,350,000
Loader			\$190,000		\$190,000	\$380,000
Grader	\$450,000					\$450,000
Forklift			\$60,000			\$60,000
Trailers						
Slide in Sander Unit		\$60,000				\$60,000
Tractor	\$115,000	\$300,000		\$115,000		\$530,000
Backhoe	\$180,000					\$180,000
Vacuum Trailer				\$120,000		\$120,000
Manual Line Strippers			\$20,000			\$20,000
Hot Box				\$120,000		\$120,000
Chipper				\$89,000		\$89,000
Excavator				\$370,000		\$370,000
Van		\$40,000				\$40,000
Mechanic Service Vehicle						
Utility Truck			\$120,000			\$120,000
Steam Jenny			\$40,000			\$40,000
Roll Off Deck/Box			\$80,000	\$60,000		\$140,000
Miscellaneous Equipment	\$140,000	\$100,000	\$100,000	\$100,000	\$100,000	\$540,000
Total	\$2,285,000	\$2,290,000	\$2,130,000	\$2,374,000	\$2,430,000	\$11,509,000
Sources of Financing						
Reserves	\$2,285,000	\$2,290,000	\$2,130,000	\$2,374,000	\$2,430,000	\$11,509,000
Total Financing	\$2,285,000	\$2,290,000	\$2,130,000	\$2,374,000	\$2,430,000	\$11,509,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Equipment
 Department: Engineering Services
 Governance: Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
Roads Equipment						
Pickup			\$430,000			\$1,210,000
3 Ton Dump						\$120,000
6 Ton Trucks	\$1,400,000	\$1,400,000	\$1,400,000	\$1,750,000	\$1,400,000	\$14,700,000
Loader	\$190,000	\$190,000	\$380,000	\$190,000	\$190,000	\$1,520,000
Grader	\$450,000					\$900,000
Forklift					\$60,000	\$120,000
Trailers	\$30,000				\$12,000	\$42,000
Slide in Sander Unit						\$60,000
Tractor	\$115,000			\$115,000		\$760,000
Backhoe					\$180,000	\$360,000
Vacuum Trailer						\$120,000
Manual Line Strippers				\$20,000		\$40,000
Hot Box						\$120,000
Chipper						\$89,000
Excavator		\$370,000				\$740,000
Van						\$40,000
Mechanic Service Vehicle					\$120,000	\$120,000
Utility Truck						\$120,000
Steam Jenny					\$40,000	\$80,000
Roll Off Deck/Box		\$120,000			\$60,000	\$320,000
Miscellaneous Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,040,000
Total	\$2,285,000	\$2,180,000	\$2,310,000	\$2,175,000	\$2,162,000	\$22,621,000
Sources of Financing						
Reserves	\$2,285,000	\$2,180,000	\$2,310,000	\$2,175,000	\$2,162,000	\$22,621,000
Total Financing	\$2,285,000	\$2,180,000	\$2,310,000	\$2,175,000	\$2,162,000	\$22,621,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Engineering

Department: Engineering Services

Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
Warranty Works	\$100,000					\$100,000
Work Order Management Study		\$50,000		\$100,000		\$150,000
Pavement Condition Study				\$50,000		\$50,000
Culvert Condition Study		\$25,000		\$25,000		\$50,000
Storm Water Condition Review	\$250,000				\$150,000	\$400,000
Pavement Preservation Programme	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Mill and Pave	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Total	\$1,450,000	\$1,175,000	\$1,100,000	\$1,275,000	\$1,250,000	\$6,250,000
Sources of Financing						
Current Revenues	\$1,350,000	\$1,175,000	\$1,100,000	\$1,275,000	\$1,250,000	\$6,150,000
Reserves	\$100,000					\$100,000
Total Financing	\$1,450,000	\$1,175,000	\$1,100,000	\$1,275,000	\$1,250,000	\$6,250,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Engineering

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
Warranty Works						\$100,000
Work Order Management Study						\$150,000
Pavement Condition Study				\$50,000		\$100,000
Culvert Condition Study	\$25,000					\$75,000
Storm Water Condition Review				\$150,000		\$550,000
Pavement Preservation Programme	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,000,000
Mill and Pave	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$6,000,000
Total	\$1,125,000	\$1,100,000	\$1,100,000	\$1,300,000	\$1,100,000	\$11,975,000
Sources of Financing						
Current Revenues	\$1,125,000	\$1,100,000	\$1,100,000	\$1,300,000	\$1,100,000	\$11,875,000
Reserves						\$100,000
Total Financing	\$1,125,000	\$1,100,000	\$1,100,000	\$1,300,000	\$1,100,000	\$11,975,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Growth Related Construction

Department: Engineering Services

Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
Transportation Master Plan	\$290,000					\$290,000
WR 7 PL Rothsay S for 2km						
WR 7 @ 1st Line Roundabout					\$1,600,000	\$1,600,000
WR 8 at WR 9, Roundabout (Perth)					\$100,000	\$100,000
WR 18 at Beatty Line Intersection Impr	\$75,000	\$770,000				\$845,000
WR 18 at WR 26 Intersection		\$100,000		\$1,400,000		\$1,500,000
WR 18 at WR 29, Intersection Impr						
WR 18 at Gerrie Intersection		\$610,000				\$610,000
WR 30, Intersection at Guelph Rd 3						
WR 46, WR 34 to 401	\$3,300,000					\$3,300,000
WR 46, Maltby to WR 34						
WR124, Whitelaw Int to E of 32			\$100,000		\$2,000,000	\$2,100,000
WR 124 PL Ospringe to Guelph			\$100,000	\$2,000,000		\$2,100,000
WR 124 at WR 32 Intersection						
Total	\$3,665,000	\$1,480,000	\$200,000	\$3,400,000	\$3,700,000	\$12,445,000
Sources of Financing						
Recoveries	\$100,000	\$400,000			\$250,000	\$750,000
Current Revenues	\$888,000	\$358,500	\$114,000	\$942,000	\$2,265,000	\$4,567,500
Development Charges	\$852,000	\$721,500	\$86,000	\$2,458,000	\$1,185,000	\$5,302,500
Growth Related Debenture	\$1,825,000					\$1,825,000
Total Financing	\$3,665,000	\$1,480,000	\$200,000	\$3,400,000	\$3,700,000	\$12,445,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Growth Related Construction

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
Transportation Master Plan						\$290,000
WR 7 PL Rothsay S for 2km			\$100,000		\$1,000,000	\$1,100,000
WR 7 @ 1st Line Roundabout						\$1,600,000
WR 8 at WR 9, Roundabout (Perth)	\$1,200,000					\$1,300,000
WR 18 at Beatty Line Intersection Impr						\$845,000
WR 18 at WR 26 Intersection						\$1,500,000
WR 18 at WR 29, Intersection Impr				\$500,000		\$500,000
WR 18 at Gerrie Intersection						\$610,000
WR 30, Intersection at Guelph Rd 3		\$100,000		\$1,100,000		\$1,200,000
WR 46, WR 34 to 401						\$3,300,000
WR 46, Maltby to WR 34	\$100,000	\$1,000,000	\$2,500,000			\$3,600,000
WR124, Whitelaw Int to E of 32	\$3,500,000					\$5,600,000
WR 124 PL Ospringe to Guelph						\$2,100,000
WR 124 at WR 32 Intersection		\$4,000,000				\$4,000,000
Total	\$4,800,000	\$5,100,000	\$2,600,000	\$1,600,000	\$1,000,000	\$27,545,000
Sources of Financing						
Recoveries	\$600,000					\$1,350,000
Current Revenues	\$3,727,000	\$3,903,000	\$726,000	\$528,000	\$510,000	\$13,961,500
Development Charges	\$473,000	\$1,197,000	\$1,874,000	\$1,072,000	\$490,000	\$10,408,500
Growth Related Debenture						\$1,825,000
Total Financing	\$4,800,000	\$5,100,000	\$2,600,000	\$1,600,000	\$1,000,000	\$27,545,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
WR 109 / 89 / 9 signal Minto	\$65,000					\$65,000
WR 6, WR 109 to Hwy 89						
WR 7 @ WR 12, Intersection						
WR 12, WR 7 to 300m East of 16th Line						
WR 16, Hwy 89 to WR 109						
WR 16, WR 109 to WR 19						
WR 18, Geddes St Mathieson to David					\$100,000	\$100,000
WR18 Geddes St Elora, RtnngWall			\$300,000			\$300,000
WR 25, WR 52 to WR 42, 7 km	\$1,200,000	\$2,500,000	\$700,000			\$4,400,000
WR 32, WR 33 to Con 2, 2.5 km		\$2,500,000				\$2,500,000
WR 42 at WR 24 Interesection			\$750,000			\$750,000
WR 50, Third Line to WR 24	\$700,000					\$700,000
WR 52, WR 124 to 9th Line			\$1,500,000			\$1,500,000
WR 109 at WR 16 Intersection						
WR 124 at WR 24, Intersection			\$100,000		\$1,400,000	\$1,500,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km			\$3,500,000			\$3,500,000
Total	\$1,965,000	\$5,000,000	\$6,850,000		\$1,500,000	\$15,315,000
Sources of Financing						
Recoveries			\$375,000			\$375,000
Current Revenues	\$1,465,000	\$3,300,000	\$4,075,000		\$700,000	\$9,540,000
Reserves		\$1,700,000	\$540,000			\$2,240,000
Federal Gas Tax					\$800,000	\$800,000
Ontario Community Infrastructure Fund	\$500,000		\$1,860,000			\$2,360,000
Total Financing	\$1,965,000	\$5,000,000	\$6,850,000		\$1,500,000	\$15,315,000



COUNTY OF WELLINGTON

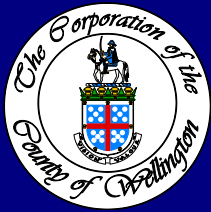
2020 2029 CAPITAL BUDGET

Programme/Service: Roads Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
WR 109 / 89 / 9 signal Minto						\$65,000
WR 6, WR 109 to Hwy 89				\$200,000	\$5,500,000	\$5,700,000
WR 7 @ WR 12, Intersection		\$100,000	\$750,000	\$750,000		\$1,600,000
WR 12, WR 7 to 300m East of 16th Line				\$100,000	\$1,500,000	\$1,600,000
WR 16, Hwy 89 to WR 109		\$100,000		\$3,000,000		\$3,100,000
WR 16, WR 109 to WR 19			\$100,000		\$3,000,000	\$3,100,000
WR 18, Geddes St Mathieson to David		\$1,500,000				\$1,600,000
WR18 Geddes St Elora, RtngWall	\$3,000,000					\$3,300,000
WR 25, WR 52 to WR 42, 7 km						\$4,400,000
WR 32, WR 33 to Con 2, 2.5 km						\$2,500,000
WR 42 at WR 24 Intersection						\$750,000
WR 50, Third Line to WR 24						\$700,000
WR 52, WR 124 to 9th Line						\$1,500,000
WR 109 at WR 16 Intersection			\$1,500,000			\$1,500,000
WR 124 at WR 24, Intersection						\$1,500,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						\$3,500,000
Total	\$3,000,000	\$1,700,000	\$2,350,000	\$4,050,000	\$10,000,000	\$46,415,000
Sources of Financing						
Recoveries						\$375,000
Current Revenues	\$750,000	\$700,000	\$2,350,000	\$3,050,000	\$6,500,000	\$22,890,000
Reserves					\$1,000,000	\$3,240,000
Federal Gas Tax	\$2,250,000	\$1,000,000		\$1,000,000	\$2,500,000	\$7,550,000
Ontario Community Infrastructure Fund						\$2,360,000
Total Financing	\$3,000,000	\$1,700,000	\$2,350,000	\$4,050,000	\$10,000,000	\$40,115,000

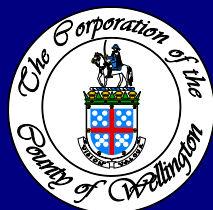


COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Bridges
 Department: Engineering Services
 Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
Dufferin B035-0030 Rehab	\$100,000					\$100,000
Erin Station St Control Structure	\$675,000					\$675,000
WR 6, O'Dwyer's Bridge, 006008 Rehab			\$50,000		\$500,000	\$550,000
WR 7, Bosworth Bridge, B007028						
WR 7, Rothsay Bridge, 07019, Rehab					\$150,000	\$150,000
WR 7, Bridge B007071, Rehab	\$170,000					\$170,000
WR 7, Elora Gorge Xing B007059		\$125,000				\$125,000
WR 11, Flax Bridge, B011025, Replace						
WR 12, Bridge B012100, Replace			\$100,000		\$900,000	\$1,000,000
WR 16, Penfold Bridge, B016038				\$2,250,000		\$2,250,000
WR 16, Bridge B016103, Rehab		\$100,000				\$100,000
WR 17, Bridge B017115, Rehab	\$50,000		\$200,000			\$250,000
WR 17, Bridge B017114, Rehab	\$100,000					\$100,000
WR 18, Bridge B018105, Replace	\$175,000	\$675,000				\$850,000
WR 18, Carroll Creek B018090		\$550,000				\$550,000
WR 21, Badley Bridge, B021057	\$6,275,000					\$6,275,000
WR 32, Blatchford Bridge, Rehab				\$150,000		\$150,000
WR 34, Bridge B034123, Rehab	\$100,000					\$100,000
WR 35, Paddock Bridge, B035087				\$1,900,000		\$1,900,000
WR 36, Bridge B036122, Replace		\$1,000,000				\$1,000,000
WR 36, Bridge B036086, Replace		\$1,000,000				\$1,000,000
WR 38, Bridge B038113, Replace				\$1,000,000		\$1,000,000
WR 42, Bridge B042111, Rehab			\$100,000			\$100,000
WR 43, Caldwell Bridge, Replace						
WR 86, Bridge B086126 Rehab	\$350,000					\$350,000
WR 109, CR Bridge 4, B109133, Replace		\$50,000				\$50,000
WR 109, CR Bridge 10, B109134, Replace		\$50,000				\$50,000
WR 109, CR Bridge 6 B109132	\$50,000			\$4,850,000		\$4,900,000
WR 109, Mallet River B109129	\$500,000					\$500,000
WR 109, Maitland B109128 Rehab	\$450,000					\$450,000
WR 109, CR Bridge 5, C109123	\$50,000				\$4,750,000	\$4,800,000
WR 109, Bridge B109141, Rehab	\$100,000					\$100,000
Total	\$9,145,000	\$3,550,000	\$450,000	\$10,150,000	\$6,300,000	\$29,595,000
Sources of Financing						
Recoveries	\$618,000		\$150,000			\$768,000
Subsidies				\$4,160,000		\$4,160,000
Current Revenues	\$3,202,000	\$1,190,000	\$300,000	\$2,065,000	\$2,550,000	\$9,307,000
Reserves	\$3,475,000			\$1,000,000	\$3,750,000	\$8,225,000
Federal Gas Tax	\$1,850,000	\$2,360,000		\$1,925,000		\$6,135,000
Ontario Community Infrastructure Fund				\$1,000,000		\$1,000,000
Total Financing	\$9,145,000	\$3,550,000	\$450,000	\$10,150,000	\$6,300,000	\$29,595,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Bridges
 Department: Engineering Services
 Governance: Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
Dufferin B035-0030 Rehab						\$100,000
Erin Station St Control Structure						\$675,000
WR 6, O'Dwyer's Bridge, 006008 Rehab						\$550,000
WR 7, Bosworth Bridge, B007028			\$5,200,000			\$5,200,000
WR 7, Rothsay Bridge, 07019, Rehab		\$850,000				\$1,000,000
WR 7, Bridge B007071, Rehab						\$170,000
WR 7, Elora Gorge Xing B007059						\$125,000
WR 11, Flax Bridge, B011025, Replace	\$100,000		\$2,400,000			\$2,500,000
WR 12, Bridge B012100, Replace						\$1,000,000
WR 16, Penfold Bridge, B016038						\$2,250,000
WR 16, Bridge B016103, Rehab						\$100,000
WR 17, Bridge B017115, Rehab						\$250,000
WR 17, Bridge B017114, Rehab						\$100,000
WR 18, Bridge B018105, Replace						\$850,000
WR 18, Carroll Creek B018090						\$550,000
WR 21, Badley Bridge, B021057						\$6,275,000
WR 32, Blatchford Bridge, Rehab		\$2,000,000				\$2,150,000
WR 34, Bridge B034123, Rehab						\$100,000
WR 35, Paddock Bridge, B035087						\$1,900,000
WR 36, Bridge B036122, Replace						\$1,000,000
WR 36, Bridge B036086, Replace						\$1,000,000
WR 38, Bridge B038113, Replace						\$1,000,000
WR 42, Bridge B042111, Rehab						\$100,000
WR 43, Caldwell Bridge, Replace					\$200,000	\$200,000
WR 86, Bridge B086126 Rehab						\$350,000
WR 109, CR Bridge 4, B109133, Replace	\$3,000,000					\$3,050,000
WR 109, CR Bridge 10, B109134, Replace		\$2,800,000				\$2,850,000
WR 109, CR Bridge 6 B109132						\$4,900,000
WR 109, Mallet River B109129						\$500,000
WR 109, Maitland B109128 Rehab						\$450,000
WR 109, CR Bridge 5, C109123						\$4,800,000
WR 109, Bridge B109141, Rehab						\$100,000
Total	\$3,100,000	\$5,650,000	\$7,600,000		\$200,000	\$46,145,000
Sources of Financing						
Recoveries						\$768,000
Subsidies						\$4,160,000
Current Revenues	\$100,000		\$1,100,000		\$200,000	\$10,707,000
Reserves	\$1,140,000	\$3,790,000	\$4,640,000			\$17,795,000
Federal Gas Tax						\$6,135,000
Ontario Community Infrastructure Fund	\$1,860,000	\$1,860,000	\$1,860,000			\$6,580,000
Total Financing	\$3,100,000	\$5,650,000	\$7,600,000		\$200,000	\$46,145,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Culverts
 Department: Engineering Services
 Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
Various Bridges and Culverts	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
WR 5, Culvert C050780, Rehab	\$200,000					\$200,000
WR 7, Clvrt C071040, Rehab	\$50,000		\$300,000			\$350,000
WR 10, Clvrt C101000, Replace				\$50,000		\$50,000
WR 10, Clvrt C100970, Replace						
WR 11, Clvrt C110920, Rehab	\$150,000					\$150,000
WR 11, Clvrt C110930, Replace						
WR 12, Culvert C12086, Replace			\$1,100,000			\$1,100,000
WR 16, Clvrt C160090, Liner	\$50,000	\$750,000				\$800,000
WR 18, Culvert C180210, Liner		\$1,100,000				\$1,100,000
WR 22, Clvrt C221110, Rehab	\$150,000					\$150,000
WR 32, Culvert C321140 Replace		\$1,000,000				\$1,000,000
WR 32, Culvert C320130, Liner	\$100,000					\$100,000
WR 109, Clvrt C109142, Replace		\$100,000			\$600,000	\$700,000
WR 124, Clvrt C124124, Replace				\$100,000		\$100,000
Total	\$900,000	\$3,150,000	\$1,600,000	\$350,000	\$800,000	\$6,800,000
Sources of Financing						
Current Revenues	\$900,000	\$2,290,000	\$800,000	\$350,000	\$800,000	\$5,140,000
Federal Gas Tax			\$800,000			\$800,000
Ontario Community Infrastructure Fund		\$860,000				\$860,000
Total Financing	\$900,000	\$3,150,000	\$1,600,000	\$350,000	\$800,000	\$6,800,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Culverts

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
Various Bridges and Culverts	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000
WR 5, Culvert C050780, Rehab						\$200,000
WR 7, Clvrt C071040, Rehab						\$350,000
WR 10, Clvrt C101000, Replace	\$900,000					\$950,000
WR 10, Clvrt C100970, Replace		\$50,000		\$500,000		\$550,000
WR 11, Clvrt C110920, Rehab						\$150,000
WR 11, Clvrt C110930, Replace		\$50,000		\$750,000		\$800,000
WR 12, Culvert C12086, Replace						\$1,100,000
WR 16, Clvrt C160090, Liner						\$800,000
WR 18, Culvert C180210, Liner						\$1,100,000
WR 22, Clvrt C221110, Rehab						\$150,000
WR 32, Culvert C321140 Replace						\$1,000,000
WR 32, Culvert C320130, Liner						\$100,000
WR 109, Clvrt C109142, Replace						\$700,000
WR 124, Clvrt C124124, Replace	\$1,500,000					\$1,600,000
Total	\$2,600,000	\$300,000	\$200,000	\$1,450,000	\$200,000	\$11,550,000
Sources of Financing						
Current Revenues	\$1,850,000	\$300,000	\$200,000	\$1,450,000	\$200,000	\$9,140,000
Federal Gas Tax	\$750,000					\$1,550,000
Ontario Community Infrastructure Fund						\$860,000
Total Financing	\$2,600,000	\$300,000	\$200,000	\$1,450,000	\$200,000	\$11,550,000



COUNTY OF WELLINGTON

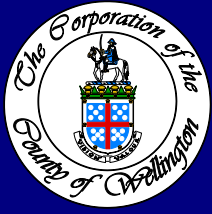
2020 2029 CAPITAL BUDGET

Programme/Service: Roads County Bridges on Local Roads

Department: Engineering Services

Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
Wellington Grey, McMullen Bridge				\$100,000		\$100,000
Jones Baseline, Ostrander Bridge, 000032, Rehab		\$100,000		\$100,000		\$200,000
Armstrong Bridge 000070, Rehab	\$550,000					\$550,000
Total	\$550,000	\$100,000		\$200,000		\$850,000
Sources of Financing						
Recoveries				\$50,000		\$50,000
Current Revenues	\$550,000	\$100,000		\$150,000		\$800,000
Reserves						
Total Financing	\$550,000	\$100,000	\$100,000	\$200,000	\$100,000	\$850,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads County Bridges on Local Roads

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
Wellington Grey, McMullen Bridge	\$100,000			\$2,500,000		\$2,700,000
Jones Baseline, Ostrander Bridge, 000032, Rehab		\$800,000				\$1,000,000
Armstrong Bridge 000070, Rehab						\$550,000
Total	\$100,000	\$800,000		\$2,500,000		\$4,250,000
Sources of Financing						
Recoveries	\$50,000			\$1,250,000		\$1,350,000
Current Revenues	\$50,000	\$800,000				\$1,650,000
Reserves				\$1,250,000		\$1,250,000
Total Financing	\$100,000	\$800,000		\$2,500,000		\$4,250,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Resurfacing
 Department: Engineering Services
 Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
WR 3, WR 2 to Grey Bndry 2.8 km						
WR 7, Rothsay to WR 11, 5.2 km	\$50,000			\$2,000,000		\$2,050,000
WR 7, WR 51 to N Bound PL 3.2 km			\$50,000	\$1,200,000		\$1,250,000
WR 7, Between PL at Ponsonby, 1km				\$25,000	\$500,000	\$525,000
WR 7, S Bound PL to 1st Line 2.1 km						
WR 7, 1st Line to WR 18, 3.3 km						
WR 7, Alma to Sideroad 16, 11.1 km						
WR 7, Hwy 6 to WR 51		\$100,000	\$950,000			\$1,050,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km				\$100,000	\$1,000,000	\$1,100,000
WR 11, 300m S of 16th Line to WR 109						
WR 11, Con Lake Dam to 1.2 km N of 6th Line						
WR 11, WR 7 to 300 m south of the 16th Line, 3.8 km				\$50,000		\$50,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km						
WR 12, 300 m East of 16th Line to WR 109					\$100,000	\$100,000
WR 14, Tucker to 400m N SR 9	\$2,001,000					\$2,001,000
WR 17, ROW to Floradale Rd, 1.5 km			\$100,000		\$500,000	\$600,000
WR 17, WR 7 to Hwy 6, 4.7 km						
WR 18, Fergus to Dufferin 11 km	\$100,000	\$500,000	\$1,500,000	\$1,500,000		\$3,600,000
WR 18, Beatty Line to Hwy 6, 1.2 km		\$25,000	\$25,000		\$500,000	\$550,000
WR 18, Hwy 6 to Watt St 1.3 km					\$100,000	\$100,000
WR 18, WR 7 to ROW boundary, 6.3 km					\$100,000	\$100,000
WR 19, Hwy 6 to 100m east of Tom St		\$25,000	\$500,000			\$525,000
WR 22, Hwy 6 to WR 29 3.9 km						
WR 22, WR 23 to WR 25 3.0 km						
WR 22, WR 26 to 300m S of WR24	\$1,500,000			\$2,000,000		\$3,500,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km			\$100,000			\$100,000
WR 24, 300m S of WR 50 to SR 9 2.5 km						
WR 24, SR 9 to WR 124 1.9 km						
WR 24, WR 42 to 1.2 km N of WR 42						
WR 25, WR 124 to WR 22 3.2 km						



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Resurfacing

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	10 Year Total
WR 3, WR 2 to Grey Bndry 2.8 km			\$100,000		\$1,100,000	\$1,200,000
WR 7, Rothsay to WR 11, 5.2 km						\$2,050,000
WR 7, WR 51 to N Bound PL 3.2 km						\$1,250,000
WR 7, Between PL at Ponsonby, 1km						\$525,000
WR 7, S Bound PL to 1st Line 2.1 km				\$50,000	\$1,000,000	\$1,050,000
WR 7, 1st Line to WR 18, 3.3 km	\$100,000		\$2,000,000			\$2,100,000
WR 7, Alma to Sideroad 16, 11.1 km		\$100,000		\$2,000,000	\$2,000,000	\$4,100,000
WR 7, Hwy 6 to WR 51						\$1,050,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km						\$1,100,000
WR 11, 300m S of 16th Line to WR 109	\$100,000		\$800,000			\$900,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line			\$100,000	\$1,600,000		\$1,700,000
WR 11, WR 7 to 300 m south of the 16th Line, 3.8 km	\$1,700,000					\$1,750,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km				\$100,000	\$1,700,000	\$1,800,000
WR 12, 300 m East of 16th Line to WR 109	\$1,600,000					\$1,700,000
WR 14, Tucker to 400m N SR 9						\$2,001,000
WR 17, ROW to Floradale Rd, 1.5 km						\$600,000
WR 17, WR 7 to Hwy 6, 4.7 km		\$100,000		\$1,500,000		\$1,600,000
WR 18, Fergus to Dufferin 11 km						\$3,600,000
WR 18, Beatty Line to Hwy 6, 1.2 km						\$550,000
WR 18, Hwy 6 to Watt St 1.3 km		\$1,000,000				\$1,100,000
WR 18, WR 7 to ROW boundary, 6.3 km		\$2,500,000				\$2,600,000
WR 19, Hwy 6 to 100m east of Tom St						\$525,000
WR 22, Hwy 6 to WR 29 3.9 km			\$100,000	\$1,200,000		\$1,300,000
WR 22, WR 23 to WR 25 3.0 km				\$100,000	\$1,500,000	\$1,600,000
WR 22, WR 26 to 300m S of WR24						\$3,500,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km	\$2,000,000					\$2,100,000
WR 24, 300m S of WR 50 to SR 9 2.5 km	\$50,000	\$1,000,000				\$1,050,000
WR 24, SR 9 to WR 124 1.9 km		\$50,000	\$750,000			\$800,000
WR 24, WR 42 to 1.2 km N of WR 42		\$50,000	\$750,000			\$800,000
WR 25, WR 124 to WR 22 3.2 km	\$100,000	\$1,500,000				\$1,600,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Roads Resurfacing
 Department: Engineering Services
 Governance: Roads Committee

	2020	2021	2022	2023	2024	5 Year Total
WR 26, WR 22 to WR 18 6 km						
WR 30, WR 39 to Hwy 6 2.5 km						
WR 30, ROW to WR 86 3.8 km						
WR 30, WR 39 to WR 86, 1.7 km	\$50,000	\$950,000				\$1,000,000
WR32, Int Hwy 7 and Twnshp Rd 3		\$150,000				\$150,000
WR 32, WR 34 to WR 124, 5 km						
WR 33, WR 34 to Hwy 401, 1.8 km		\$50,000	\$1,000,000			\$1,050,000
WR 34, WR 33 to WR 32, 2 km				\$50,000		\$50,000
WR 34, WR 46 to Victoria Rd 2.1 km						
WR 34, WR 32 to SR 10 North 2 km						
WR 35, WR 34 to Hamilton boundary, 6.6 km		\$100,000			\$2,500,000	\$2,600,000
WR 38, City of Guelph to Highway 6, 3.7 km			\$100,000		\$1,600,000	\$1,700,000
WR 43, WR 19 to Glengarry Cr 1.3 km					\$100,000	\$100,000
WR 51, WR 86 to 800m E of WR 39						
WR 52, 9th Line to WR 25 2.8 km				\$50,000	\$1,000,000	\$1,050,000
WR 86, COG to ROW 7.9 km					\$100,000	\$100,000
WR 86, WR 85 to SR 19, 4.1 km		\$1,500,000				\$1,500,000
WR 86, WR 11 to SR 6, (Perth)	\$3,900,000					\$3,900,000
WR 109, Hwy 6 to Dufferin 11.1 km						
WR 109, WR 7 to WR 10, 5.9 km			\$2,250,000			\$2,250,000
WR 123 Palmerston to Teviotdale		\$100,000	\$2,500,000			\$2,600,000
WR 124, 400m N of WR 23 to WR 25 2.5 km						
Total	\$7,601,000	\$3,500,000	\$9,075,000	\$6,975,000	\$8,100,000	\$35,251,000
Sources of Financing						
Recoveries	\$1,950,000	\$105,000	\$1,250,000			\$3,305,000
Current Revenues	\$1,870,000	\$1,745,000	\$4,450,000	\$3,040,000	\$4,590,000	\$15,695,000
Reserves	\$1,150,000					\$1,150,000
Federal Gas Tax	\$1,271,000	\$650,000	\$3,375,000	\$3,075,000	\$1,650,000	\$10,021,000
Ontario Community Infrastructure Fund	\$1,360,000	\$1,000,000		\$860,000	\$1,860,000	\$5,080,000
Total Financing	\$7,601,000	\$3,500,000	\$9,075,000	\$6,975,000	\$8,100,000	\$35,251,000



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service:

Roads Resurfacing

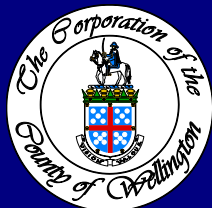
Department:

Engineering Services

Governance:

Roads Committee

	2024	2025	2026	2027	2028	10 Year Total
WR 26, WR 22 to WR 18 6 km			\$100,000	\$1,800,000	\$1,800,000	\$3,700,000
WR 30, WR 39 to Hwy 6 2.5 km			\$100,000		\$1,100,000	\$1,200,000
WR 30, ROW to WR 86 3.8 km		\$100,000		\$1,800,000		\$1,900,000
WR 30, WR 39 to WR 86, 1.7 km						\$1,000,000
WR32, Int Hwy 7 and Twnshp Rd 3						\$150,000
WR 32, WR 34 to WR 124, 5 km		\$100,000	\$2,500,000			\$2,600,000
WR 33, WR 34 to Hwy 401, 1.8 km						\$1,050,000
WR 34, WR 33 to WR 32, 2 km	\$1,000,000					\$1,050,000
WR 34, WR 46 to Victoria Rd 2.1 km		\$100,000		\$1,000,000		\$1,100,000
WR 34, WR 32 to SR 10 North 2 km			\$100,000		\$1,000,000	\$1,100,000
WR 35, WR 34 to Hamilton boundary, 6.6 km						\$2,600,000
WR 38, City of Guelph to Highway 6, 3.7 km						\$1,700,000
WR 43, WR 19 to Glengarry Cr 1.3 km		\$1,000,000				\$1,100,000
WR 51, WR 86 to 800m E of WR 39	\$100,000		\$1,500,000			\$1,600,000
WR 52, 9th Line to WR 25 2.8 km						\$1,050,000
WR 86, COG to ROW 7.9 km		\$3,000,000				\$3,100,000
WR 86, WR 85 to SR 19, 4.1 km						\$1,500,000
WR 86, WR 11 to SR 6, (Perth)						\$3,900,000
WR 109, Hwy 6 to Dufferin 11.1 km		\$100,000			\$2,000,000	\$2,100,000
WR 109, WR 7 to WR 10, 5.9 km						\$2,250,000
WR 123 Palmerston to Teviotdale						\$2,600,000
WR 124, 400m N of WR 23 to WR 25 2.5 km			\$100,000	\$1,000,000		\$1,100,000
Total	\$6,750,000	\$10,700,000	\$9,000,000	\$12,150,000	\$13,200,000	\$87,051,000
Sources of Financing						
Recoveries						\$3,305,000
Current Revenues	\$5,850,000	\$9,050,000	\$9,000,000	\$9,190,000	\$8,290,000	\$57,075,000
Reserves						\$1,150,000
Federal Gas Tax	\$900,000	\$1,650,000		\$1,100,000	\$3,050,000	\$16,721,000
Ontario Community Infrastructure Fund				\$1,860,000	\$1,860,000	\$8,800,000
Total Financing	\$6,750,000	\$10,700,000	\$9,000,000	\$12,150,000	\$13,200,000	\$87,051,000



Programme Overview

Programme/Service:	Solid Waste Services
Department:	Engineering Services
Governance:	Solid Waste Services Committee

Programme Description

- The County provides programmes for the collection and disposal of municipal solid waste and recyclables, and operates one active landfill site and five transfer stations
- The County is also responsible for 16 closed landfill sites
- A curbside user pay collection service is offered in urban and rural areas County-wide
- The landfill sites and transfer stations provide waste and recyclable disposal opportunities to manage items and quantities not appropriate for curbside collection. The waste facilities provide means to divert materials from landfill including household hazardous wastes, electronics, tires, brush, scrap metal and reuse centres.

2020 Budget Highlights

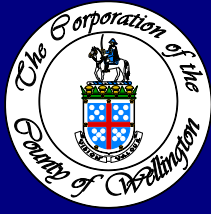
Capital Budget:

- A total of \$12.0 million in expenditures is projected over the ten-year period
- Green bin and kitchen catcher purchases are planned for 2020 at \$800,000 for the implementation of County-wide organics collection as of July 1, 2020
- Various equipment purchases and site improvements
- Riverstown landfill is the County's one remaining active landfill site with expected capacity through to 2043. Staff are planning for the closure of Phase I and the future development of Phase II throughout the ten year forecast.

Staff Complement		
(Full time equivalents)	2019	2020
Administration	7.3	7.3
Operations	2.0	1.0
Collections	2.3	2.3
Roll-off	4.6	4.6
Transfer stations	11.4	11.4
Disposal	3.3	3.3
Total	30.9	29.9
Current employee count: 45		

Operating Budget:

- Curbside collection changes including organics collection, standardized collection frequency and collection fleet fueled by natural gas.
- Sales revenue decreased in 2020 as a result of weaker commodity markets experienced in 2019
- Removal of the Operations Superintendent position



COUNTY OF WELLINGTON

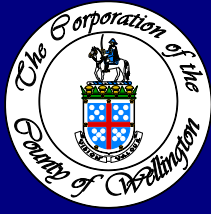
2020 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2018		2019				
	Actuals	Budget	Preliminary Actuals	Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$865,674	\$857,500	\$977,680	\$977,400	\$1,111,200	\$133,800	13.7%
Licenses, Permits and Rents	\$8,992	\$7,600	\$8,836	\$8,900	\$8,900	\$ -	-
User Fees and Charges	\$3,290,014	\$3,180,100	\$3,396,018	\$3,278,200	\$3,439,300	\$161,100	4.9%
Sales Revenue	\$779,301	\$883,400	\$552,085	\$812,800	\$607,800	(\$205,000)	(25.2%)
Internal Recoveries	\$537,411	\$502,700	\$608,675	\$568,500	\$709,500	\$141,000	24.8%
Total Revenue	\$5,481,392	\$5,431,300	\$5,543,294	\$5,645,800	\$5,876,700	\$230,900	4.1%
Expenditure							
Salaries, Wages and Benefits	\$2,388,443	\$2,549,000	\$2,603,505	\$2,598,100	\$2,645,100	\$47,000	1.8%
Supplies, Material and Equipment	\$978,717	\$1,004,000	\$1,035,040	\$1,040,700	\$1,049,900	\$9,200	0.9%
Purchased Services	\$5,416,999	\$5,586,200	\$5,748,867	\$5,817,500	\$7,285,400	\$1,467,900	25.2%
Insurance and Financial	\$217,516	\$210,300	\$235,585	\$235,400	\$240,000	\$4,600	2.0%
Internal Charges	\$534,265	\$501,900	\$584,423	\$567,800	\$708,800	\$141,000	24.8%
Total Expenditure	\$9,535,940	\$9,851,400	\$10,207,420	\$10,259,500	\$11,929,200	\$1,669,700	16.3%
Net Operating Cost / (Revenue)	\$4,054,548	\$4,420,100	\$4,664,126	\$4,613,700	\$6,052,500	\$1,438,800	31.2%
Transfers							
Transfer from Reserve	\$ -	(\$285,300)	(\$316,516)	(\$268,800)	(\$267,400)	\$1,400	(0.5%)
Transfer to Capital	\$64,000	\$64,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$1,026,113	\$1,000,000	\$1,300,000	\$1,300,000	\$1,550,000	\$250,000	19.2%
Total Transfers	\$1,090,113	\$778,700	\$983,484	\$1,031,200	\$1,282,600	\$251,400	24.4%
NET COST / (REVENUE)	\$5,144,661	\$5,198,800	\$5,647,610	\$5,644,900	\$7,335,100	\$1,690,200	29.9%



COUNTY OF WELLINGTON

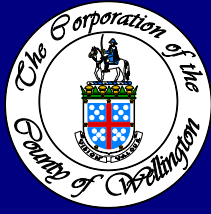
2020 2029 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$1,111,200	\$1,111,200	\$1,111,200	\$1,111,200	\$1,111,200
Licenses, Permits and Rents	\$8,900	\$8,900	\$8,900	\$8,900	\$8,900
User Fees and Charges	\$3,439,300	\$3,715,300	\$3,703,200	\$3,688,200	\$3,669,900
Sales Revenue	\$607,800	\$636,900	\$667,000	\$697,800	\$729,400
Internal Recoveries	\$709,500	\$709,500	\$709,500	\$709,500	\$709,500
Total Revenue	\$5,876,700	\$6,181,800	\$6,199,800	\$6,215,600	\$6,228,900
EXPENDITURES					
Salaries, Wages and Benefits	\$2,645,100	\$2,727,600	\$2,813,400	\$2,903,600	\$3,000,600
Supplies, Material and Equipment	\$1,049,900	\$1,051,300	\$1,086,600	\$1,114,700	\$1,147,400
Purchased Services	\$7,285,400	\$8,576,700	\$8,718,000	\$8,863,300	\$9,009,900
Insurance and Financial	\$240,000	\$247,800	\$252,400	\$257,200	\$262,100
Debt Charges		\$42,400	\$283,700	\$283,800	\$283,800
Internal Charges	\$708,800	\$708,800	\$708,800	\$708,800	\$708,800
Total Expenditures	\$11,929,200	\$13,354,600	\$13,862,900	\$14,131,400	\$14,412,600
Net Operating Cost / (Revenue)	\$6,052,500	\$7,172,800	\$7,663,100	\$7,915,800	\$8,183,700
TRANSFERS					
Transfer from Reserves	(\$267,400)	(\$276,200)	(\$285,100)	(\$294,300)	(\$303,600)
Transfer to Reserves	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000
Total Transfers	\$1,282,600	\$1,273,800	\$1,264,900	\$1,255,700	\$1,246,400
TAX LEVY REQUIREMENT	\$7,335,100	\$8,446,600	\$8,928,000	\$9,171,500	\$9,430,100
yr/yr % change	29.9%	15.2%	5.7%	2.7%	2.8%



COUNTY OF WELLINGTON

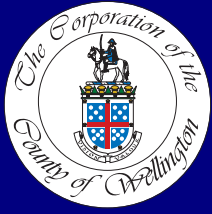
2020 2029 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies	\$1,111,200	\$1,111,200	\$1,111,200	\$1,111,200	\$1,111,200
Licenses, Permits and Rents	\$8,900	\$8,900	\$8,900	\$8,900	\$8,900
User Fees and Charges	\$3,669,900	\$3,669,900	\$3,669,900	\$3,669,900	\$3,669,900
Sales Revenue	\$761,900	\$795,400	\$795,400	\$828,900	\$860,700
Internal Recoveries	\$709,500	\$709,500	\$709,500	\$709,500	\$726,500
Total Revenue	\$6,261,400	\$6,294,900	\$6,294,900	\$6,328,400	\$6,377,200
EXPENDITURES					
Salaries, Wages and Benefits	\$3,098,500	\$3,200,600	\$3,304,900	\$3,412,600	\$3,524,800
Supplies, Material and Equipment	\$1,181,500	\$1,220,300	\$1,252,500	\$1,289,300	\$1,328,200
Purchased Services	\$9,164,300	\$9,323,600	\$9,488,400	\$9,650,900	\$9,829,000
Insurance and Financial	\$267,100	\$272,100	\$277,900	\$283,300	\$293,000
Debt Charges	\$283,700	\$283,700	\$283,800	\$283,700	\$283,800
Internal Charges	\$708,800	\$708,800	\$708,800	\$708,800	\$708,800
Total Expenditures	\$14,703,900	\$15,009,100	\$15,316,300	\$15,628,600	\$15,967,600
Net Operating Cost / (Revenue)	\$8,442,500	\$8,714,200	\$9,021,400	\$9,300,200	\$9,590,400
TRANSFERS					
Transfer from Reserves	(\$313,200)	(\$323,000)	(\$333,000)	(\$343,200)	(\$343,200)
Transfer to Reserves	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000
Total Transfers	\$1,236,800	\$1,227,000	\$1,217,000	\$1,206,800	\$1,206,800
TAX LEVY REQUIREMENT	\$9,679,300	\$9,941,200	\$10,238,400	\$10,507,000	\$10,797,200
yr/yr % change	2.6%	2.7%	3.0%	2.6%	2.8%



COUNTY OF WELLINGTON

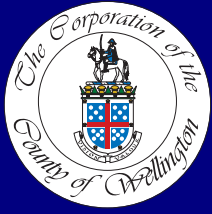
2020-2029 CAPITAL BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2020	2021	2022	2023	2024	5 Year Total
SWS Administration						
Green Bin Purchase	\$800,000					\$800,000
Total SWS Administration	\$800,000					\$800,000
Equipment						
Collection Van		\$40,000				\$40,000
Tarping Machine	\$100,000					\$100,000
Disposal Pickup				\$40,000		\$40,000
Disposal Compactor				\$650,000		\$650,000
Disposal Loader						
Disposal Bulldozer						
Roll Off Lugger			\$240,000	\$240,000		\$480,000
Roll Off Pickup		\$40,000				\$40,000
Collection Pickup				\$40,000		\$40,000
Transfer Pickup						
Transfer Backhoe	\$150,000					\$150,000
Transfer Dump truck						
General Ops Pickup						
Total Equipment	\$250,000	\$80,000	\$240,000	\$970,000		\$1,540,000
Active Landfill Sites and Transfer Stations						
Site Improvement - Rd Maint All Sites			\$100,000			\$100,000
Riverstown - Site Scale Replacement	\$120,000					\$120,000
Riverstown: Leachate System Dev	\$125,000	\$2,350,000				\$2,475,000
Riverstown: Cell Dev Phase II	\$600,000	\$200,000	\$150,000	\$150,000	\$150,000	\$1,250,000
Site Improvements - Buildings all sites		\$300,000				\$300,000
Riverstown: Compliance Mitigation Measure						\$500,000
Riverstown - North Pond Development					\$300,000	\$300,000
Total Active Landfill Sites and Transfer Stations	\$1,345,000	\$2,850,000	\$250,000	\$150,000	\$450,000	\$5,045,000
Closed Landfill Sites						
Riverstown Phase 1 Closed Site						
Total Closed Landfill Sites						
Net Total	\$2,395,000	\$2,930,000	\$490,000	\$1,120,000	\$450,000	\$7,385,000
Sources of Financing						
Reserves	\$2,395,000	\$580,000	\$490,000	\$1,120,000	\$450,000	\$5,035,000
Debenture		\$2,350,000				\$2,350,000
Total Financing	\$2,395,000	\$2,930,000	\$490,000	\$1,120,000	\$450,000	\$7,385,000



COUNTY OF WELLINGTON

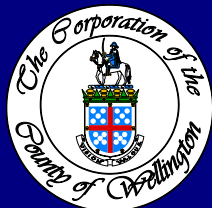
2020-2029 CAPITAL BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2025	2026	2027	2028	2029	10 Year Total
SWS Administration						
Green Bin Purchase						\$800,000
Total SWS Administration						\$800,000
Equipment						
Collection Van		\$40,000				\$80,000
Tarping Machine						\$100,000
Disposal Pickup						\$40,000
Disposal Compactor				\$650,000		\$1,300,000
Disposal Loader			\$230,000			\$230,000
Disposal Bulldozer		\$600,000				\$600,000
Roll Off Lugger				\$240,000	\$240,000	\$960,000
Roll Off Pickup			\$40,000			\$80,000
Collection Pickup						\$40,000
Transfer Pickup	\$40,000					\$40,000
Transfer Backhoe				\$150,000		\$300,000
Transfer Dump truck	\$200,000					\$200,000
General Ops Pickup	\$80,000					\$80,000
Total Equipment	\$320,000	\$640,000	\$270,000	\$1,040,000	\$240,000	\$4,050,000
Active Landfill Sites and Transfer Stations						
Site Improvement - Rd Maint All Sites			\$100,000			\$200,000
Riverstown - Site Scale Replacement						\$120,000
Riverstown: Leachate System Dev						\$2,475,000
Riverstown: Cell Dev Phase II	\$425,000	\$150,000	\$150,000	\$150,000	\$300,000	\$2,425,000
Site Improvements - Buildings all sites						\$300,000
Riverstown: Compliance Mitigation Measure						\$500,000
Riverstown - North Pond Development	\$300,000					\$600,000
Total Active Landfill Sites and Transfer Stations	\$725,000	\$150,000	\$250,000	\$150,000	\$300,000	\$6,620,000
Closed Landfill Sites						
Riverstown Phase 1 Closed Site	\$567,000					\$567,000
Total Closed Landfill Sites	\$567,000					\$567,000
Total	\$1,612,000	\$790,000	\$520,000	\$1,190,000	\$540,000	\$12,037,000
Sources of Financing						
Reserves	\$1,612,000	\$790,000	\$520,000	\$1,190,000	\$540,000	\$9,687,000
Debenture						\$2,350,000
Total Financing	\$1,612,000	\$790,000	\$520,000	\$1,190,000	\$540,000	\$12,037,000



Programme Overview

Programme/Service:	Ontario Works
Department:	Social Services
Governance:	Social Services Committee

Programme Description

- Ontario Works provides temporary financial assistance to residents in need while they are actively assisted in becoming employed and achieving self reliance. Income assistance includes allowances for basic needs, shelter, as well as other benefits prescribed in the regulations to those applicants who meet mandatory eligibility requirements. Employment supports include the development of participation plans, counseling, life skills programmes, training and placements.
- The Cost Recovery Division is primarily responsible for programme accountability. These services include eligibility review, assisting in the pursuit of family support, overpayment recovery and client appeal processes.
- Employment Resource Centre: Offers a wide range of employment services including access to computers, local job postings, photocopying, public telephones and material on employment related topics.
- Employment and Life Skills Workshops are delivered to all members of the public on numerous employment and life skills topics facilitated by professional staff.
- Immigrant Settlement Services: Assists newcomers in our community in gaining access to the economic, social, health, cultural, educational, and recreational services that they require.
- Grant funding to local agencies or collaborative groups to address important social issues such as domestic violence, substance misuse, elder abuse and poverty.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the residence of the recipient.

2020 Budget Highlights

- Budget estimates for 2020 reflect a 1.5% adjustment for projected caseload increase, as well as a 1.5% adjustment for rate increase.
- The 2020-2029 capital budget invests \$755,000 in facility improvements at the administrative offices in Guelph and Fergus. Guelph facilities are cost shared with the City of Guelph based on a three year historical average of programme costs.

Staff Complement		
(Full time equivalents)	2019	2020
Ontario Works	69.1	69.3
Total	69.1	69.3
Current Employee Count: 71		



COUNTY OF WELLINGTON

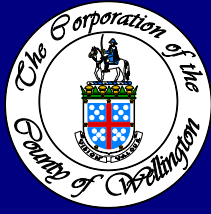
2020 2029 CAPITAL BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2019						
	2018	2018	Preliminary	2019	2020	\$ Change	% Change
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants and Subsidies	\$24,229,438	\$24,545,600	\$24,426,663	\$25,189,500	\$25,681,800	\$492,300	2.0%
Municipal Recoveries	\$2,468,485	\$2,728,700	\$2,715,671	\$2,764,100	\$3,054,100	\$290,000	10.5%
Internal Recoveries	\$23,906	\$11,000	\$20,862	\$11,000	\$43,500	\$32,500	295.5%
Total Revenue	\$26,721,829	\$27,285,300	\$27,163,196	\$27,964,600	\$28,779,400	\$814,800	2.9%
Expenditure							
Salaries, Wages and Benefits	\$5,994,997	\$6,286,900	\$6,272,607	\$6,373,100	\$6,537,800	\$164,700	2.6%
Supplies, Material and Equipment	\$162,799	\$148,500	\$181,620	\$157,700	\$152,300	(\$5,400)	(3.4%)
Purchased Services	\$532,368	\$481,300	\$391,849	\$511,100	\$481,500	(\$29,600)	(5.8%)
Social Assistance	\$19,825,328	\$20,337,200	\$20,098,835	\$20,884,400	\$21,283,000	\$398,600	1.9%
Transfer Payments	\$25,833	\$25,300	\$26,350	\$26,300	\$190,700	\$164,400	625.1%
Insurance and Financial	\$81,140	\$88,900	\$102,771	\$110,700	\$112,300	\$1,600	1.4%
Internal Charges	\$1,439,314	\$1,433,100	\$1,413,867	\$1,407,800	\$1,396,300	(\$11,500)	(0.8%)
Total Expenditure	\$28,061,779	\$28,801,200	\$28,487,899	\$29,471,100	\$30,153,900	\$682,800	2.3%
Net Operating Cost / (Revenue)	\$1,339,950	\$1,515,900	\$1,324,703	\$1,506,500	\$1,374,500	(\$132,000)	(8.8%)
Transfers							
Transfer from Reserve	\$ -	\$ -	(\$184,941)	\$ -	\$ -	\$ -	-
Total Transfers	\$ -	\$ -	(\$184,941)	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$1,339,950	\$1,515,900	\$1,139,762	\$1,506,500	\$1,374,500	(\$132,000)	(8.8%)



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$25,681,800	\$26,332,100	\$26,980,800	\$27,638,500	\$28,312,500
Municipal Recoveries	\$3,054,100	\$3,191,900	\$3,351,900	\$3,520,300	\$3,708,800
Internal Recoveries	\$43,500	\$55,800	\$76,000	\$76,200	\$72,100
Total Revenue	\$28,779,400	\$29,579,800	\$30,408,700	\$31,235,000	\$32,093,400
EXPENDITURES					
Salaries, Wages and Benefits	\$6,537,800	\$6,716,100	\$6,920,000	\$7,135,300	\$7,362,300
Supplies, Material and Equipment	\$152,300	\$161,500	\$156,900	\$160,300	\$163,900
Purchased Services	\$481,500	\$465,600	\$457,100	\$470,100	\$484,800
Social Assistance	\$21,283,000	\$21,898,600	\$22,516,300	\$23,130,900	\$23,759,600
Transfer Payments	\$190,700	\$194,500	\$198,400	\$202,300	\$206,300
Insurance and Financial	\$112,300	\$116,100	\$120,300	\$124,400	\$129,200
Minor Capital Expenses					
Internal Charges	\$1,396,300	\$1,451,900	\$1,520,700	\$1,551,800	\$1,592,600
Total Expenditures	\$30,153,900	\$31,004,300	\$31,889,700	\$32,775,100	\$33,698,700
Net Operating Cost / (Revenue)	\$1,374,500	\$1,424,500	\$1,481,000	\$1,540,100	\$1,605,300
TAX LEVY REQUIREMENT	\$1,374,500	\$1,424,500	\$1,481,000	\$1,540,100	\$1,605,300
yr/yr % change	(8.8%)	3.6%	4.0%	4.0%	4.2%



COUNTY OF WELLINGTON

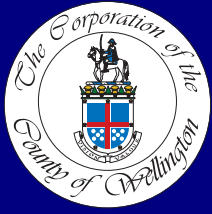
2020 2029 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants and Subsidies	\$29,004,200	\$29,715,900	\$30,448,600	\$31,202,900	\$31,979,100
Municipal Recoveries	\$3,946,600	\$4,108,700	\$4,331,100	\$4,520,900	\$4,737,100
Internal Recoveries	\$68,500	\$75,200	\$70,900	\$66,600	\$62,700
Total Revenue	\$33,019,300	\$33,899,800	\$34,850,600	\$35,790,400	\$36,778,900
EXPENDITURES					
Salaries, Wages and Benefits	\$7,594,000	\$7,836,500	\$8,082,500	\$8,336,600	\$8,597,800
Supplies, Material and Equipment	\$167,800	\$171,500	\$175,600	\$179,500	\$182,000
Purchased Services	\$500,500	\$503,500	\$521,000	\$535,800	\$546,200
Social Assistance	\$24,403,000	\$25,075,600	\$25,755,300	\$26,466,600	\$27,200,000
Transfer Payments	\$210,400	\$214,700	\$219,000	\$223,300	\$227,600
Insurance and Financial	\$134,000	\$138,900	\$144,100	\$149,800	\$155,200
Minor Capital Expenses		\$12,400	\$6,000		
Internal Charges	\$1,695,300	\$1,690,600	\$1,767,100	\$1,785,000	\$1,830,500
Total Expenditures	\$34,705,000	\$35,643,700	\$36,670,600	\$37,676,600	\$38,739,300
Net Operating Cost / (Revenue)	\$1,685,700	\$1,743,900	\$1,820,000	\$1,886,200	\$1,960,400
TAX LEVY REQUIREMENT					
yr/yr % change	5.0%	3.5%	4.4%	3.6%	3.9%



COUNTY OF WELLINGTON

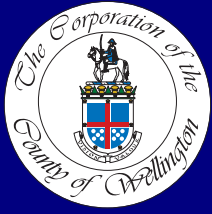
2020-2029 CAPITAL BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2020	2021	2022	2023	2024	5 Year Total
129 Wyndham Generator Upgrade						
129 Wyndham: Flooring Replacements	\$35,000					\$35,000
Fergus OW: Roof Replacement						
129 Wyndham: VVT HVAC System		\$50,000				\$50,000
129 Wyndham: Rooftop HVAC Replacement	\$50,000	\$90,000	\$85,000			\$225,000
138 Wyndham: Carpet Replacement						
138 Wyndham St: Replace Heat Exchanger						
138 Wyndham: Fire Alarm System						
129 Wyndham Security						
138 Wyndham St: Roof Top AC						
Total	\$85,000	\$140,000	\$85,000			\$310,000
Sources of Financing						
Recoveries	\$68,000	\$110,500	\$67,000			\$245,500
Reserves	\$17,000	\$29,500	\$18,000			\$64,500
Total Financing	\$85,000	\$140,000	\$85,000			\$310,000

**COUNTY OF WELLINGTON****2020-2029 CAPITAL BUDGET****Programme/Service: Ontario Works****Department: Social Services****Governance: Social Services Committee**

	2025	2026	2027	2028	2029	10 Year Total
129 Wyndham Generator Upgrade					\$90,000	\$90,000
129 Wyndham: Flooring Replacements						\$35,000
Fergus OW: Roof Replacement			\$75,000			\$75,000
129 Wyndham: VVT HVAC System						\$50,000
129 Wyndham: Rooftop HVAC Replacement						\$225,000
138 Wyndham: Carpet Replacement	\$54,000					\$54,000
138 Wyndham St: Replace Heat Exchanger			\$66,000			\$66,000
138 Wyndham: Fire Alarm System			\$20,000			\$20,000
129 Wyndham Security			\$40,000			\$40,000
138 Wyndham St: Roof Top AC				\$100,000		\$100,000
Total	\$54,000		\$201,000	\$100,000	\$90,000	\$755,000
Sources of Financing						
Recoveries	\$43,000		\$100,000	\$79,000	\$71,000	\$538,500
Reserves	\$11,000		\$101,000	\$21,000	\$19,000	\$216,500
Total Financing	\$54,000		\$201,000	\$100,000	\$90,000	\$755,000



Programme Overview

Programme/Service:	Children's Early Years Division
Department:	Social Services
Governance:	Social Services Committee

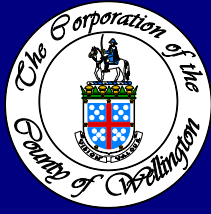
Programme Description

- **Children's Early Years Management:** Planning and overall management of the children's early years delivery system for the service delivery area. Provision of General Operating Grants, Special Needs Resource Programmes, Community Grants, Capacity Building, and Wage Enhancement Grants.
- **Child Care Subsidies:** Provides financial assistance to eligible families to pay for child care spaces at a licensed child care programme with which the County of Wellington has a purchase of service agreement.
- **Private Home Child Care:** Through our licensed home child care programme, providers are contracted throughout the County and the City to provide more flexible child care options, especially for those families preferring a home environment or working irregular hours.
- **Special Needs Intake:** Intake and screening using standardized developmental assessments to ensure consistent access to specialized support services for children with special needs who meet the criteria established under the Day Nurseries Act.
- **The County of Wellington operates four licensed child care centres:** Willowdale Child Care and Learning Centre (licensed capacity of 32 spaces); Mount Forest Child Care and Learning Centre (licensed capacity of 32 spaces); Palmerston Child Care and Learning Centre (licensed capacity of 49 spaces); and Wellington Place Child Care Centre (licensed capacity of 64). All centres offer inclusive child care programming with specialized support to children identified with or at risk of developmental delays.

2020 Budget Highlights

- The 2020 provincial funding allocation was received in October 2019 .
- Wellington Place parent fees and operating costs have been annualized for 2020.
- No 2020 staffing changes aside from annualization of 2019 positions added.
- Expansion funding is cost-shared 80% provincial, 20% municipal in 2020 resulting in an increase in cost to the County of \$372,000 and cost of the City of Guelph of \$213,000.
- The 2020-2029 capital budget forecast identifies \$99,000 in facility lifecycle replacements at the Guelph administrative office and the Mount Forest Child Care. Guelph facilities are cost shared with the City of Guelph based on a three year historical average of programme costs.

Staff Complement		
(Full time equivalents)	2019	2020
Child Care Services	26.7	27.5
Child Care Centres	54.0	63.6
Total	80.7	91.1
Current employee count: 120		



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2019						
	2018	2018	Preliminary	2019	2020	\$ Change	% Change
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants and Subsidies	\$23,176,321	\$22,278,600	\$22,672,005	\$21,599,300	\$21,860,000	\$260,700	1.2%
Municipal Recoveries	\$2,951,233	\$3,334,800	\$3,498,166	\$3,602,400	\$3,278,000	(\$324,400)	(9.0%)
User Fees and Charges	\$589,896	\$429,500	\$910,427	\$960,000	\$1,163,000	\$203,000	21.1%
Other Revenue	\$3,200	\$ -	\$11,700	\$ -	\$ -	\$ -	-
Internal Recoveries	\$19,295	\$39,000	\$8,003	\$30,000	\$439,600	\$409,600	1,365.3%
Total Revenue	\$26,739,945	\$26,081,900	\$27,100,301	\$26,191,700	\$26,740,600	\$548,900	2.1%
Expenditure							
Salaries, Wages and Benefits	\$4,960,147	\$4,810,800	\$6,348,796	\$6,550,300	\$7,747,600	\$1,197,300	18.3%
Supplies, Material and Equipment	\$598,757	\$250,200	\$659,683	\$528,700	\$563,500	\$34,800	6.6%
Purchased Services	\$442,481	\$861,900	\$706,323	\$532,000	\$782,500	\$250,500	47.1%
Social Assistance	\$20,884,669	\$20,495,700	\$19,794,651	\$18,826,600	\$17,588,700	(\$1,237,900)	(6.6%)
Insurance and Financial	\$67,912	\$76,400	\$109,875	\$121,100	\$150,500	\$29,400	24.3%
Minor Capital Expenses	\$1,781	\$10,000	\$44,954	\$10,000	\$ -	(\$10,000)	(100.0%)
Internal Charges	\$695,992	\$717,900	\$794,631	\$843,200	\$1,383,300	\$540,100	64.1%
Total Expenditure	\$27,651,739	\$27,222,900	\$28,458,913	\$27,411,900	\$28,216,100	\$804,200	2.9%
Net Operating Cost / (Revenue)	\$911,794	\$1,141,000	\$1,358,612	\$1,220,200	\$1,475,500	\$255,300	20.9%
Transfers							
Transfer from Reserve	\$ -	\$ -	(\$73,232)	\$ -	\$ -	\$ -	-
Total Transfers	\$ -	\$ -	(\$73,232)	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$911,794	\$1,141,000	\$1,285,380	\$1,220,200	\$1,475,500	\$255,300	20.9%



COUNTY OF WELLINGTON

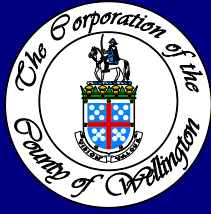
2020 2029 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$21,860,000	\$21,812,300	\$21,812,300	\$21,812,300	\$21,812,300
Municipal Recoveries	\$3,278,000	\$3,473,600	\$3,949,200	\$4,078,800	\$4,226,200
User Fees and Charges	\$1,163,000	\$1,186,300	\$1,210,000	\$1,234,300	\$1,259,100
Internal Recoveries	\$439,600	\$439,600	\$219,800	\$219,800	\$219,800
Total Revenue	\$26,740,600	\$26,911,800	\$27,191,300	\$27,345,200	\$27,517,400
EXPENDITURES					
Salaries, Wages and Benefits	\$7,747,600	\$8,004,600	\$8,272,200	\$8,518,400	\$8,796,400
Supplies, Material and Equipment	\$563,500	\$559,100	\$572,300	\$585,800	\$599,700
Purchased Services	\$782,500	\$798,000	\$814,000	\$830,200	\$846,700
Social Assistance	\$17,588,700	\$17,485,000	\$17,867,800	\$17,774,800	\$17,660,600
Insurance and Financial	\$150,500	\$156,300	\$162,300	\$168,200	\$174,200
Minor Capital Expenses					\$13,000
Internal Charges	\$1,383,300	\$1,469,600	\$1,242,200	\$1,272,500	\$1,306,400
Total Expenditures	\$28,216,100	\$28,472,600	\$28,930,800	\$29,149,900	\$29,397,000
Net Operating Cost / (Revenue)	\$1,475,500	\$1,560,800	\$1,739,500	\$1,804,700	\$1,879,600
TAX LEVY REQUIREMENT					
yr/yr % change	20.9%	5.8%	11.4%	3.7%	4.2%



COUNTY OF WELLINGTON

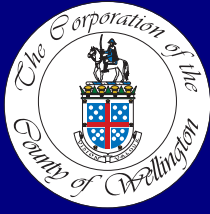
2020 2029 OPERATING BUDGET

Programme/Service: Children's Early Years Division

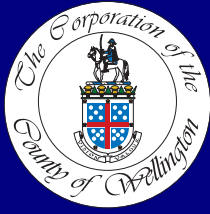
Department: Social Services

Governance: Social Services Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies	\$21,812,300	\$21,812,300	\$21,812,300	\$21,812,300	\$21,812,300
Municipal Recoveries	\$4,363,900	\$4,521,700	\$4,661,700	\$4,784,400	\$4,971,400
User Fees and Charges	\$1,284,200	\$1,309,800	\$1,336,100	\$1,362,900	\$1,390,100
Internal Recoveries	\$219,800	\$219,800	\$219,800	\$219,800	\$219,800
Total Revenue	\$27,680,200	\$27,863,600	\$28,029,900	\$28,179,400	\$28,393,600
EXPENDITURES					
Salaries, Wages and Benefits	\$9,077,600	\$9,368,800	\$9,664,600	\$9,886,100	\$10,283,400
Supplies, Material and Equipment	\$614,100	\$628,800	\$644,000	\$659,600	\$675,300
Purchased Services	\$863,900	\$881,700	\$899,900	\$918,700	\$939,500
Social Assistance	\$17,546,600	\$17,429,000	\$17,308,500	\$17,233,300	\$17,051,100
Insurance and Financial	\$180,800	\$187,200	\$194,300	\$201,300	\$209,100
Minor Capital Expenses					\$33,000
Internal Charges	\$1,352,500	\$1,405,100	\$1,429,900	\$1,451,900	\$1,478,700
Total Expenditures	\$29,635,500	\$29,900,600	\$30,141,200	\$30,350,900	\$30,670,100
Net Operating Cost / (Revenue)	\$1,955,300	\$2,037,000	\$2,111,300	\$2,171,500	\$2,276,500
TAX LEVY REQUIREMENT	\$1,955,300	\$2,037,000	\$2,111,300	\$2,171,500	\$2,276,500
yr/yr % change	4.0%	4.2%	3.6%	2.9%	4.8%

**COUNTY OF WELLINGTON****2020-2029 CAPITAL BUDGET****Programme/Service:** Children's Early Years Division**Department:** Social Services**Governance:** Social Services Committee

	2020	2021	2022	2023	2024	5 Year Total
133 Wyndham: Heat Recovery Ventilator			\$45,000			\$45,000
MFCC: Flooring Replacement						
Children's Early Years Division Total			\$45,000			\$45,000
Sources of Financing						
Recoveries			\$35,500			\$35,500
Reserves			\$9,500			\$9,500
Total Financing			\$45,000			\$45,000



COUNTY OF WELLINGTON

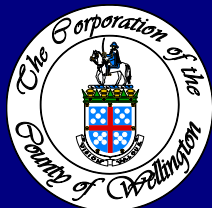
2020-2029 CAPITAL BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2025	2026	2027	2028	2029	10 Year Total
133 Wyndham: Heat Recovery Ventilator						\$45,000
MFCC: Flooring Replacement					\$54,000	\$54,000
Total Children's Early Years Division					\$54,000	\$99,000
Sources of Financing						
Recoveries						\$35,500
Reserves					\$54,000	\$63,500
Total Financing					\$54,000	\$99,000



Programme Overview

Programme/Service:	Social Housing
Department:	Social Services
Governance:	Social Services Committee

Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,461 non-profit and co-operative housing units owned by 19 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 406 housing units under rent supplement agreements with landlords to reduce rents for low income tenants
- Coordinated Access - maintaining the Centralized Waiting List for social housing access
- Administration of Home Ownership agreements
- Community Homelessness Prevention Initiative – Several homelessness programmes including rent bank, emergency energy funds, housing stability programme, emergency shelter payments, and agency grants are provided.
- Housing and Homelessness Plan – local community plan with strategic directions to support municipal and community outcomes in social/affordable housing and homelessness.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the prior residence of the tenant.

2020 Budget Highlights

- The budget includes the addition of a full time Asset Management Coordinator and a Manager of Guelph Non-Profit, both with a start date of April 1, 2020.
- Adjustments to the budgets for operating County owned Social Housing properties based on 2019 actual costs have resulted in an increase of \$351K (\$55K for the County and \$296K for the City).
- An increase in the subsidy for Wellington Housing Corporation of \$103K to fund upcoming capital projects.
- Federal funding for mortgage payments on County owned Social Housing properties has been reduced as the mortgages have expired resulting in overall savings of \$25K for the County and \$81K for the City.
- The 2020-2029 capital budget invests \$46.2 million in facility improvements at County owned units. This represents an increase over last budget's projections to address increasing costs relating to lifecycle replacements. The County's portion is funded through the Housing Capital Reserve and the City portion of capital funding is based on the average three year prior residence of tenants in county owned buildings.

Staff Complement		
(Full time equivalents)	2019	2020
Social Housing	43.9	45.7
Total	43.9	45.7
Current employee count: 70		

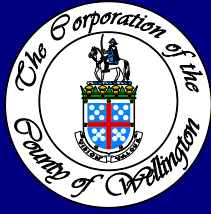


COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Social Housing
 Department: Social Services
 Governance: Social Services Committee

	2019						
	2018	2018	Preliminary	2019	2020	\$ Change	% Change
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants and Subsidies	\$9,592,687	\$8,040,600	\$8,815,389	\$8,248,300	\$8,561,200	\$312,900	3.8%
Municipal Recoveries	\$13,396,569	\$13,523,900	\$13,961,942	\$13,871,900	\$14,342,100	\$470,200	3.4%
Licenses, Permits and Rents	\$5,584,685	\$5,275,000	\$5,628,054	\$5,435,000	\$5,527,000	\$92,000	1.7%
User Fees and Charges	\$70,751	\$114,400	\$32,909	\$18,200	\$18,200	\$ -	-
Other Revenue	\$142,366	\$32,000	\$216,616	\$283,900	\$324,800	\$40,900	14.4%
Internal Recoveries	\$62,760	\$ -	\$153,876	\$ -	\$176,400	\$176,400	-
Total Revenue	\$28,849,818	\$26,985,900	\$28,808,786	\$27,857,300	\$28,949,700	\$1,092,400	3.9%
Expenditure							
Salaries, Wages and Benefits	\$3,683,464	\$3,859,100	\$4,015,589	\$3,996,800	\$4,262,000	\$265,200	6.6%
Supplies, Material and Equipment	\$462,775	\$426,000	\$523,117	\$448,200	\$563,500	\$115,300	25.7%
Purchased Services	\$4,740,696	\$5,100,700	\$5,295,353	\$5,174,100	\$5,392,900	\$218,800	4.2%
Social Assistance	\$19,618,335	\$18,595,200	\$20,133,719	\$19,381,200	\$20,233,300	\$852,100	4.4%
Transfer Payments	\$961,008	\$961,000	\$947,560	\$947,600	\$590,600	(\$357,000)	(37.7%)
Insurance and Financial	\$258,252	\$268,200	\$381,765	\$291,100	\$330,400	\$39,300	13.5%
Internal Charges	\$779,907	\$726,600	\$758,137	\$672,000	\$815,300	\$143,300	21.3%
Total Expenditure	\$30,504,437	\$29,936,800	\$32,055,240	\$30,911,000	\$32,188,000	\$1,277,000	4.1%
Net Operating Cost / (Revenue)	\$1,654,619	\$2,950,900	\$3,246,454	\$3,053,700	\$3,238,300	\$184,600	6.0%
Transfers							
Transfer from Reserve	\$ -	(\$12,000)	(\$1,150,927)	\$ -	(\$108,800)	(\$108,800)	-
Transfer to Capital	\$85,000	\$85,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$2,278,407	\$1,512,000	\$2,358,546	\$1,500,000	\$1,650,000	\$150,000	10.0%
Total Transfers	\$2,363,407	\$1,585,000	\$1,207,619	\$1,500,000	\$1,541,200	\$41,200	2.7%
NET COST / (REVENUE)	\$4,018,026	\$4,535,900	\$4,454,073	\$4,553,700	\$4,779,500	\$225,800	5.0%



COUNTY OF WELLINGTON

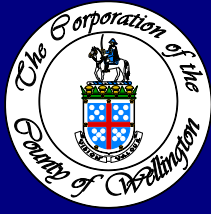
2020 2029 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$8,561,200	\$8,744,700	\$8,640,600	\$7,804,300	\$6,922,400
Municipal Recoveries	\$14,342,100	\$14,899,700	\$15,339,200	\$15,740,400	\$16,407,200
Licenses, Permits and Rents	\$5,527,000	\$5,527,000	\$5,527,000	\$5,527,000	\$5,527,000
User Fees and Charges	\$18,200	\$18,200	\$18,200	\$18,200	\$18,200
Other Revenue	\$324,800	\$331,900	\$339,200	\$346,500	\$354,200
Internal Recoveries	\$176,400	\$154,900	\$183,300	\$96,600	\$90,000
Total Revenue	\$28,949,700	\$29,676,400	\$30,047,500	\$29,533,000	\$29,319,000
EXPENDITURES					
Salaries, Wages and Benefits	\$4,262,000	\$4,455,700	\$4,627,400	\$4,780,900	\$4,942,000
Supplies, Material and Equipment	\$563,500	\$448,200	\$461,400	\$474,200	\$487,600
Purchased Services	\$5,392,900	\$5,579,200	\$5,847,000	\$5,894,200	\$6,167,400
Social Assistance	\$20,233,300	\$20,693,700	\$21,000,700	\$20,461,900	\$20,016,200
Transfer Payments	\$590,600	\$556,100	\$264,100	\$208,200	\$117,900
Insurance and Financial	\$330,400	\$341,700	\$352,600	\$363,400	\$374,800
Internal Charges	\$815,300	\$812,700	\$866,700	\$793,800	\$808,100
Total Expenditures	\$32,188,000	\$32,887,300	\$33,419,900	\$32,976,600	\$32,914,000
Net Operating Cost / (Revenue)	\$3,238,300	\$3,210,900	\$3,372,400	\$3,443,600	\$3,595,000
TRANSFERS					
Transfer from Reserves	(\$108,800)				
Transfer to Reserves	\$1,650,000	\$1,650,000	\$1,650,000	\$1,650,000	\$1,150,000
Total Transfers	\$1,541,200	\$1,650,000	\$1,650,000	\$1,650,000	\$1,150,000
TAX LEVY REQUIREMENT	\$4,779,500	\$4,860,900	\$5,022,400	\$5,093,600	\$4,745,000
yr/yr % change	5.0%	1.7%	3.3%	1.4%	(6.8%)



COUNTY OF WELLINGTON

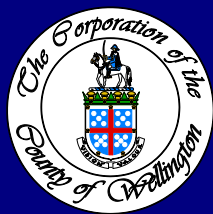
2020 2029 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies	\$6,328,500	\$6,063,200	\$6,248,100	\$5,390,900	\$5,362,900
Municipal Recoveries	\$17,366,700	\$18,203,300	\$18,799,400	\$20,116,500	\$20,852,700
Licenses, Permits and Rents	\$5,527,000	\$5,527,000	\$5,527,000	\$5,527,000	\$5,527,000
User Fees and Charges	\$18,200	\$18,200	\$18,200	\$18,200	\$18,200
Other Revenue	\$362,000	\$370,100	\$378,400	\$386,900	\$395,700
Internal Recoveries	\$89,600	\$92,300	\$95,000	\$97,800	\$100,700
Total Revenue	\$29,692,000	\$30,274,100	\$31,066,100	\$31,537,300	\$32,257,200
EXPENDITURES					
Salaries, Wages and Benefits	\$5,097,600	\$5,263,300	\$5,429,100	\$5,600,300	\$5,776,100
Supplies, Material and Equipment	\$501,600	\$516,300	\$531,800	\$547,300	\$562,800
Purchased Services	\$6,368,900	\$6,535,700	\$6,922,000	\$7,017,500	\$7,337,900
Social Assistance	\$20,146,200	\$20,533,800	\$20,928,300	\$21,331,200	\$21,741,700
Transfer Payments					
Insurance and Financial	\$386,800	\$398,600	\$411,600	\$424,100	\$437,500
Internal Charges	\$848,200	\$854,900	\$884,600	\$909,300	\$934,000
Total Expenditures	\$33,349,300	\$34,102,600	\$35,107,400	\$35,829,700	\$36,790,000
Net Operating Cost / (Revenue)	\$3,657,300	\$3,828,500	\$4,041,300	\$4,292,400	\$4,532,800
TRANSFERS					
Transfer from Reserves					
Transfer to Reserves	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000
Total Transfers	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000
TAX LEVY REQUIREMENT					
yr/yr % change	1.3%	3.6%	4.3%	4.8%	4.4%



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2020	2021	2022	2023	2024	5 Year Total
County Owned Housing Units	\$3,250,000	\$3,500,000	\$3,750,000	\$4,000,000	\$4,200,000	\$18,700,000
COCHI Community Housing Initiative	\$180,800	\$453,200	\$522,700			\$1,156,700
OPHI Ont Priorities Housing Initiative	\$1,443,400	\$630,000	\$1,040,000			\$3,113,400
Total Social Housing	\$4,874,200	\$4,583,200	\$5,312,700	\$4,000,000	\$4,200,000	\$22,970,100
Total	\$4,874,200	\$4,583,200	\$5,312,700	\$4,000,000	\$4,200,000	\$22,970,100
Sources of Financing						
Recoveries	\$2,452,000	\$2,639,000	\$2,828,000	\$3,019,000	\$3,167,000	\$14,105,000
Subsidies	\$1,624,200	\$1,083,200	\$1,562,700			\$4,270,100
Reserves	\$798,000	\$861,000	\$922,000	\$981,000	\$1,033,000	\$4,595,000
Total Financing	\$4,874,200	\$4,583,200	\$5,312,700	\$4,000,000	\$4,200,000	\$22,970,100



COUNTY OF WELLINGTON

2020 2029 CAPITAL BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2025	2026	2027	2028	2029	10 Year Total
County Owned Housing Units	\$4,350,000	\$4,500,000	\$4,650,000	\$4,800,000	\$4,950,000	\$41,950,000
COCHI Community Housing Initiative						\$1,156,700
OPHI Ont Priorities Housing Initiative						\$3,113,400
Total Social Housing	\$4,350,000	\$4,500,000	\$4,650,000	\$4,800,000	\$4,950,000	\$46,220,100
Total	\$4,350,000	\$4,500,000	\$4,650,000	\$4,800,000	\$4,950,000	\$46,220,100
Sources of Financing						
Recoveries	\$3,281,000	\$3,397,000	\$3,507,000	\$3,619,000	\$3,733,000	\$31,642,000
Subsidies						\$4,270,100
Reserves	\$1,069,000	\$1,103,000	\$1,143,000	\$1,181,000	\$1,217,000	\$10,308,000
Total Financing	\$4,350,000	\$4,500,000	\$4,650,000	\$4,800,000	\$4,950,000	\$46,220,100

Social Housing Major Capital Project Details					
Project Description	2020	2021	2022	2023	2024
Mohawk Delaware Windows/Siding	\$390,000				
Total Mohawk/Delaware - 50 Houses	\$390,000				
263 Speedvale Lghtng/Clng/Rcrc Replace		\$5,000	\$247,000		
263 Speedvale East Wing Roof Replace			\$10,000	\$298,000	
263 Speedvale Window Replace				\$10,000	\$226,000
Total 263 Speedvale - 62 Apartments		\$5,000	\$257,000	\$308,000	\$226,000
Algonquin/Ferndale Siding Replacement		\$20,000	\$360,000		
Algonquin/Ferndale Site Dev Phase 2			\$10,000	\$140,000	
Algonquin/Ferndale Window Replacement			\$480,000		
Algonquin/Ferndale Shingle Replacement					\$363,000
Total Algonquin/Ferndale - 47 Houses		\$20,000	\$850,000	\$140,000	\$363,000
Applewood / Sunset Window Rep	\$326,000				
Applewood/Sunset Site Development		\$185,000			
Applewood/Sunset Roofing Replacement		\$15,000	\$309,000		
Total Applewood/Sunset -47 Townhomes	\$326,000	\$200,000	\$309,000		
576 Woolwich Elevator Modernize	\$136,000				
576 Woolwich Kitchen Refurbishments	\$10,000	\$608,000			
576 Woolwich Ltng/Clng/Rcrc Replace				\$371,000	
576 Woolwich Window and Mansard Replace					\$15,000
Total 576 Woolwich - 100 Apartments	\$146,000	\$608,000		\$371,000	\$15,000
Marlborough Elevator Modernization	\$136,000				
232 Delhi Elevator Modernization	\$11,000	\$182,000			
33 Marlborough Lghtng/Clng Replace		\$10,000	\$232,000		
232 Delhi Window Replace				\$13,000	\$400,000
33 Marlborough Roofing Replace			\$20,000	\$662,000	
232 Delhi Lghtng/Clng/Rcrc Replace		\$10,000	\$289,000		
33 Marlborough Window Replace	\$10,000	\$358,000			
33 Marlborough Kitchen Refurb					\$20,000
232 Delhi Kitchen Refurb					\$464,000
33 Marlborough Parking Lot Replacement					\$13,000
232 Delhi Parking Lot Replacement					\$13,000
Total 232 Delhi/33 Marlborough - 109 Apartments	\$157,000	\$560,000	\$541,000	\$675,000	\$910,000
Willow/Dawson Shingle Replace		\$18,000	\$478,000		
Willow Dawson Site Development			\$15,000	\$133,000	
Willow/Dawson Siding Replacement			\$15,000	\$436,000	
Total Willow/Dawson - 85 Townhomes		\$18,000	\$508,000	\$569,000	
229 Dublin Elevator Modernization			\$10,000	\$165,000	
229 Dublin Carport Ceiling Replacement					\$15,000
Total 229 Dublin - 74 Apartments			\$10,000	\$165,000	\$15,000
387 Waterloo Make up Air Replacement	\$170,000				
387 Waterloo Lghtng/Clng/Rcrc Replace		\$230,000			
387 Waterloo Kitchen Refurbishments				\$10,000	\$521,000
387 Waterloo Window Replacement					\$15,000
Total 387 Waterloo - 72 Apartments	\$170,000	\$230,000		\$10,000	\$536,000
130 Grange Lghtng/Clng/Rcrc Line				\$323,000	
130 Grange Window Replacement				\$20,000	\$374,000
Total 130 Grange - 72 Apartments				\$343,000	\$374,000

Social Housing Major Capital Project Details					
Project Description	2020	2021	2022	2023	2024
411 Waterloo Lghtng/Clng/Rrcr Replace	\$190,000				
411 Waterloo Roofing Replacement					\$10,000
Total 411 Waterloo - 41 Apartments	\$190,000				\$10,000
32 Hadati Make up Air Replace			\$250,000		
32 Hadati Lghtng/Clng/Rrcr Replacement			\$10,000	\$426,000	
Total 32 Hadati - 89 Apartments			\$260,000	\$426,000	
221 Mary Window Replacement				\$10,000	\$211,000
Total 221 Mary St. Elora - 20 Apartments				\$10,000	\$211,000
14 Centre Window Replacement				\$10,000	\$151,000
Total 14 Centre St. Erin - 16 Apartments				\$10,000	\$151,000
450 Ferrier Elevator Modernization				\$10,000	\$174,000
Total 450 Ferrier Ct. Fergus - 41 Apartments				\$10,000	\$174,000
500 Ferrier Window Replacement	\$10,000	\$281,000			
Total 500 Ferrier Ct. Fergus - 41 Apartments	\$10,000	\$281,000			
51 John Balcony Replacement		\$110,000			
Total 51 John St. Harriston - 16 Apartments		\$110,000			
450 Albert Balcony Rehab		\$140,000			
Total 450 Albert St. Mt. Forest - 31 Apartments		\$140,000			
212 Whites Roofing Replacement				\$25,000	\$382,000
Total 212 Whites Rd. Palmerston -32 Apartments				\$25,000	\$382,000
Adult Building Fob System Upgrade	\$582,000				
Housing Building Retrofit	\$849,000	\$1,008,000	\$1,015,000	\$740,000	\$833,000
Various Full Fire Alarm System Replace	\$430,000	\$320,000			
Total Social Housing Various Locations	\$1,861,000	\$1,328,000	\$1,015,000	\$740,000	\$833,000
Total County Owned Units	\$3,250,000	\$3,500,000	\$3,750,000	\$4,000,000	\$4,200,000

Social Housing Major Capital Project Details					
Project Description	2025	2026	2027	2028	2029
Vancouver/Edmonton Site Improvements					\$40,000
Total Vancouver/Edmonton - 23 Houses					\$40,000
Mohawk/Delaware Driveway					\$224,000
Total Mohawk/Delaware - 50 Houses					\$224,000
263 Speedvale Bathroom Upgrades	\$412,000				
263 Speedvale West Wing Roof Replace					\$14,000
Total 263 Speedvale - 62 Apartments	\$412,000				\$14,000
Algonquin/Ferndale Site Dev Phase 3	\$10,000	\$309,000			
Total Algonquin/Ferndale - 47 Houses	\$10,000	\$309,000			
576 Woolwich Parking Lot	\$11,000	\$321,000			
576 Woolwich Window and Mansard Replace	\$285,000				
576 Woolwich Roof Replacement				\$17,000	\$1,141,000
576 Woolwich Bathroom Upgrades					\$15,000
Total 576 Woolwich - 100 Apartments	\$296,000	\$321,000		\$17,000	\$1,156,000
Willow/Dawson Furnace Replace				\$15,000	\$559,000
Total Willow/Dawson - 85 Townhomes				\$15,000	\$559,000
229 Dublin Carport Ceiling Replacement	\$280,000				
229 Dublin Lighting Replacement	\$168,000				
229 Dublin Electric Heat Conversion	\$15,000	\$300,000			
229 Dublin Kitchen Refurbishment	\$10,000	\$574,000			
229 Dublin Balcony Replacement			\$413,000		
229 Dublin Bathroom Refurb					\$10,000
Total 229 Dublin - 74 Apartments	\$473,000	\$874,000	\$413,000		\$10,000
387 Waterloo Siding Replacement			\$10,000	\$280,000	
387 Waterloo Window Replacement	\$627,000				
387 Waterloo Roofing Replacement			\$25,000	\$868,000	
387 Waterloo Parking Lot					\$20,000
387 Waterloo Bathroom Refurb					\$20,000
Total 387 Waterloo - 72 Apartments	\$627,000		\$35,000	\$1,148,000	\$40,000
130 Grange Kitchen Refurbishments	\$10,000	\$558,000			
130 Grange Parking Lot		\$108,000			
130 Grange Bathroom Refurb				\$10,000	\$582,000
130 Grange Site Improvements			\$12,000	\$354,000	
Total 130 Grange - 72 Apartments	\$10,000	\$666,000	\$12,000	\$364,000	\$582,000
411 Waterloo Window Replacement	\$10,000	\$354,000			
411 Waterloo Kitchen Cupboard Replacement		\$10,000	\$334,000		
411 Waterloo Roofing Replacement	\$353,000				
411 Waterloo Elevator Modernization			\$13,000	\$211,000	
411 Waterloo Bathroom Replacement					\$15,000
Total 411 Waterloo - 41 Apartments	\$363,000	\$364,000	\$347,000	\$211,000	\$15,000
32 Hadati Electric Heat Conversion			\$17,000	\$322,000	
32 Hadati Elevator Modernization		\$10,000	\$201,000		
32 Hadati Retaining Wall				\$511,000	
Total 32 Hadati - 89 Apartments		\$10,000	\$218,000	\$833,000	
110 Edward Roofing Replacement		\$10,000	\$123,000		
Total Edward St. Arthur - 14 Apartments		\$10,000	\$123,000		

Social Housing Major Capital Project Details					
Project Description	2025	2026	2027	2028	2029
221 Mary Roofing Replacement					\$20,000
221 Mary Elevator Modernization					\$20,000
Total 221 Mary St. Elora - 20 Apartments					\$40,000
14 Centre Elevator Modernization			\$13,000	\$211,000	
14 Centre St Kitchen Refurbishments				\$10,000	\$144,000
Total 14 Centre St. Erin - 16 Apartments			\$13,000	\$221,000	\$144,000
500 Ferrier Bathroom Refurbishments				\$10,000	\$331,000
500 Ferrier Elevator Modernization			\$13,000	\$211,000	
Total 500 Ferrier Ct. Fergus - 41 Apartments			\$13,000	\$221,000	\$331,000
51 John St Window Replacement				\$190,000	
Total 51 John St. Harriston - 16 Apartments				\$190,000	
450 Albert Elevator Modernization	\$11,000	\$191,000			
450 Albert Lighting Replacement					\$140,000
Total 450 Albert St. Mt. Forest - 31 Apartments	\$11,000	\$191,000			\$140,000
212 Whites Elevator Modernization	\$11,000	\$191,000			
Total 212 Whites Rd. Palmerston -32 Apartments	\$11,000	\$191,000			
Housing Building Retrofit	\$1,430,000	\$1,532,000	\$2,352,000	\$1,080,000	\$1,635,000
Total Social Housing Various Locations	\$1,430,000	\$1,532,000	\$2,352,000	\$1,080,000	\$1,635,000
Total County Owned Units	\$4,350,000	\$4,500,000	\$4,650,000	\$4,800,000	\$4,950,000



Programme Overview

Programme/Service:	Affordable Housing
Department:	Social Services
Governance:	Social Services Committee

Programme Description

Under the Affordable Housing Programme the County provides the following services in both Guelph and Wellington:

- New Rental Housing – administer capital incentives to multi-residential owners to build and operate new rental housing for moderate income households available at affordable market rents

This budget specifically reflects operating costs and revenues associated with County-owned affordable housing projects including:

- Fergusson Place, a 55-unit rental housing facility in Fergus
- Webster Place, a 55-unit rental housing facility in Fergus
- 182 George Street, a 10-unit rental housing facility in the village of Arthur
- 250 Daly Street, an 11-unit rental housing facility located in Palmerston
- An annual contribution to the Housing Development Reserve Fund

2020 Budget Highlights

Operating Budget:

- The County's budgeted contribution from the tax levy to the Housing Development Reserve Fund remains at \$500,000 in 2020.

Capital Budget:

- Capital Retrofits for County owned affordable housing units total \$1 million over the forecast and are fully funded from reserve.

Staff Complement		
(Full time equivalents)	2019	2020
Affordable Housing	1.1	1.1
Total	1.1	1.1
Current employee count: 2		



COUNTY OF WELLINGTON

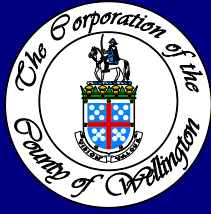
2020 OPERATING BUDGET

Programme/Service: Affordable Housing

Department: Social Services

Governance: Social Services Committee

			2019				
	2018	2018	Preliminary	2019	2020	\$ Change	% Change
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants and Subsidies	\$195,266	\$203,300	\$209,930	\$202,000	\$201,400	(\$600)	(0.3%)
Licenses, Permits and Rents	\$1,193,656	\$1,182,900	\$1,228,792	\$1,216,300	\$1,227,400	\$11,100	0.9%
User Fees and Charges	\$22,855	\$ -	\$26,738	\$18,000	\$20,000	\$2,000	11.1%
Total Revenue	\$1,411,777	\$1,386,200	\$1,465,460	\$1,436,300	\$1,448,800	\$12,500	0.9%
Expenditure							
Salaries, Wages and Benefits	\$84,833	\$83,600	\$92,630	\$86,000	\$88,100	\$2,100	2.4%
Supplies, Material and Equipment	\$35,431	\$80,300	\$55,388	\$82,700	\$68,300	(\$14,400)	(17.4%)
Purchased Services	\$518,706	\$632,700	\$508,908	\$639,500	\$596,100	(\$43,400)	(6.8%)
Insurance and Financial	\$24,612	\$25,000	\$24,712	\$26,300	\$30,300	\$4,000	15.2%
Debt Charges	\$297,898	\$298,600	\$295,293	\$296,100	\$294,800	(\$1,300)	(0.4%)
Internal Charges	\$ -	\$ -	\$82,812	\$82,700	\$87,700	\$5,000	6.0%
Total Expenditure	\$961,480	\$1,120,200	\$1,059,743	\$1,213,300	\$1,165,300	(\$48,000)	(4.0%)
Net Operating Cost / (Revenue)	(\$450,297)	(\$266,000)	(\$405,717)	(\$223,000)	(\$283,500)	(\$60,500)	27.1%
Transfers							
Transfers to Reserve	\$950,298	\$766,000	\$905,717	\$723,000	\$783,500	\$60,500	8.4%
Total Transfers	\$950,298	\$766,000	\$905,717	\$723,000	\$783,500	\$60,500	8.4%
NET COST / (REVENUE)	\$500,001	\$500,000	\$500,000	\$500,000	\$500,000	\$ -	-



COUNTY OF WELLINGTON

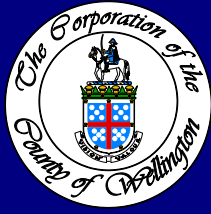
2020 2029 OPERATING BUDGET

Programme/Service: Affordable Housing

Department: Social Services

Governance: Social Services Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$201,400	\$176,700	\$176,100	\$175,200	\$174,000
Licenses, Permits and Rents	\$1,227,400	\$1,252,100	\$1,277,100	\$1,302,500	\$1,328,700
User Fees and Charges	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Revenue	\$1,448,800	\$1,448,800	\$1,473,200	\$1,497,700	\$1,522,700
EXPENDITURES					
Salaries, Wages and Benefits	\$88,100	\$90,600	\$92,600	\$94,900	\$97,600
Supplies, Material and Equipment	\$68,300	\$70,400	\$72,600	\$74,900	\$77,200
Purchased Services	\$596,100	\$613,300	\$631,200	\$678,800	\$691,000
Insurance and Financial	\$30,300	\$31,300	\$32,300	\$33,400	\$34,500
Debt Charges	\$294,800	\$176,700	\$176,100	\$175,200	\$174,000
Internal Charges	\$87,700	\$90,300	\$93,000	\$95,800	\$98,700
Total Expenditures	\$1,165,300	\$1,072,600	\$1,097,800	\$1,153,000	\$1,173,000
Net Operating Cost / (Revenue)	(\$283,500)	(\$376,200)	(\$375,400)	(\$344,700)	(\$349,700)
TRANSFERS					
Transfer to Reserves	\$783,500	\$876,200	\$875,400	\$844,700	\$849,700
Total Transfers	\$783,500	\$876,200	\$875,400	\$844,700	\$849,700
TAX LEVY REQUIREMENT	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000

**COUNTY OF WELLINGTON****2020 2029 OPERATING BUDGET****Programme/Service:** Affordable Housing**Department:** Social Services**Governance:** Social Services Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies	\$172,500	\$170,600	\$168,400	\$170,800	\$167,700
Licenses, Permits and Rents	\$1,355,200	\$1,382,400	\$1,409,900	\$1,438,400	\$1,467,000
User Fees and Charges	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Revenue	\$1,547,700	\$1,573,000	\$1,598,300	\$1,629,200	\$1,654,700
EXPENDITURES					
Salaries, Wages and Benefits	\$100,400	\$103,900	\$107,100	\$110,300	\$113,600
Supplies, Material and Equipment	\$79,600	\$82,000	\$84,600	\$87,200	\$89,800
Purchased Services	\$688,500	\$708,700	\$729,400	\$787,700	\$800,700
Insurance and Financial	\$35,600	\$36,600	\$37,800	\$38,800	\$39,800
Debt Charges	\$172,500	\$170,600	\$168,400	\$170,800	\$167,700
Internal Charges	\$101,700	\$104,800	\$107,900	\$111,100	\$114,400
Total Expenditures	\$1,178,300	\$1,206,600	\$1,235,200	\$1,305,900	\$1,326,000
Net Operating Cost / (Revenue)	(\$369,400)	(\$366,400)	(\$363,100)	(\$323,300)	(\$328,700)
TRANSFERS					
Transfer to Reserves	\$869,400	\$866,400	\$863,100	\$823,300	\$828,700
Total Transfers	\$869,400	\$866,400	\$863,100	\$823,300	\$828,700
TAX LEVY REQUIREMENT	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000



COUNTY OF WELLINGTON

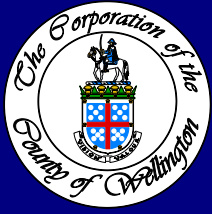
2020 2029 CAPITAL BUDGET

Programme/Service: Affordable Housing

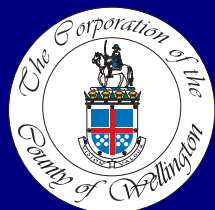
Department: Social Services

Governance: Social Services Committee

	2020	2021	2022	2023	2024	5 Year Total
250 Daly St Capital Retrofits	\$28,000	\$8,000	\$8,000	\$10,000	\$13,000	\$67,000
182 George St Capital Retrofits	\$45,000	\$49,000	\$9,000	\$11,000	\$11,000	\$125,000
169 Gordon Capital Retrofits	\$20,000	\$30,000	\$20,000	\$20,000	\$22,000	\$112,000
165 Gordon St Capital Retrofits	\$54,000	\$32,000	\$33,000	\$36,000	\$36,000	\$191,000
Total	\$147,000	\$119,000	\$70,000	\$77,000	\$82,000	\$495,000
Sources of Financing						
Reserves	\$147,000	\$119,000	\$70,000	\$77,000	\$82,000	\$495,000
Total Financing	\$147,000	\$119,000	\$70,000	\$77,000	\$82,000	\$495,000

**COUNTY OF WELLINGTON****2020 2029 CAPITAL BUDGET****Programme/Service:** Affordable Housing**Department:** Social Services**Governance:** Social Services Committee

	2025	2026	2027	2028	2029	10 Year Total
250 Daly St Capital Retrofits	\$11,000	\$11,000	\$12,000	\$13,000	\$14,000	\$128,000
182 George St Capital Retrofits	\$52,000	\$22,000	\$13,000	\$14,000	\$15,000	\$241,000
169 Gordon Capital Retrofits	\$22,000	\$24,000	\$24,000	\$26,000	\$32,000	\$240,000
165 Gordon St Capital Retrofits	\$54,000	\$40,000	\$44,000	\$44,000	\$48,000	\$421,000
Total	\$139,000	\$97,000	\$93,000	\$97,000	\$109,000	\$1,030,000
Sources of Financing						
Reserves	\$139,000	\$97,000	\$93,000	\$97,000	\$109,000	\$1,030,000
Total Financing	\$139,000	\$97,000	\$93,000	\$97,000	\$109,000	\$1,030,000



Programme Overview

Programme/Service:	Wellington Terrace
Department:	Long-Term Care Homes
Governance:	Information, Heritage and Seniors Committee

Programme Description

Wellington Terrace is a 176 bed long-term care home located between Fergus and Elora, and is operated under the standards of care defined by the provincial Ministry of Health and Long Term Care.

Our Mission Statement reads “Together our team is committed to providing compassionate care, honouring the unique needs of each resident.”

2020 Budget Highlights

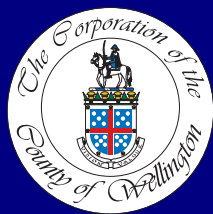
Operating Budget

- Salaries and wages have been increased to account for additional staffing time needed in the areas of Nursing and Nutritional Services.
- Provincial funding incorporates the 2019 per resident, per day per diem changes as well as the County’s updated case mix index (also from 2019), with an assumption of a 1% increase to the gross per diem rate effective April 1, 2020.
 - Resulting revenue decrease is expected to be \$54,000.
- Budgeted resident co-payment revenue has been increased by \$231,000 to align with 2019 preliminary actual revenue received and an expected 2% increase in resident co-payment rates effective July 1, 2020.
- A transfer to the Wellington Terrace Capital Reserve of \$1 million for the Continuum of Care project has been budgeted for 2020 to set aside funds in the event that Council decides to move forward with the project.

Capital Budget

- Staff continue to plan for life cycle replacements and repairs on building components and equipment. Projects for replacements total \$3.5 million over the ten years.

Staff Complement		
(Full time equivalents)	2019	2020
Wellington Terrace Administration	4.6	6.6
Housekeeping	20.2	20.2
Laundry	3.0	3.0
Maintenance	3.4	3.4
Life Enrichment	10.7	10.7
Volunteer Coordinator	1.0	1.0
Nursing Administration	4.8	4.8
Nursing Direct Care	117.9	124.3
Nutrition	32.9	34.1
Total	198.5	208.1
Current employee count: 306		

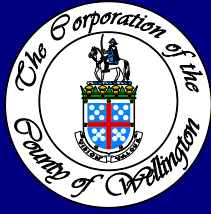


COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Wellington Terrace
Department: Long-Term Care Homes
Governance: Information, Heritage and Senior's Committee

	2019						
	2018 Actuals	2018 Budget	Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$9,458,245	\$9,092,200	\$9,440,048	\$9,400,400	\$9,346,200	(\$54,200)	(0.6%)
User Fees and Charges	\$4,576,990	\$4,471,000	\$4,716,279	\$4,546,000	\$4,776,800	\$230,800	5.1%
Sales Revenue	\$ -	\$ -	\$ -	\$ -	\$36,400	\$36,400	-
Other Revenue	\$27,823	\$ -	\$112,266	\$ -	\$27,800	\$27,800	-
Total Revenue	\$14,063,058	\$13,563,200	\$14,268,593	\$13,946,400	\$14,187,200	\$240,800	1.7%
Expenditure							
Salaries, Wages and Benefits	\$15,934,977	\$15,849,600	\$16,396,100	\$16,146,700	\$17,423,700	\$1,277,000	7.9%
Supplies, Material and Equipment	\$1,368,104	\$1,314,200	\$1,348,820	\$1,326,500	\$1,451,500	\$125,000	9.4%
Purchased Services	\$995,789	\$1,153,100	\$1,039,518	\$1,137,300	\$1,209,800	\$72,500	6.4%
Insurance and Financial	\$214,237	\$224,200	\$303,450	\$306,000	\$333,700	\$27,700	9.1%
Minor Capital Expenses	\$ -	\$ -	\$19,151	\$ -	\$ -	\$ -	-
Debt Charges	\$1,822,796	\$1,849,700	\$1,821,192	\$1,849,700	\$1,849,700	\$ -	-
Internal Charges	\$1,334,295	\$1,334,200	\$1,305,016	\$1,304,800	\$961,700	(\$343,100)	(26.3%)
Total Expenditure	\$21,670,198	\$21,725,000	\$22,233,247	\$22,071,000	\$23,230,100	\$1,159,100	5.3%
Net Operating Cost / (Revenue)	\$7,607,140	\$8,161,800	\$7,964,654	\$8,124,600	\$9,042,900	\$918,300	11.3%
Transfers							
Transfer to Capital	\$ -	\$ -	\$1,000,000	\$1,000,000	\$ -	(\$1,000,000)	(100.0%)
Transfers to Reserve	\$254,218	\$250,000	\$258,592	\$250,000	\$1,250,000	\$1,000,000	400.0%
Total Transfers	\$254,218	\$250,000	\$1,258,592	\$1,250,000	\$1,250,000	\$ -	-
NET COST / (REVENUE)	\$7,861,358	\$8,411,800	\$9,223,246	\$9,374,600	\$10,292,900	\$918,300	9.8%

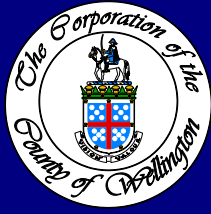


COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Wellington Terrace
 Department: Long Term Care Homes
 Governance: Information, Heritage and Senior's Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$9,346,200	\$9,387,700	\$9,428,700	\$9,469,500	\$9,509,900
User Fees and Charges	\$4,776,800	\$4,871,400	\$4,967,900	\$5,066,400	\$5,166,800
Sales Revenue	\$36,400	\$54,600	\$74,300	\$92,000	\$98,200
Other Revenue	\$27,800	\$27,800	\$27,800	\$27,800	\$27,800
Total Revenue	\$14,187,200	\$14,341,500	\$14,498,700	\$14,655,700	\$14,802,700
EXPENDITURES					
Salaries, Wages and Benefits	\$17,423,700	\$18,088,800	\$18,630,100	\$19,203,600	\$19,817,700
Supplies, Material and Equipment	\$1,451,500	\$1,501,500	\$1,554,200	\$1,607,100	\$1,655,200
Purchased Services	\$1,209,800	\$1,241,900	\$1,285,300	\$1,330,000	\$1,371,700
Insurance and Financial	\$333,700	\$347,900	\$358,400	\$368,900	\$380,800
Debt Charges	\$1,849,700	\$1,849,700	\$1,849,700	\$1,849,700	\$1,849,700
Internal Charges	\$961,700	\$990,600	\$1,020,300	\$1,050,900	\$1,082,400
Total Expenditures	\$23,230,100	\$24,020,400	\$24,698,000	\$25,410,200	\$26,157,500
Net Operating Cost / (Revenue)	\$9,042,900	\$9,678,900	\$10,199,300	\$10,754,500	\$11,354,800
TRANSFERS					
Transfer to Capital					
Transfer to Reserves	\$1,250,000	\$250,000	\$250,000	\$250,000	\$250,000
Total Transfers	\$1,250,000	\$250,000	\$250,000	\$250,000	\$250,000
TAX LEVY REQUIREMENT	\$10,292,900	\$9,928,900	\$10,449,300	\$11,004,500	\$11,604,800
yr/yr % change	9.8%	(3.5%)	5.2%	5.3%	5.5%

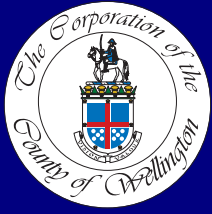


COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Wellington Terrace
 Department: Long Term Care Homes
 Governance: Information, Heritage and Senior's Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies	\$9,549,900	\$8,924,600	\$8,963,800	\$9,002,400	\$9,040,700
User Fees and Charges	\$5,269,200	\$5,373,600	\$5,480,100	\$5,588,800	\$5,699,600
Sales Revenue Other	\$101,700	\$104,700	\$108,100	\$111,800	\$113,300
Revenue Total Revenue	\$27,800	\$27,800	\$27,800	\$27,800	\$27,800
	\$14,948,600	\$14,430,700	\$14,579,800	\$14,730,800	\$14,881,400
EXPENDITURES					
Salaries, Wages and Benefits	\$20,442,800	\$21,098,300	\$21,763,100	\$22,450,500	\$23,163,100
Supplies, Material and Equipment	\$1,703,100	\$1,752,100	\$1,802,300	\$1,854,700	\$1,907,100
Purchased Services	\$1,420,500	\$1,470,800	\$1,522,400	\$1,552,800	\$1,607,100
Insurance and Financial	\$393,000	\$405,800	\$419,200	\$432,800	\$448,800
Debt Charges	\$1,713,000				
Internal Charges	\$1,114,900	\$1,148,300	\$1,182,700	\$1,218,200	\$1,254,700
Total Expenditures	\$26,787,300	\$25,875,300	\$26,689,700	\$27,509,000	\$28,380,800
Net Operating Cost / (Revenue)	\$11,838,700	\$11,444,600	\$12,109,900	\$12,778,200	\$13,499,400
TRANSFERS					
Transfer to Capital					
Transfer to Reserves	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Total Transfers	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
TAX LEVY REQUIREMENT					
	\$12,088,700	\$11,694,600	\$12,359,900	\$13,028,200	\$13,749,400
yr/yr % change	4.2%	(3.3%)	5.7%	5.4%	5.5%



COUNTY OF WELLINGTON

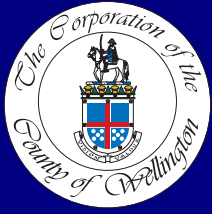
2020-2029 CAPITAL BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2020	2021	2022	2023	2024	5 Year Total
Programming						
Catalogue Software Enhancement					\$30,000	\$30,000
Collection Enhancement	\$60,000					\$60,000
2020 Branch Impr: Technology	\$75,000					\$75,000
Library Master Plan		\$30,000				\$30,000
Library Catalogue Replacement		\$80,000				\$80,000
Library Courier Van			\$75,000			\$75,000
Branch Improvements FFE		\$55,000	\$35,000	\$55,000		\$145,000
Future Technology Advancements			\$75,000		\$75,000	\$150,000
Total Programming	\$135,000	\$165,000	\$185,000	\$55,000	\$105,000	\$645,000
Facilities						
Fergus Carnegie Window Replace	\$30,000					\$30,000
Aboyne Snow Melt System	\$55,000					\$55,000
Library Capital Retrofits	\$130,000	\$40,000	\$40,000	\$40,000	\$70,000	\$320,000
Clifford Branch: Roof Replacement	\$60,000					\$60,000
Aboyne Branch: AC Replacements				\$44,000		\$44,000
Elora Branch: Elevator Modernization					\$200,000	\$200,000
Clifford Branch: AC Replacement						
Arthur Branch Elevator Modernization						
Fergus Branch Flooring						
Drayton Branch Parking Lot						
Drayton Branch: HVAC Replacements						
Drayton Branch: Flooring						
Arthur Branch: HVAC Replacements						
Arthur Branch: Flooring Replacements						
Arthur Branch: Parking Lot						
Total Facilities	\$275,000	\$40,000	\$40,000	\$84,000	\$270,000	\$709,000
Total	\$410,000	\$205,000	\$225,000	\$139,000	\$375,000	\$1,354,000
Sources of Financing						
Current Revenues	\$135,000	\$138,000	\$185,000	\$55,000	\$105,000	\$618,000
Reserves	\$275,000	\$40,000	\$40,000	\$84,000	\$270,000	\$709,000
Development Charges		\$27,000				\$27,000
Total Financing	\$410,000	\$205,000	\$225,000	\$139,000	\$375,000	\$1,354,000



COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2025	2026	2027	2028	2029	10 Year Total
Programming						
Catalogue Software Enhancement					\$30,000	\$60,000
Collection Enhancement						\$60,000
2020 Branch Impr: Technology						\$75,000
Library Master Plan					\$35,000	\$65,000
Library Catalogue Replacement						\$80,000
Library Courier Van			\$75,000			\$150,000
Branch Improvements FFE	\$55,000		\$35,000	\$55,000		\$290,000
Future Technology Advancements		\$75,000		\$75,000		\$300,000
Total Programming	\$55,000	\$75,000	\$110,000	\$130,000	\$65,000	\$1,080,000
Facilities						
Fergus Carnegie Window Replace						\$30,000
Aboyne Snow Melt System						\$55,000
Library Capital Retrofits	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$670,000
Clifford Branch: Roof Replacement						\$60,000
Aboyne Branch: AC Replacements						\$44,000
Elora Branch: Elevator Modernization						\$200,000
Clifford Branch: AC Replacement		\$60,000				\$60,000
Arthur Branch Elevator Modernization				\$100,000		\$100,000
Fergus Branch Flooring					\$50,000	\$50,000
Drayton Branch Parking Lot					\$75,000	\$75,000
Drayton Branch: HVAC Replacements					\$30,000	\$30,000
Drayton Branch: Flooring					\$30,000	\$30,000
Arthur Branch: HVAC Replacements					\$75,000	\$75,000
Arthur Branch: Flooring Replacements					\$25,000	\$25,000
Arthur Branch: Parking Lot					\$35,000	\$35,000
Total Facilities	\$70,000	\$130,000	\$70,000	\$170,000	\$390,000	\$1,539,000
Total	\$125,000	\$205,000	\$180,000	\$300,000	\$455,000	\$2,619,000
Sources of Financing						
Current Revenues	\$55,000	\$75,000	\$110,000	\$130,000	\$65,000	\$1,053,000
Reserves	\$70,000	\$130,000	\$70,000	\$170,000	\$390,000	\$1,539,000
Development Charges						\$27,000
Total Financing	\$125,000	\$205,000	\$180,000	\$300,000	\$455,000	\$2,619,000



Programme Overview

Programme/Service:	County Library System
Department:	Library Services
Governance:	Library Board

Programme Description

The Mission Statement of the Wellington County Library is to enhance the knowledge, skills, enterprise, and enjoyment of the people of Wellington County through the provision of high quality library services. Roles include:

- Popular Materials Library – featuring high demand, current, high interest materials in a variety of formats for persons of all ages.
- Reference Library – providing timely, accurate, and useful information for community residents.
- Preschoolers' Door to Learning – encouraging young children to develop an interest in reading and learning through services to children and for adults and children together.
- Independent Learning Centre – supporting all individuals of all ages in pursuing a sustained programme of learning, independent of any educational provider.

The Wellington County Library System is comprised of 14 branches: Aboyne, Arthur, Clifford, Drayton, Elora, Erin, Fergus, Harriston, Hillsburgh, Marden, Mount Forest, Palmerston, Puslinch, and Rockwood. The library courier delivers materials to all of the branches, so that all County residents have equal access to the entire collection.

2020 Budget Highlights

Operating Budget:

- Staffing additions: Assistant Branch Supervisor hours at the Mt. Forest and Palmerston libraries. Mt. Forest Branch Supervisor position moving from PT to FT. Additional page hours at the Harriston and Erin libraries.

Capital Branch Improvements:

- Various replacements at the Fergus, Clifford, Aboyne, Elora and Drayton Branches are scheduled throughout the forecast.
- Capital Retrofits: New to the capital plan starting in 2020, retrofit projects are a pool of lifecycle replacements of building components that would not meet the capital threshold on their own.

Capital Programme Enhancements:

- Collection enhancements and technology improvements in 2020
- Library catalogue replacement in 2021.
- The Library Master Plan in 2021 to review all aspects of library services and make recommendations for future improvements.
- Provisions for future technology advancements and furnishing replacements are included throughout the forecast.

Courier van replacements are scheduled for 2022 and 2027.

Staff Complement		
(Full time equivalents)	2019	2020
Library Administration	8.0	8.0
Library Branch Staff	50.9	51.7
Total	58.9	59.7
Current employee count: 109		



COUNTY OF WELLINGTON

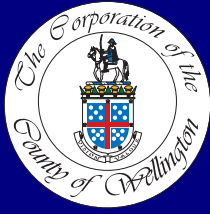
2020 OPERATING BUDGET

Programme/Service: County Library System

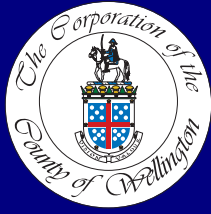
Department: Library Services

Governance: Library Board

	2018		2019				
	Actuals	Budget	Preliminary Actuals	Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$178,883	\$159,500	\$147,995	\$159,500	\$148,500	(\$11,000)	(6.9%)
Municipal Recoveries	\$29,760	\$30,000	\$30,600	\$30,000	\$30,000	\$ -	-
Licenses, Permits and Rents	\$47,981	\$40,000	\$53,033	\$50,000	\$50,000	\$ -	-
User Fees and Charges	\$88,834	\$88,000	\$76,952	\$88,700	\$86,200	(\$2,500)	(2.8%)
Sales Revenue	\$8,614	\$8,100	\$7,297	\$8,100	\$8,100	\$ -	-
Other Revenue	\$56,967	\$ -	\$3,991	\$ -	\$ -	\$ -	-
Total Revenue	\$411,039	\$325,600	\$319,868	\$336,300	\$322,800	(\$13,500)	(4.0%)
Expenditure							
Salaries, Wages and Benefits	\$4,228,733	\$4,345,000	\$4,396,343	\$4,440,600	\$4,627,600	\$187,000	4.2%
Supplies, Material and Equipment	\$900,849	\$848,000	\$893,841	\$916,000	\$878,200	(\$37,800)	(4.1%)
Purchased Services	\$1,098,852	\$1,073,900	\$1,075,845	\$1,122,300	\$1,196,100	\$73,800	6.6%
Insurance and Financial	\$85,238	\$86,600	\$100,798	\$103,900	\$108,500	\$4,600	4.4%
Minor Capital Expenses	\$68,191	\$75,400	\$21,227	\$69,000	\$ -	(\$69,000)	(100.0%)
Debt Charges	\$704,742	\$721,800	\$704,964	\$709,900	\$568,500	(\$141,400)	(19.9%)
Internal Charges	\$2,000	\$2,500	\$6,049	\$2,600	\$3,000	\$400	15.4%
Total Expenditure	\$7,088,605	\$7,153,200	\$7,199,067	\$7,364,300	\$7,381,900	\$17,600	0.2%
Net Operating Cost / (Revenue)	\$6,677,566	\$6,827,600	\$6,879,199	\$7,028,000	\$7,059,100	\$31,100	0.4%
Transfers							
Transfer from Reserve	(\$289,356)	(\$298,000)	(\$269,710)	(\$319,400)	(\$178,500)	\$140,900	(44.1%)
Transfer to Capital	\$200,000	\$200,000	\$155,000	\$155,000	\$135,000	(\$20,000)	(12.9%)
Transfers to Reserve	\$43,992	\$ -	\$360,000	\$360,000	\$360,000	\$ -	-
Total Transfers	(\$45,364)	(\$98,000)	\$245,290	\$195,600	\$316,500	\$120,900	61.8%
NET COST / (REVENUE)	\$6,632,202	\$6,729,600	\$7,124,489	\$7,223,600	\$7,375,600	\$152,000	2.1%

**COUNTY OF WELLINGTON****2020 –2029 OPERATING BUDGET****Programme/Service:** County Library System**Department:** Library Services**Governance:** Library Board

	2020	2021	2022	2023	2024
REVENUE					
Grants and Subsidies	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500
Municipal Recoveries	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Licenses, Permits and Rents	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
User Fees and Charges	\$86,200	\$88,300	\$88,300	\$88,300	\$88,300
Sales Revenue	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100
Total Revenue	\$322,800	\$324,900	\$324,900	\$324,900	\$324,900
EXPENDITURES					
Salaries, Wages and Benefits	\$4,627,600	\$4,759,200	\$4,909,200	\$5,048,900	\$5,207,800
Supplies, Material and Equipment	\$878,200	\$867,700	\$895,600	\$1,000,300	\$953,800
Purchased Services	\$1,196,100	\$1,320,400	\$1,356,400	\$1,393,500	\$1,428,900
Insurance and Financial	\$108,500	\$112,600	\$114,900	\$118,300	\$120,900
Debt Charges	\$568,500	\$568,000	\$506,600	\$371,800	\$231,000
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$7,381,900	\$7,630,900	\$7,785,700	\$7,935,800	\$7,945,400
Net Operating Cost / (Revenue)	\$7,059,100	\$7,306,000	\$7,460,800	\$7,610,900	\$7,620,500
TRANSFERS					
Transfer from Reserves	(\$178,500)	(\$50,300)			
Transfer to Capital	\$135,000	\$142,000	\$197,000	\$60,000	\$119,000
Transfer to Reserves	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
Total Transfers	\$316,500	\$451,700	\$557,000	\$420,000	\$479,000
TAX LEVY REQUIREMENT	\$7,375,600	\$7,757,700	\$8,017,800	\$8,030,900	\$8,099,500
yr/yr % change	2.1%	5.2%	3.4%	0.2%	0.9%



COUNTY OF WELLINGTON

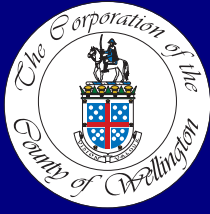
2020 –2029 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500
Municipal Recoveries	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Licenses, Permits and Rents	\$50,000	\$50,000	\$50,000	\$50,300	\$50,700
User Fees and Charges	\$88,300	\$88,300	\$88,300	\$88,400	\$88,600
Sales Revenue	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100
Total Revenue	\$324,900	\$324,900	\$324,900	\$325,300	\$325,900
EXPENDITURES					
Salaries, Wages and Benefits	\$5,370,800	\$5,541,800	\$5,716,800	\$5,896,400	\$6,083,000
Supplies, Material and Equipment	\$984,200	\$1,015,600	\$1,123,700	\$1,077,400	\$1,107,800
Purchased Services	\$1,468,600	\$1,509,500	\$1,552,000	\$1,581,200	\$1,628,900
Insurance and Financial	\$124,000	\$128,100	\$130,600	\$134,600	\$139,500
Debt Charges	\$231,000	\$231,500	\$230,800	\$231,600	
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$8,181,600	\$8,429,500	\$8,756,900	\$8,924,200	\$8,962,200
Net Operating Cost / (Revenue)	\$7,856,700	\$8,104,600	\$8,432,000	\$8,598,900	\$8,636,300
TRANSFERS					
Transfer from Reserves					
Transfer to Capital	\$64,000	\$89,000	\$135,000	\$165,000	\$85,000
Transfer to Reserves	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
Total Transfers	\$424,000	\$449,000	\$495,000	\$525,000	\$445,000
TAX LEVY REQUIREMENT	\$8,280,700	\$8,553,600	\$8,927,000	\$9,123,900	\$9,081,300
yr/yr % change	2.2%	3.3%	4.4%	2.2%	(0.5%)

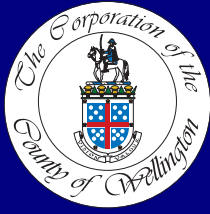


COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service: Wellington Terrace
Department: Long-Term Care Homes
Governance: Information, Heritage and Seniors Committee

	2020	2021	2022	2023	2024	5 Year Total
Equipment and Technology						
Terrace Network	\$50,000					\$50,000
Dishwasher Replacement	\$30,000					\$30,000
WT Laundry Equipment			\$60,000			\$60,000
Resident Van Replacement	\$20,000					\$20,000
Wireless Phone Replacement						
Nursing Equip Replacements	\$60,000	\$100,000	\$100,000	\$100,000	\$100,000	\$460,000
Resident Equip Lifts	\$60,000					\$60,000
Total Equipment and Technology	\$220,000	\$100,000	\$160,000	\$100,000	\$100,000	\$680,000
Facility Improvements						
Public Area Furniture Replacements		\$50,000	\$50,000			\$100,000
Access Control System	\$60,000					\$60,000
Main Corridor Flooring		\$108,000	\$108,000			\$216,000
Mixing Valve	\$30,000					\$30,000
Dining and Servery Flooring			\$90,000			\$90,000
Terrace AC Replacement				\$695,000		\$695,000
Terrace Parking Lot						
WT Building Retrofits	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
Total Facility Improvements	\$125,000	\$193,000	\$283,000	\$730,000	\$35,000	\$1,366,000
Total	\$345,000	\$293,000	\$443,000	\$830,000	\$135,000	\$2,046,000
Sources of Financing						
Reserves	\$345,000	\$293,000	\$443,000	\$830,000	\$135,000	\$2,046,000
Total Financing	\$345,000	\$293,000	\$443,000	\$830,000	\$135,000	\$2,046,000



COUNTY OF WELLINGTON

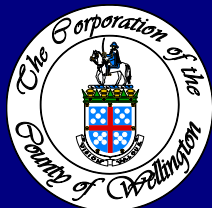
2020-2029 CAPITAL BUDGET

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Seniors Committee

	2025	2026	2027	2028	2029	10 Year Total
Equipment and Technology						
Terrace Network		\$50,000	\$50,000			\$150,000
Dishwasher Replacement						\$30,000
WT Laundry Equipment						\$60,000
Resident Van Replacement			\$60,000			\$80,000
Wireless Phone Replacement	\$75,000					\$75,000
Nursing Equip Replacements	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$960,000
Resident Equip Lifts						\$60,000
Total Equipment and Technology	\$175,000	\$150,000	\$210,000	\$100,000	\$100,000	\$1,415,000
Facility Improvements						
Public Area Furniture Replacements						\$100,000
Access Control System						\$60,000
Main Corridor Flooring						\$216,000
Mixing Valve						\$30,000
Dining and Servery Flooring						\$90,000
Terrace AC Replacement						\$695,000
Terrace Parking Lot		\$500,000				\$500,000
WT Building Retrofits	\$35,000	\$35,000	\$35,000	\$35,000	\$45,000	\$360,000
Total Facility Improvements	\$35,000	\$535,000	\$35,000	\$35,000	\$45,000	\$2,051,000
Total	\$210,000	\$685,000	\$245,000	\$135,000	\$145,000	\$3,466,000
Sources of Financing						
Reserves	\$210,000	\$685,000	\$245,000	\$135,000	\$145,000	\$3,466,000
Total Financing	\$210,000	\$685,000	\$245,000	\$135,000	\$145,000	\$3,466,000



Programme Overview

Programme/Service:	Museum and Archives at Wellington Place
Department:	Wellington County Museum and Archives
Governance:	Information, Heritage and Seniors Committee

Programme Description

- The mission of the Wellington County Museum and Archives (WCMA) is to serve as a cultural centre providing resources, programmes, exhibits, support and services for the historical, educational and artistic interests of the communities of Wellington County.
- The WCMA is a National Historic Site, housed in the oldest surviving House of Industry and Refuge in Canada, and is mandated to preserve and interpret this national treasure.
- The WCMA collects, preserves, researches, interprets and exhibits artifacts and records that document the settlement and development of the County of Wellington.
- The WCMA offers year round programming including curriculum based school programmes, workshops and lectures, festivals and special events and outreach. Special cultural partnerships bring other events like the Insights Juried Art Show to the WCMA.
- The County Archives is the designated repository for the historical records of the County of Wellington and its member municipalities. The Archives provides primary and secondary research materials for a variety of users including students, teachers, genealogists, historical society members, the press and the general public.
- WCMA rents its facilities for weddings, corporate meetings, celebrations of life, and more.
- Wellington Place incorporates the land and infrastructure surrounding the Museum and Archives comprising 195 acres for which the Wellington Place Administrator is responsible for managing.

2020 Budget Highlights

Operating Budget

- Revenue adjustments to reflect experience in 2019
- Exhibits planned in 2020 reflect an increase in rentals and a decrease in construction materials

Capital Budget

- The Farm House Archeological dig proposed for 2020-2021 will turn the site into an interpretive exhibit.
- Samuel Honey Drive is an internal street within Wellington Place that will connect internal streets Charles Allan Way and David Boyle Drive. \$1.2 million is budgeted for construction in 2021.
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement		
(Full time equivalents)	2019	2020
Museum and Archives	18.7	18.7
Current employee count: 21		

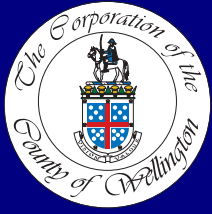


COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Museum and Archives at Wellington Place
Department: Wellington County Museum and Archives
Governance: Information, Heritage and Senior's Committee

	2019						
	2018 Actuals	2018 Budget	Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$57,304	\$54,800	\$56,184	\$54,800	\$54,800	\$ -	-
Licenses, Permits and Rents	\$53,381	\$50,000	\$43,258	\$52,100	\$52,100	\$ -	-
User Fees and Charges	\$81,756	\$99,000	\$80,010	\$84,300	\$75,000	(\$9,300)	(11.0%)
Sales Revenue	\$8,114	\$8,700	\$8,647	\$8,900	\$10,000	\$1,100	12.4%
Other Revenue	\$7,031	\$ -	\$1,946	\$ -	\$ -	\$ -	-
Total Revenue	\$207,586	\$212,500	\$190,045	\$200,100	\$191,900	(\$8,200)	(4.1%)
Expenditure							
Salaries, Wages and Benefits	\$1,478,258	\$1,501,400	\$1,504,044	\$1,519,200	\$1,584,600	\$65,400	4.3%
Supplies, Material and Equipment	\$160,193	\$191,100	\$165,634	\$196,300	\$143,100	(\$53,200)	(27.1%)
Purchased Services	\$335,568	\$416,100	\$391,572	\$415,500	\$432,900	\$17,400	4.2%
Transfer Payments	\$ -	\$ -	\$500	\$ -	\$ -	\$ -	-
Insurance and Financial	\$45,890	\$50,700	\$51,558	\$57,200	\$59,400	\$2,200	3.8%
Minor Capital Expenses	\$ -	\$ -	\$19,151	\$ -	\$ -	\$ -	-
Internal Charges	\$ -	\$ -	\$195	\$ -	\$ -	\$ -	-
Total Expenditure	\$2,019,909	\$2,159,300	\$2,132,654	\$2,188,200	\$2,220,000	\$31,800	1.5%
Net Operating Cost / (Revenue)	\$1,812,323	\$1,946,800	\$1,942,609	\$1,988,100	\$2,028,100	\$40,000	2.0%
Transfers							
Transfer from Reserve	\$ -	\$ -	(\$40,011)	(\$3,600)	\$ -	\$3,600	(100.0%)
Transfer to Capital	\$90,000	\$90,000	\$75,000	\$75,000	\$50,000	(\$25,000)	(33.3%)
Transfers to Reserve	\$32,982	\$25,000	\$69,749	\$25,000	\$27,000	\$2,000	8.0%
Total Transfers	\$122,982	\$115,000	\$104,738	\$96,400	\$77,000	(\$19,400)	(20.1%)
NET COST / (REVENUE)	\$1,935,305	\$2,061,800	\$2,047,347	\$2,084,500	\$2,105,100	\$20,600	1.0%

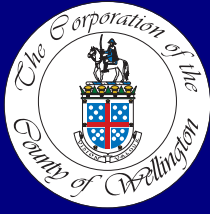


COUNTY OF WELLINGTON

2020 –2029 OPERATING BUDGET

Programme/Service: Museum and Archives at Wellington Place
Department: Wellington County Museum and Archives
Governance: Information, Heritage and Senior's Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$54,800	\$54,800	\$54,800	\$54,800	\$54,800
Licenses, Permits and Rents	\$52,100	\$54,200	\$54,200	\$54,200	\$54,200
User Fees and Charges	\$75,000	\$76,600	\$76,600	\$76,600	\$76,600
Sales Revenue	\$10,000	\$10,300	\$10,500	\$10,700	\$10,900
Total Revenue	\$191,900	\$195,900	\$196,100	\$196,300	\$196,500
EXPENDITURES					
Salaries, Wages and Benefits	\$1,584,600	\$1,644,700	\$1,709,600	\$1,775,600	\$1,836,300
Supplies, Material and Equipment	\$143,100	\$146,400	\$151,500	\$179,500	\$162,600
Purchased Services	\$432,900	\$406,100	\$422,700	\$439,700	\$455,900
Insurance and Financial	\$59,400	\$61,800	\$63,300	\$65,000	\$66,400
Total Expenditures	\$2,220,000	\$2,259,000	\$2,347,100	\$2,459,800	\$2,521,200
Net Operating Cost / (Revenue)	\$2,028,100	\$2,063,100	\$2,151,000	\$2,263,500	\$2,324,700
TRANSFERS					
Transfer to Capital	\$50,000	\$31,000	\$244,000	\$114,000	\$198,000
Transfer to Reserves	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
Total Transfers	\$77,000	\$58,000	\$271,000	\$141,000	\$225,000
TAX LEVY REQUIREMENT					
yr/yr % change	1.0%	0.8%	14.2%	(0.7%)	6.0%

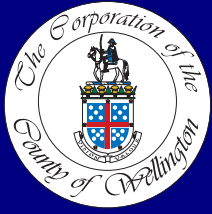


COUNTY OF WELLINGTON

2020 –2029 OPERATING BUDGET

Programme/Service: Museum and Archives at Wellington Place
Department: Wellington County Museum and Archives
Governance: Information, Heritage and Senior's Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies	\$54,800	\$54,800	\$54,800	\$54,800	\$54,800
Licenses, Permits and Rents	\$54,200	\$54,200	\$54,200	\$55,900	\$57,600
User Fees and Charges	\$76,600	\$76,600	\$76,600	\$79,300	\$81,700
Sales Revenue	\$11,100	\$11,300	\$11,300	\$11,500	\$11,700
Total Revenue	\$196,700	\$196,900	\$196,900	\$201,500	\$205,800
EXPENDITURES					
Salaries, Wages and Benefits	\$1,897,400	\$1,961,200	\$2,027,000	\$2,095,100	\$2,165,800
Supplies, Material and Equipment	\$168,200	\$173,900	\$202,300	\$186,000	\$192,900
Purchased Services	\$474,100	\$493,000	\$512,600	\$523,500	\$543,400
Insurance and Financial	\$68,000	\$69,800	\$71,400	\$73,200	\$75,900
Total Expenditures	\$2,607,700	\$2,697,900	\$2,813,300	\$2,877,800	\$2,978,000
Net Operating Cost / (Revenue)	\$2,411,000	\$2,501,000	\$2,616,400	\$2,676,300	\$2,772,200
TRANSFERS					
Transfer to Capital	\$29,000	\$42,000	\$264,000	\$178,000	\$65,000
Transfer to Reserves	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
Total Transfers	\$56,000	\$69,000	\$291,000	\$205,000	\$92,000
TAX LEVY REQUIREMENT					
yr/yr % change	(3.2%)	4.2%	13.1%	(0.9%)	(0.6%)

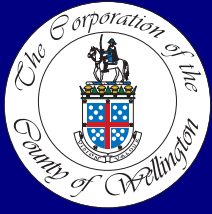


COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service: Museum and Archives at Wellington Place
Department: Wellington County Museum and Archives
Governance: Information, Heritage and Seniors Committee

	2020	2021	2022	2023	2024	5 Year Total
Museum and Archives						
Farm House Archeological Dig	\$100,000	\$50,000				\$150,000
Museum Air Conditioning	\$50,000					\$50,000
Aboyne Hall flat roof			\$200,000			\$200,000
Museum and Archives Reshingle Roof				\$45,000		\$45,000
Museum Carpet Replacement		\$30,000	\$30,000	\$60,000		\$120,000
Aboyne Hall Flooring Replacement					\$100,000	\$100,000
Archives Reading Room Flooring						
Museum Windows Painting and Caulking						
Main Elec Panel Replacement						
Replace Humidification Units						
Replace PBX systems						
Fire Alarm Panel						
Aboyne Hall Kitchen						
Total Museum and Archives	\$150,000	\$80,000	\$230,000	\$105,000	\$100,000	\$665,000
Wellington Place						
Resurface Driveways						
Samuel Honey Drive Construction		\$1,200,000				\$1,200,000
Museum Tractor					\$75,000	\$75,000
New Kubota Lawn Mower						
Total Wellington Place		\$1,200,000			\$75,000	\$1,275,000
Total	\$150,000	\$1,280,000	\$230,000	\$105,000	\$175,000	\$1,940,000
Sources of Financing						
Current Revenues	\$50,000	\$30,000	\$230,000	\$105,000	\$175,000	\$590,000
Reserves	\$100,000	\$1,250,000				\$1,350,000
Total Financing	\$150,000	\$1,280,000	\$230,000	\$105,000	\$175,000	\$1,940,000



COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service: Museum and Archives at Wellington Place
Department: Wellington County Museum and Archives
Governance: Information, Heritage and Seniors Committee

	2025	2026	2027	2028	2029	10 Year Total
Museum and Archives						
Farm House Archeological Dig						\$150,000
Museum Air Conditioning			\$180,000			\$230,000
Aboyne Hall flat roof						\$200,000
Museum and Archives Reshingle Roof						\$45,000
Museum Carpet Replacement						\$120,000
Aboyne Hall Flooring Replacement						\$100,000
Archives Reading Room Flooring	\$25,000					\$25,000
Museum Windows Painting and Caulking		\$35,000				\$35,000
Main Elec Panel Replacement				\$30,000		\$30,000
Replace Humidification Units				\$25,000		\$25,000
Replace PBX systems				\$20,000		\$20,000
Fire Alarm Panel				\$65,000		\$65,000
Aboyne Hall Kitchen					\$50,000	\$50,000
Total Museum and Archives	\$25,000	\$35,000	\$180,000	\$140,000	\$50,000	\$1,095,000
Wellington Place						
Resurface Driveways	\$250,000	\$250,000				\$500,000
Samuel Honey Drive Construction						\$1,200,000
Museum Tractor						\$75,000
New Kubota Lawn Mower			\$35,000			\$35,000
Total Wellington Place	\$250,000	\$250,000	\$35,000			\$1,810,000
Total	\$275,000	\$285,000	\$215,000	\$140,000	\$50,000	\$2,905,000
Sources of Financing						
Current Revenues	\$25,000	\$35,000	\$215,000	\$140,000	\$50,000	\$1,055,000
Reserves	\$250,000	\$250,000				\$1,850,000
Total Financing	\$275,000	\$285,000	\$215,000	\$140,000	\$50,000	\$2,905,000



Programme Overview

Programme/Service:	Planning and Land Division
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Description

- This budget covers the operation of the Planning Department, the Land Division Committee, Weed Inspectors, Tree Cutting Commissioners as well as trail development, county forest work, and mapping projects.
- The budget also includes funding for the Rural Water Quality Programme in partnership with the Grand River Conservation Authority and funding for the County Source Water Protection Risk Management Officer, employed by the Township of Centre Wellington.

2020 Budget Highlights

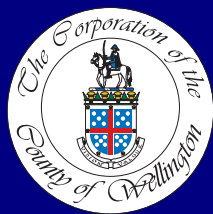
Operating Budget:

- Annualization of Senior Planner and Planner positions added in 2019
- Source Water Protection Programme has increased by \$75,000 for a total of \$300,000 in 2020 to support a Source Protection Coordinator for a 3-year contract
- Funding for the Rural Water Quality Programme (\$425,000) is continued throughout the ten-year plan
- The completion of the Local Trails Grant Programme is scheduled for 2020, with \$106,700 remaining to be paid out, which is fully funded by reserve

Capital Budget

- Continued investment in the Official Plan and Municipal Comprehensive Review (MCR) updates to ensure conformity with provincial policy
- Resurfacing work on the Kissing Bridge and Trestle Bridge trails

Staff Complement		
(Full time equivalents)	2019	2020
Planning and Development	14.3	15.0
Land Division Committee	2.0	2.0
Weed Inspection / Tree Cutting	0.5	0.5
Total	16.8	17.5
Current employee count: 19		



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service:

Planning and Land Division

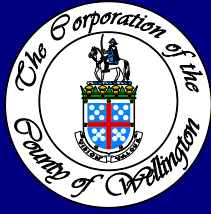
Department:

Planning

Governance:

Planning and Land Division Committee

	2019						
	2018 Actuals	2018 Budget	Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$5,062	\$ -	\$27,940	\$62,500	\$62,500	\$ -	-
Municipal Recoveries	\$73,852	\$42,000	\$81,937	\$90,000	\$180,000	\$90,000	100.0%
User Fees and Charges	\$387,602	\$292,300	\$724,858	\$809,800	\$809,800	\$ -	-
Other Revenue	\$15,562	\$ -	\$9,438	\$ -	\$ -	\$ -	-
Internal Recoveries	\$ -	\$500	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$482,078	\$334,800	\$844,173	\$962,300	\$1,052,300	\$90,000	9.4%
Expenditure							
Salaries, Wages and Benefits	\$1,632,985	\$1,648,100	\$1,838,502	\$1,957,900	\$2,120,800	\$162,900	8.3%
Supplies, Material and Equipment	\$45,790	\$57,700	\$40,082	\$38,500	\$39,100	\$600	1.6%
Purchased Services	\$383,241	\$362,700	\$285,579	\$391,800	\$392,700	\$900	0.2%
Transfer Payments	\$639,516	\$848,000	\$733,103	\$756,000	\$831,700	\$75,700	10.0%
Insurance and Financial	\$27,734	\$30,200	\$36,568	\$41,700	\$44,900	\$3,200	7.7%
Internal Charges	\$4,718	\$6,600	\$6,051	\$6,400	\$6,600	\$200	3.1%
Total Expenditure	\$2,733,984	\$2,953,300	\$2,939,885	\$3,192,300	\$3,435,800	\$243,500	7.6%
Net Operating Cost / (Revenue)	\$2,251,906	\$2,618,500	\$2,095,712	\$2,230,000	\$2,383,500	\$153,500	6.9%
Transfers							
Transfer from Reserve	(\$37,232)	(\$244,000)	(\$113,316)	(\$106,000)	(\$106,700)	(\$700)	0.7%
Transfer to Capital	\$9,000	\$9,000	\$56,000	\$56,000	\$8,500	(\$47,500)	(84.8%)
Transfers to Reserve	\$48,437	\$ -	\$40,064	\$ -	\$ -	\$ -	-
Total Transfers	\$20,205	(\$235,000)	(\$17,252)	(\$50,000)	(\$98,200)	(\$48,200)	96.4%
NET COST / (REVENUE)	\$2,272,111	\$2,383,500	\$2,078,460	\$2,180,000	\$2,285,300	\$105,300	4.8%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service:

Planning and Land Division

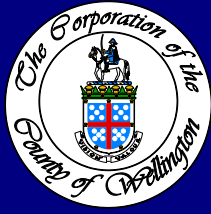
Department:

Planning

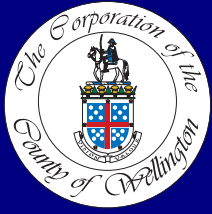
Governance:

Planning and Land Division Committee

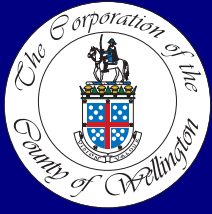
	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$62,500				
Municipal Recoveries	\$180,000	\$182,900	\$185,800	\$188,700	\$191,600
User Fees and Charges	\$809,800	\$817,900	\$826,100	\$834,300	\$842,600
Total Revenue	\$1,052,300	\$1,000,800	\$1,011,900	\$1,023,000	\$1,034,200
EXPENDITURES					
Salaries, Wages and Benefits	\$2,120,800	\$2,140,500	\$2,183,200	\$2,271,900	\$2,352,300
Supplies, Material and Equipment	\$39,100	\$40,100	\$41,100	\$42,100	\$43,300
Purchased Services	\$392,700	\$382,300	\$392,100	\$402,300	\$413,000
Transfer Payments	\$831,700	\$725,000	\$725,000	\$665,000	\$665,000
Insurance and Financial	\$44,900	\$45,400	\$46,100	\$48,000	\$49,900
Internal Charges	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Total Expenditures	\$3,435,800	\$3,339,900	\$3,394,100	\$3,435,900	\$3,530,100
Net Operating Cost / (Revenue)	\$2,383,500	\$2,339,100	\$2,382,200	\$2,412,900	\$2,495,900
TRANSFERS					
Transfer from Reserves	(\$106,700)				
Transfer to Capital	\$8,500	\$9,000	\$5,000	\$10,000	
Total Transfers	(\$98,200)	\$9,000	\$5,000	\$10,000	
TAX LEVY REQUIREMENT	\$2,285,300	\$2,348,100	\$2,387,200	\$2,422,900	\$2,495,900
yr/yr % change	4.8%	2.7%	1.7%	1.5%	3.0%

**COUNTY OF WELLINGTON****2020 2029 OPERATING BUDGET****Programme/Service:****Planning and Land Division****Department:****Planning****Governance:****Planning and Land Division Committee**

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies					
Municipal Recoveries	\$194,500	\$197,400	\$200,300	\$203,200	\$206,100
User Fees and Charges	\$850,900	\$859,300	\$865,600	\$874,100	\$900,200
Total Revenue	\$1,045,400	\$1,056,700	\$1,065,900	\$1,077,300	\$1,106,300
EXPENDITURES					
Salaries, Wages and Benefits	\$2,428,300	\$2,509,200	\$2,590,400	\$2,674,800	\$2,761,700
Supplies, Material and Equipment	\$44,500	\$45,700	\$46,900	\$47,900	\$48,700
Purchased Services	\$423,900	\$435,100	\$446,700	\$458,500	\$472,000
Transfer Payments	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000
Insurance and Financial	\$51,400	\$53,200	\$55,300	\$56,900	\$58,900
Internal Charges	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Total Expenditures	\$3,619,700	\$3,714,800	\$3,810,900	\$3,909,700	\$4,012,900
Net Operating Cost / (Revenue)	\$2,574,300	\$2,658,100	\$2,745,000	\$2,832,400	\$2,906,600
TRANSFERS					
Transfer from Reserves					
Transfer to Capital				\$13,000	
Total Transfers				\$13,000	
TAX LEVY REQUIREMENT					
yr/yr % change	3.1%	3.3%	3.3%	3.7%	2.2%

**COUNTY OF WELLINGTON****2020-2029 CAPITAL BUDGET****Programme/Service:** Planning and Land Division**Department:** Planning**Governance:** Planning and Land Division Committee

	2020	2021	2022	2023	2024	5 Year Total
Official Plan / MCR Update	\$85,000	\$85,000	\$50,000	\$90,000		\$310,000
Kissing Bridge Trail Resurface		\$42,000	\$40,000	\$40,000		\$122,000
Trestle Bridge Trail Resurfacing				\$40,000		\$40,000
Total	\$85,000	\$127,000	\$90,000	\$170,000		\$472,000
Sources of Financing						
Current Revenues	\$8,500	\$8,500	\$5,000	\$9,000		\$31,000
Reserves		\$42,000	\$40,000	\$80,000		\$162,000
Development Charges	\$76,500	\$76,500	\$45,000	\$81,000		\$279,000
Total Financing	\$85,000	\$127,000	\$90,000	\$170,000		\$472,000



COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service: Planning and Land Division

Department: Planning

Governance: Planning and Land Division Committee

	2025	2026	2027	2028	2029	10 Year Total
Official Plan / MCR Update				\$100,000		\$410,000
Kissing Bridge Trail Resurface						\$122,000
Trestle Bridge Trail Resurfacing						\$40,000
Total				\$100,000		\$572,000
Sources of Financing						
Current Revenues				\$10,000		\$41,000
Reserves						\$162,000
Development Charges				\$90,000		\$369,000
Total Financing				\$100,000		\$572,000



Programme Overview

Programme/Service:	Green Legacy
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Description

- The mission of the Green Legacy programme is to inspire and enable the Wellington County community to grow and plant trees to improve our environment for future generations.
- The Green Legacy is a dynamic programme that includes the growing of trees and community involvement in the process. The programme was established in 2004 and by the spring of 2020, two and a half million trees will have been distributed and planted within the County.
- Trees produced in 2020 will be distributed to Wellington County landowners, municipalities, organizations, schools and conservation authorities for planting in the County.

2020 Budget Highlights

- Funding will be maintained at historical levels to provide for operations of both the northern and southern nurseries as well as volunteer and educational programmes for students.
- The 2020-2029 capital budget forecast includes end of life cycle vehicle and equipment replacements totaling \$322,000.

Staff Complement		
(Full time equivalents)	2019	2020
Green Legacy Manager	1.0	1.0
Brad Whitcombe Nursery	4.4	4.4
Northern Tree Nursery	2.5	2.5
Total	7.9	7.9
Current employee count: 12		



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service:

Green Legacy

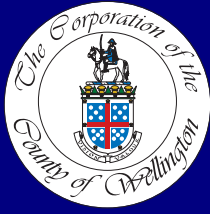
Department:

Planning

Governance:

Planning and Land Division Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Sales Revenue	\$1,835	\$500	\$5,756	\$1,000	\$2,000	\$1,000	100.0%
Other Revenue	\$3,600	\$1,500	\$1,830	\$1,500	\$1,500	\$ -	-
Total Revenue	\$5,435	\$2,000	\$7,586	\$2,500	\$3,500	\$1,000	40.0%
Expenditure							
Salaries, Wages and Benefits	\$537,222	\$573,100	\$559,109	\$582,000	\$604,800	\$22,800	3.9%
Supplies, Material and Equipment	\$94,549	\$105,100	\$87,277	\$98,800	\$103,600	\$4,800	4.9%
Purchased Services	\$79,602	\$95,100	\$69,672	\$89,200	\$92,300	\$3,100	3.5%
Insurance and Financial	\$16,654	\$19,700	\$17,522	\$22,100	\$23,100	\$1,000	4.5%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$8,000	\$5,000	(\$3,000)	(37.5%)
Internal Charges	\$4,687	\$5,300	\$2,850	\$5,500	\$5,600	\$100	1.8%
Total Expenditure	\$732,714	\$798,300	\$736,430	\$805,600	\$834,400	\$28,800	3.6%
Net Operating Cost / (Revenue)	\$727,279	\$796,300	\$728,844	\$803,100	\$830,900	\$27,800	3.5%
Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	(\$8,000)	(\$5,000)	\$3,000	(37.5%)
Transfer to Capital	\$ -	\$ -	\$40,000	\$40,000	\$ -	(\$40,000)	(100.0%)
Total Transfers	\$ -	\$ -	\$40,000	\$32,000	(\$5,000)	(\$37,000)	(115.6%)
NET COST / (REVENUE)	\$727,279	\$796,300	\$768,844	\$835,100	\$825,900	(\$9,200)	(1.1%)



COUNTY OF WELLINGTON

2020 –2029 OPERATING BUDGET

Programme/Service:

Green Legacy

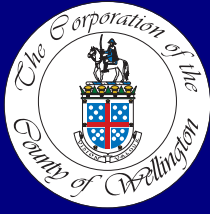
Department:

Planning

Governance:

Planning and Land Division Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Sales Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Other Revenue	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Revenue	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
EXPENDITURES					
Salaries, Wages and Benefits	\$604,800	\$621,600	\$641,500	\$661,000	\$683,000
Supplies, Material and Equipment	\$103,600	\$103,100	\$106,300	\$109,600	\$116,700
Purchased Services	\$92,300	\$95,000	\$97,800	\$100,800	\$103,900
Insurance and Financial	\$23,100	\$23,800	\$24,100	\$24,700	\$25,200
Minor Capital Expenses	\$5,000	\$25,000	\$16,000		\$13,000
Internal Charges	\$5,600	\$5,600	\$5,600	\$5,600	\$5,600
Total Expenditures	\$834,400	\$874,100	\$891,300	\$901,700	\$947,400
Net Operating Cost / (Revenue)	\$830,900	\$870,600	\$887,800	\$898,200	\$943,900
TRANSFERS					
Transfer from Reserves	(\$5,000)	(\$25,000)	(\$16,000)		(\$13,000)
Total Transfers	(\$5,000)	(\$25,000)	(\$16,000)		(\$13,000)
TAX LEVY REQUIREMENT					
yr/yr % change	(1.1%)	2.4%	3.1%	3.0%	3.6%



COUNTY OF WELLINGTON

2020 –2029 OPERATING BUDGET

Programme/Service:

Green Legacy

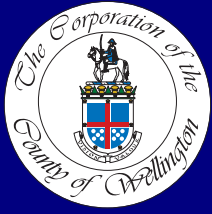
Department:

Planning

Governance:

Planning and Land Division Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Sales Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Other Revenue	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Revenue	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
EXPENDITURES					
Salaries, Wages and Benefits	\$705,500	\$728,700	\$752,600	\$777,000	\$802,300
Supplies, Material and Equipment	\$116,600	\$120,200	\$123,900	\$131,300	\$131,300
Purchased Services	\$107,100	\$110,300	\$113,600	\$116,300	\$119,600
Insurance and Financial	\$25,700	\$26,200	\$26,800	\$27,300	\$28,500
Minor Capital Expenses	\$9,000	\$15,000	\$23,000		\$7,200
Internal Charges	\$5,600	\$5,600	\$5,600	\$5,600	\$5,600
Total Expenditures	\$969,500	\$1,006,000	\$1,045,500	\$1,057,500	\$1,094,500
Net Operating Cost / (Revenue)	\$966,000	\$1,002,500	\$1,042,000	\$1,054,000	\$1,091,000
TRANSFERS					
Transfer from Reserves	(\$9,000)	(\$15,000)	(\$23,000)		(\$7,200)
Total Transfers	(\$9,000)	(\$15,000)	(\$23,000)		(\$7,200)
TAX LEVY REQUIREMENT					
yr/yr % change	2.8%	3.2%	3.2%	3.4%	2.8%



COUNTY OF WELLINGTON

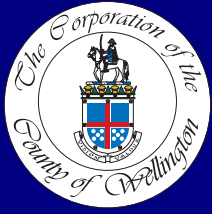
2020-2029 CAPITAL BUDGET

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

	2020	2021	2022	2023	2024	5 Year Total
Northern Nursery Pickup Replacement	\$50,000					\$50,000
Skid Steer Replacement Northern			\$100,000			\$100,000
Green Legacy Van Replacement		\$36,000				\$36,000
Green Legacy Pick up Replacement				\$50,000		\$50,000
Total	\$50,000	\$36,000	\$100,000	\$50,000		\$236,000
Sources of Financing						
Reserves	\$50,000	\$36,000	\$100,000	\$50,000		\$236,000
Total Financing	\$50,000	\$36,000	\$100,000	\$50,000		\$236,000



COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

	2025	2026	2027	2028	2029	10 Year Total
Northern Nursery Pickup Replacement			\$50,000			\$100,000
Skid Steer Replacement Northern						\$100,000
Green Legacy Van Replacement				\$36,000		\$72,000
Green Legacy Pick up Replacement						\$50,000
Total			\$50,000	\$36,000		\$322,000
Sources of Financing						
Reserves			\$50,000	\$36,000		\$322,000
Total Financing			\$50,000	\$36,000		\$322,000



Programme Overview

Programme/Service:	Community Emergency Management
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Description

- The aim of emergency management is to address increasing public safety risks in Ontario communities by developing or improving emergency management programmes based upon international best practices.
- Emergency Management programmes include conducting training exercises; creating public awareness and education; and establishing an emergency response plan approved by Council.
- The programme also requires hazard identification and risk assessment for each municipality in the County. The responsibility for the development, implementation and maintenance of community emergency programmes is vested with the Community's Emergency Management Coordinator, who also acts as the CEMC for all seven member municipalities.

2020 Budget Highlights

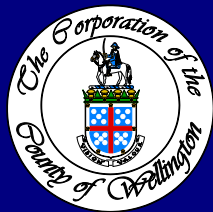
Operating Budget

- The addition of an Emergency Management Co-ordinator in order to improve support for member municipalities given the increasing municipal expectations and the associated workload requirements. This is to be partially offset by the removal of the student position as the new position would also be responsible for tasks currently performed in that role.
- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2020-2029
- Annual subscription to the Weather Alert communication system, cost shared with the Roads Department

Capital Budget

- Rural Addressing Signage project intends to replace County wide civic address signs with a consistent sign that includes the approved road name. The project is budgeted at \$300,000 and is funded from the tax levy.
- Emergency Management Vehicle replacements in 2020 and 2026
- Emergency Management Portable and Mobile Radio replacements in 2021 and 2028

Staff Complement		
(Full time equivalents)	2019	2020
Community Emergency	3.3	3.8
Total	3.3	3.8
Current employee count: 3		



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service:

Community Emergency Management

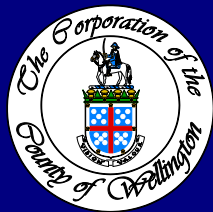
Department:

Planning

Governance:

Planning and Land Division Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Expenditure							
Salaries, Wages and Benefits	\$327,479	\$294,100	\$274,607	\$280,900	\$342,000	\$61,100	21.8%
Supplies, Material and Equipment	\$8,375	\$14,400	\$7,449	\$9,800	\$25,700	\$15,900	162.2%
Purchased Services	\$139,074	\$168,400	\$153,379	\$175,100	\$194,200	\$19,100	10.9%
Transfer Payments	\$142,314	\$153,000	\$143,695	\$145,900	\$151,200	\$5,300	3.6%
Insurance and Financial	\$6,924	\$7,500	\$7,725	\$8,300	\$9,800	\$1,500	18.1%
Total Expenditure	\$624,166	\$637,400	\$586,855	\$620,000	\$722,900	\$102,900	16.6%
Net Operating Cost / (Revenue)	\$624,166	\$637,400	\$586,855	\$620,000	\$722,900	\$102,900	16.6%
Transfers							
Transfer to Capital	\$ -	\$ -	\$200,000	\$200,000	\$300,000	\$100,000	50.0%
Total Transfers	\$ -	\$ -	\$200,000	\$200,000	\$300,000	\$100,000	50.0%
NET COST / (REVENUE)	\$624,166	\$637,400	\$786,855	\$820,000	\$1,022,900	\$202,900	24.7%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service:

Community Emergency Management

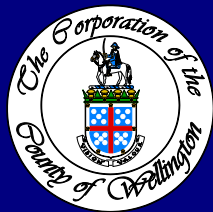
Department:

Planning

Governance:

Planning and Land Division Committee

	2020	2021	Projected 2022	2023	2024
EXPENDITURES					
Salaries, Wages and Benefits	\$342,000	\$379,000	\$399,800	\$421,500	\$442,300
Supplies, Material and Equipment	\$25,700	\$10,000	\$10,100	\$10,200	\$26,100
Purchased Services	\$194,200	\$200,100	\$206,200	\$212,400	\$218,900
Transfer Payments	\$151,200	\$151,200	\$151,200	\$151,200	\$151,200
Insurance and Financial	\$9,800	\$10,700	\$11,100	\$11,600	\$12,100
Total Expenditures	\$722,900	\$751,000	\$778,400	\$806,900	\$850,600
Net Operating Cost / (Revenue)	\$722,900	\$751,000	\$778,400	\$806,900	\$850,600
TRANSFERS					
Transfer to Capital	\$300,000				
Total Transfers	\$300,000				
TAX LEVY REQUIREMENT					
yr/yr % change	24.7%	(26.6%)	3.6%	3.7%	5.4%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service:

Community Emergency Management

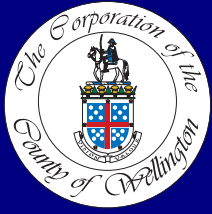
Department:

Planning

Governance:

Planning and Land Division Committee

	2025	2026	Projected 2027	2028	2029
EXPENDITURES					
Salaries, Wages and Benefits	\$458,200	\$474,000	\$490,100	\$506,700	\$523,700
Supplies, Material and Equipment	\$10,400	\$10,500	\$10,600	\$26,500	\$10,800
Purchased Services	\$255,400	\$232,100	\$239,500	\$246,600	\$253,800
Transfer Payments	\$151,200	\$151,200	\$151,200	\$151,200	\$151,200
Insurance and Financial	\$12,400	\$12,900	\$13,200	\$13,700	\$14,100
Total Expenditures	\$887,600	\$880,700	\$904,600	\$944,700	\$953,600
Net Operating Cost / (Revenue)	\$887,600	\$880,700	\$904,600	\$944,700	\$953,600
TRANSFERS					
Transfer to Capital					
Total Transfers					
TAX LEVY REQUIREMENT	\$887,600	\$880,700	\$904,600	\$944,700	\$953,600
yr/yr % change	4.3%	(0.8%)	2.7%	4.4%	0.9%



COUNTY OF WELLINGTON

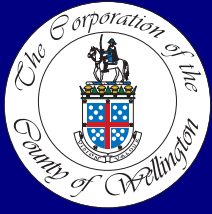
2020-2029 CAPITAL BUDGET

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division Committee

	2020	2021	2022	2023	2024	5 Year Total
CEM Vehicle Replacement	\$50,000					\$50,000
Rural Addressing Signage	\$300,000					\$300,000
EM Portable and Mobile Radio replacement		\$25,000				\$25,000
Total	\$350,000	\$25,000				\$375,000
Sources of Financing						
Current Revenues	\$300,000					\$300,000
Reserves	\$50,000	\$25,000				\$75,000
Total Financing	\$350,000	\$25,000				\$375,000



COUNTY OF WELLINGTON

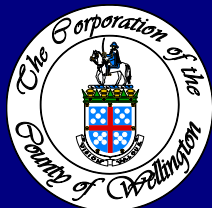
2020-2029 CAPITAL BUDGET

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division Committee

	2025	2026	2027	2028	2029	10 Year Total
CEM Vehicle Replacement		\$60,000				\$110,000
Rural Addressing Signage						\$300,000
EM Portable and Mobile Radio replacement				\$25,000		\$50,000
Total		\$60,000		\$25,000		\$460,000
Sources of Financing						
Current Revenues						\$300,000
Reserves		\$60,000		\$25,000		\$160,000
Total Financing		\$60,000		\$25,000		\$460,000



Programme Overview

Programme/Service:	Police Services
Department:	Provided under contract by Ontario Provincial Police
Governance:	Police Services Board

Programme Description

Wellington County was the first municipality in Ontario to have a County-wide policing contract with the Ontario Provincial Police (OPP), has the largest single contract location in the OPP, and is the second largest OPP detachment in the Province. The provincial billing model splits policing costs into a Base Service – with a cost based on the number of properties in the County and a Calls for Service component that is variable from year-to-year based on the proportion of calls the OPP takes in the County in relation to the overall provincial workload.

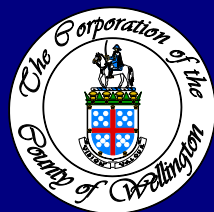
Officers are based out of County-owned facilities in Aboyne, Rockwood and Teviotdale. The Traffic Management Unit is staffed by one sergeant and six constables, and promotes an enhanced level of road safety throughout the County.

Governance of policing services is provided by the Wellington County Police Services Board which is comprised of the Warden, one County Councillor, one individual appointed by the County and two provincial appointees.

2020 Budget Highlights

- The 2020 policing contract estimate of \$16,870,000 is up by 1.8% from 2019. The transfer payment line has been reduced by \$350,000 as a provision for the OPP contract reconciliation.
- One additional uniform officer position per year has been included in 2021-2029 of the forecast. A provision has been included in the 2020 budget for the hiring of two new civilian positions including a Special Constable and a Detachment Administration Clerk.
- The budget also includes the cost of the Police Services Board; administration of parking tickets and false alarms; additional police related revenues including reference checks, the cost of County-owned facilities; and grants provided to Safe Communities—Wellington and Project Lifesaver.
- A Community Safety and Policing grant (\$180,000) is included in the 2020 Budget for the IMPACT—Suicide Prevention/Postvention Support Programme
- The 2020-2029 capital budget includes facility improvements and equipment replacements at the three County owned detachments

Staff Complement		
(Full time equivalents)	2019	2020
County By-Law Compliance Officer	0.7	0.7
Cleaners- Rockwood/Fergus	1.4	1.4
Total	2.1	2.1
Current employee count: 3		



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	2018		2019				
	Actuals	Budget	Preliminary Actuals	Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$358,261	\$330,500	\$238,528	\$198,300	\$270,500	\$72,200	36.4%
Licenses, Permits and Rents	\$114,765	\$115,400	\$122,508	\$115,400	\$115,400	\$ -	-
Fines and Penalties	\$53,407	\$55,000	\$54,689	\$55,000	\$52,000	(\$3,000)	(5.5%)
User Fees and Charges	\$78,994	\$85,000	\$83,413	\$85,000	\$80,000	(\$5,000)	(5.9%)
Other Revenue	\$11,847	\$1,000	\$3,104	\$1,000	\$4,000	\$3,000	300.0%
Total Revenue	\$617,274	\$586,900	\$502,242	\$454,700	\$521,900	\$67,200	14.8%
Expenditure							
Salaries, Wages and Benefits	\$156,074	\$166,600	\$135,682	\$140,600	\$144,500	\$3,900	2.8%
Supplies, Material and Equipment	\$47,319	\$56,400	\$42,475	\$58,100	\$58,800	\$700	1.2%
Purchased Services	\$430,406	\$487,200	\$454,252	\$485,000	\$685,600	\$200,600	41.4%
Transfer Payments	\$15,525,507	\$16,269,000	\$16,115,340	\$16,261,000	\$16,560,000	\$299,000	1.8%
Insurance and Financial	\$14,453	\$14,800	\$13,544	\$15,200	\$15,500	\$300	2.0%
Minor Capital Expenses	\$16,360	\$36,000	\$20,247	\$50,000	\$30,000	(\$20,000)	(40.0%)
Debt Charges	\$402,169	\$404,600	\$402,234	\$404,900	\$402,100	(\$2,800)	(0.7%)
Internal Charges	\$900	\$1,600	\$832	\$1,600	\$1,600	\$ -	-
Total Expenditure	\$16,593,188	\$17,436,200	\$17,184,606	\$17,416,400	\$17,898,100	\$481,700	2.8%
Net Operating Cost / (Revenue)	\$15,975,914	\$16,849,300	\$16,682,364	\$16,961,700	\$17,376,200	\$414,500	2.4%
Transfers							
Transfer from Reserve	(\$57,531)	(\$117,300)	\$ -	(\$171,300)	(\$120,000)	\$51,300	(29.9%)
Transfers to Reserve	\$252,700	\$252,700	\$421,600	\$421,600	\$260,900	(\$160,700)	(38.1%)
Total Transfers	\$195,169	\$135,400	\$421,600	\$250,300	\$140,900	(\$109,400)	(43.7%)
NET COST / (REVENUE)	\$16,171,083	\$16,984,700	\$17,103,964	\$17,212,000	\$17,517,100	\$305,100	1.8%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	2020	2021	Projected 2022	2023	2024
REVENUE					
Grants and Subsidies	\$270,500	\$270,500	\$135,500	\$90,500	\$90,500
Licenses, Permits and Rents	\$115,400	\$115,400	\$115,400	\$115,400	\$115,400
Fines and Penalties	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
User Fees and Charges	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Other Revenue	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Total Revenue	\$521,900	\$521,900	\$386,900	\$341,900	\$341,900
EXPENDITURES					
Salaries, Wages and Benefits	\$144,500	\$148,000	\$152,500	\$156,500	\$161,700
Supplies, Material and Equipment	\$58,800	\$60,100	\$61,400	\$62,700	\$64,100
Purchased Services	\$685,600	\$706,200	\$592,400	\$569,300	\$589,700
Transfer Payments	\$16,560,000	\$17,406,000	\$18,276,000	\$19,191,000	\$20,117,000
Insurance and Financial	\$15,500	\$16,000	\$16,200	\$16,500	\$16,700
Minor Capital Expenses	\$30,000	\$34,000		\$39,000	\$22,000
Debt Charges	\$402,100	\$402,400	\$220,800	\$141,200	
Internal Charges	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Total Expenditures	\$17,898,100	\$18,774,300	\$19,320,900	\$20,177,800	\$20,972,800
Net Operating Cost / (Revenue)	\$17,376,200	\$18,252,400	\$18,934,000	\$19,835,900	\$20,630,900
TRANSFERS					
Transfer from Reserves	(\$120,000)	(\$129,000)		(\$39,000)	(\$22,000)
Transfer to Reserves	\$260,900	\$264,100	\$267,400	\$270,800	\$274,200
Total Transfers	\$140,900	\$135,100	\$267,400	\$231,800	\$252,200
TAX LEVY REQUIREMENT	\$17,517,100	\$18,387,500	\$19,201,400	\$20,067,700	\$20,883,100
yr/yr % change	1.8%	5.0%	4.4%	4.5%	4.1%



COUNTY OF WELLINGTON

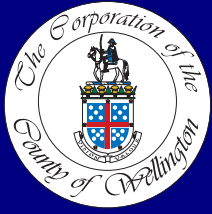
2020 2029 OPERATING BUDGET

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	2025	2026	Projected 2027	2028	2029
REVENUE					
Grants and Subsidies	\$90,500	\$90,500	\$90,500	\$90,500	\$90,500
Licenses, Permits and Rents	\$115,400	\$115,400	\$115,400	\$115,400	\$115,400
Fines and Penalties	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
User Fees and Charges	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Other Revenue	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Total Revenue	\$341,900	\$341,900	\$341,900	\$341,900	\$341,900
EXPENDITURES					
Salaries, Wages and Benefits	\$166,800	\$172,200	\$178,100	\$183,600	\$189,800
Supplies, Material and Equipment	\$65,500	\$66,900	\$68,300	\$69,800	\$71,300
Purchased Services	\$613,500	\$638,400	\$664,100	\$673,200	\$699,100
Transfer Payments	\$21,092,000	\$22,104,000	\$23,168,000	\$24,245,000	\$25,373,000
Insurance and Financial	\$16,800	\$17,100	\$17,500	\$17,700	\$18,200
Minor Capital Expenses	\$68,000	\$60,000		\$34,000	\$67,600
Debt Charges					
Internal Charges	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Total Expenditures	\$22,024,200	\$23,060,200	\$24,097,600	\$25,224,900	\$26,420,600
Net Operating Cost / (Revenue)	\$21,682,300	\$22,718,300	\$23,755,700	\$24,883,000	\$26,078,700
TRANSFERS					
Transfer from Reserves	(\$68,000)	(\$60,000)		(\$34,000)	(\$67,600)
Transfer to Reserves	\$277,700	\$281,300	\$284,900	\$288,600	\$292,400
Total Transfers	\$209,700	\$221,300	\$284,900	\$254,600	\$224,800
TAX LEVY REQUIREMENT	\$21,892,000	\$22,939,600	\$24,040,600	\$25,137,600	\$26,303,500
yr/yr % change	4.8%	4.8%	4.8%	4.6%	4.6%



COUNTY OF WELLINGTON

2020-2029 CAPITAL BUDGET

Programme/Service:

Police Services

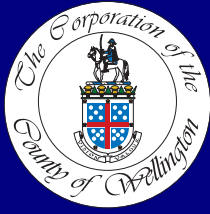
Department:

Provided under contract by Ontario Provincial Police

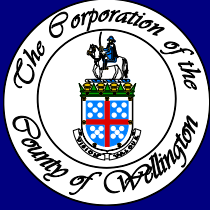
Governance:

Police Services Board

	2020	2021	2022	2023	2024	5 Year Total
Aboyne OPP: Furniture Replacements						
Aboyne OPP: Plumbing Replacements						
Aboyne OPP: Rehab Air Handling Units						
Aboyne OPP: Replace HVAC Control System						
Rockwood OPP HVAC		\$30,000				\$30,000
Rockwood OPP Lockup Cell Plumbing Fixtures						
Rockwood OPP: Elevator Modernization						
Rockwood OPP: Furniture Replacements		\$50,000				\$50,000
Teviotdale OPP: Furniture Replacements			\$50,000			\$50,000
Total		\$80,000	\$50,000			\$130,000
Sources of Financing						
Reserves		\$80,000	\$50,000			\$130,000
Total Financing		\$80,000	\$50,000			\$130,000

**COUNTY OF WELLINGTON****2020-2029 CAPITAL BUDGET****Programme/Service:****Police Services****Department:****Provided under contract by Ontario Provincial Police****Governance:****Police Services Board**

	2025	2026	2027	2028	2029	10 Year Total
Aboyne OPP: Furniture Replacements			\$75,000			\$75,000
Aboyne OPP: Plumbing Replacements					\$80,000	\$30,000
Aboyne OPP: Rehab Air Handling Units		\$50,000				\$50,000
Aboyne OPP: Replace HVAC Control System					\$95,000	\$50,000
Rockwood OPP HVAC						\$110,000
Rockwood OPP Lockup Cell Plumbing Fixtures				\$45,000		\$50,000
Rockwood OPP: Elevator Modernization		\$110,000				\$45,000
Rockwood OPP: Furniture Replacements						\$80,000
Teviotdale OPP: Furniture Replacements						\$95,000
Total		\$160,000	\$75,000	\$45,000	\$175,000	\$585,000
Sources of Financing						
Reserves		\$160,000	\$75,000	\$45,000	\$175,000	\$585,000
Total Financing		\$160,000	\$75,000	\$45,000	\$175,000	\$585,000



Programme Overview

Programme/Service:	Provincial Offences Act Administration
Department:	Administered by the City of Guelph
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- The City of Guelph, through its Court Services Division, delivers Provincial Offences Act (POA) administration on behalf of the County and its member municipalities.
- Responsibility for POA administration was transferred to municipalities in 1998.
- The County shares in the net revenue from the operation, which is distributed between the City and County based on the location of each offence.
- The majority of fine revenue is generated from offences under the Highway Traffic Act.

2020 Budget Highlights

-
- Net fine revenue to the County has been estimated at \$258,900. This amount has been increased by \$7,500 from 2019 in the County budget based on information received from the City of Guelph.
 - Annual debt charges for the POA court facility amount to \$255,000
 - The 2020 – 2029 capital budget includes the County's portion of capital equipment replacements totalling \$628,000 over ten years.

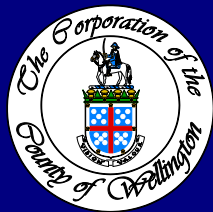


COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Provincial Offences Act (POA) Administration
Department: Administered by the City of Guelph
Governance: Administration, Finance and Human Resources Committee

	2018 Actuals	2018 Budget	2019 Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Revenue							
Municipal Recoveries	\$248,907	\$243,900	\$281,929	\$251,400	\$258,900	\$7,500	3.0%
Total Revenue	\$248,907	\$243,900	\$281,929	\$251,400	\$258,900	\$7,500	3.0%
Expenditure							
Debt Charges	\$255,558	\$256,400	\$253,792	\$254,600	\$255,000	\$400	0.2%
Total Expenditure	\$255,558	\$256,400	\$253,792	\$254,600	\$255,000	\$400	0.2%
Net Operating Cost / (Revenue)	\$6,651	\$12,500	(\$28,137)	\$3,200	(\$3,900)	(\$7,100)	(221.9%)
Transfers							
Transfer to Capital	\$35,500	\$35,500	\$22,500	\$22,500	\$ -	(\$22,500)	(100.0%)
Total Transfers	\$35,500	\$35,500	\$22,500	\$22,500	\$ -	(\$22,500)	(100.0%)
NET COST / (REVENUE)	\$42,151	\$48,000	(\$5,637)	\$25,700	(\$3,900)	(\$29,600)	(115.2%)

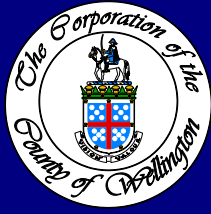


COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Provincial Offences Act (POA) Administration
 Department: Administered by the City of Guelph
 Governance: Administration, Finance and Human Resources Committee

	2020	2021	Projected 2022	2023	2024
REVENUE					
Municipal Recoveries	\$258,900	\$266,400	\$273,900	\$281,400	\$288,900
Total Revenue	\$258,900	\$266,400	\$273,900	\$281,400	\$288,900
EXPENDITURES					
Debt Charges	\$255,000				
Total Expenditures	\$255,000				
Net Operating Cost / (Revenue)	(\$3,900)	(\$266,400)	(\$273,900)	(\$281,400)	(\$288,900)
TAX LEVY REQUIREMENT	(\$3,900)	(\$266,400)	(\$273,900)	(\$281,400)	(\$288,900)
yr/yr % change	(115.2%)	6,730.8%	2.8%	2.7%	2.7%

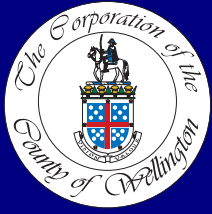


COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Provincial Offences Act (POA) Administration
 Department: Administered by the City of Guelph
 Governance: Administration, Finance and Human Resources Committee

	2025	2026	Projected 2027	2028	2029
REVENUE					
Municipal Recoveries	\$296,400	\$303,900	\$311,400	\$318,900	\$326,400
Total Revenue	\$296,400	\$303,900	\$311,400	\$318,900	\$326,400
EXPENDITURES					
Debt Charges					
Total Expenditures					
Net Operating Cost / (Revenue)	(\$296,400)	(\$303,900)	(\$311,400)	(\$318,900)	(\$326,400)
TAX LEVY REQUIREMENT					
yr/yr % change	2.6%	2.5%	2.5%	2.4%	2.4%



COUNTY OF WELLINGTON

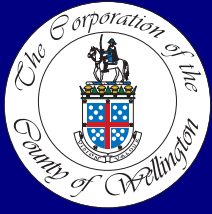
2020-2029 CAPITAL BUDGET

Programme/Service: Provincial Offences Act (POA) Administration

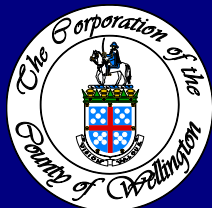
Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2020	2021	2022	2023	2024	5 Year Total
POA Replacements	\$40,000	\$41,000	\$22,000	\$72,000	\$37,000	\$212,000
Total	\$40,000	\$41,000	\$22,000	\$72,000	\$37,000	\$212,000
Sources of Financing						
Reserves	\$40,000	\$41,000	\$22,000	\$72,000	\$37,000	\$212,000
Total Financing	\$40,000	\$41,000	\$22,000	\$72,000	\$37,000	\$212,000

**COUNTY OF WELLINGTON****2020-2029 CAPITAL BUDGET****Programme/Service:** Provincial Offences Act (POA) Administration**Department:** Administered by the City of Guelph**Governance:** Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	10 Year Total
POA Replacements	\$117,000	\$83,000	\$42,000	\$52,000	\$122,000	\$628,000
Total	\$117,000	\$83,000	\$42,000	\$52,000	\$122,000	\$628,000
Sources of Financing						
Reserves	\$117,000	\$83,000	\$42,000	\$52,000	\$122,000	\$628,000
Total Financing	\$117,000	\$83,000	\$42,000	\$52,000	\$122,000	\$628,000



Programme Overview

Programme/Service:	Land Ambulance
Department:	Administered by the City of Guelph
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- Land Ambulance has been a municipal financial responsibility since 1998.
- The City of Guelph is the designated delivery agent for the service delivery area comprising Guelph and Wellington County.
- All ambulance staff are employees of the City of Guelph.
- The Ministry of Health and Long Term Care has historically provided grants for ambulance services based on 50% of the prior year's operating expenditures. It is uncertain if this funding model will continue.
- The City and County share the net municipal cost based on the proportion of call codes 1-4 in each municipality.

2020 Budget Highlights

Operating Budget

- The City of Guelph's Emergency Services Master Plan called for adding 24/7 service in Guelph-Eramosa (estimated cost of \$598,000), however this was not approved by Guelph City Council due to uncertainty around provincial funding. This enhancement has been included in the County's 2021 forecast.
- The County funds approximately 37% (2019 budget—39%) of the municipal share of Land Ambulance expenditures based on calls for service, and has a levy requirement of \$4.45 million in 2020, a decrease of \$75,000 under 2019 costs.
- The reserve transfer to fund Ambulance capital needs has been maintained at \$400,000.

Capital Budget

- The capital forecast includes a proposal to build five new ambulance facilities throughout the County (plus a sixth facility outside the 10-years) and lease back to the Ambulance Service through the City. Station construction projects have been delayed by one-year throughout the forecast awaiting Provincial announcements on the future of this service.
 - Proposed locations include: Erin (2019-21), Guelph/Eramosa (2022-23), Arthur (2024-25), Drayton (2026-27), Mount Forest (2028-29) and Harriston (2030-31). Construction for the five stations in the current 10 year plan is budgeted at \$8.5 million and is fully funded by the Property Reserve.
- The County contributes approximately 40% of capital costs for City projects for replacement ambulances, ambulance equipment and ambulance related IT replacements. Total County costs over the ten-years of \$3.6 million is funded through the Ambulance Reserve
- City of Guelph Facilities expansions include the addition of an emergency services joint services training facility (County share \$383,000), and the Delhi Street Facility Rehabilitation (County share \$1.5 million). Funding is provided through a mix of reserve, development charges and debt.



COUNTY OF WELLINGTON

2020 OPERATING BUDGET

Programme/Service: Ambulance Services
Department: Administered by the City of Guelph
Governance: Administration, Finance and Human Resources Committee

	2018 Actuals	2018 Budget	2019 Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Expenditure							
Transfer Payments	\$4,357,831	\$4,214,400	\$4,176,499	\$4,521,100	\$4,445,800	(\$75,300)	(1.7%)
Total Expenditure	\$4,357,831	\$4,214,400	\$4,176,499	\$4,521,100	\$4,445,800	(\$75,300)	(1.7%)
Net Operating Cost / (Revenue)	\$4,357,831	\$4,214,400	\$4,176,499	\$4,521,100	\$4,445,800	(\$75,300)	(1.7%)
Transfers							
Transfers to Reserve	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$ -	-
Total Transfers	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$ -	-
NET COST / (REVENUE)	\$4,757,831	\$4,614,400	\$4,576,499	\$4,921,100	\$4,845,800	(\$75,300)	(1.5%)

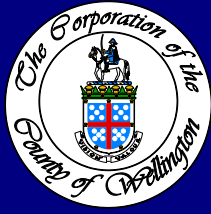


COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Ambulance Services
 Department: Administered by the City of Guelph
 Governance: Administration, Finance and Human Resources Committee

	2020	2021	Projected 2022	2023	2024
EXPENDITURES					
Transfer Payments	\$4,445,800	\$5,508,700	\$5,688,000	\$6,205,400	\$6,816,800
Total Expenditures	\$4,445,800	\$5,508,700	\$5,688,000	\$6,205,400	\$6,816,800
Net Operating Cost / (Revenue)	\$4,445,800	\$5,508,700	\$5,688,000	\$6,205,400	\$6,816,800
TRANSFERS					
Transfer to Reserves	\$400,000	\$400,000	\$400,000	\$400,000	\$450,000
Total Transfers	\$400,000	\$400,000	\$400,000	\$400,000	\$450,000
TAX LEVY REQUIREMENT	\$4,845,800	\$5,908,700	\$6,088,000	\$6,605,400	\$7,266,800
yr/yr % change	(1.5%)	21.9%	3.0%	8.5%	10.0%

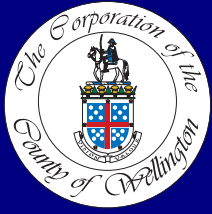


COUNTY OF WELLINGTON

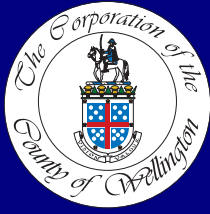
2020 2029 OPERATING BUDGET

Programme/Service: Ambulance Services
 Department: Administered by the City of Guelph
 Governance: Administration, Finance and Human Resources Committee

	2025	2026	Projected 2027	2028	2029
EXPENDITURES					
Transfer Payments	\$7,155,900	\$7,881,500	\$8,694,400	\$9,187,100	\$9,628,800
Debt Charges				\$32,800	\$219,700
Total Expenditures	\$7,155,900	\$7,881,500	\$8,694,400	\$9,219,900	\$9,848,500
Net Operating Cost / (Revenue)	\$7,155,900	\$7,881,500	\$8,694,400	\$9,219,900	\$9,848,500
TRANSFERS					
Transfer to Reserves	\$450,000	\$500,000	\$500,000	\$500,000	\$500,000
Total Transfers	\$450,000	\$500,000	\$500,000	\$500,000	\$500,000
TAX LEVY REQUIREMENT	\$7,605,900	\$8,381,500	\$9,194,400	\$9,719,900	\$10,348,500
yr/yr % change	4.7%	10.2%	9.7%	5.7%	6.5%

**COUNTY OF WELLINGTON****2020-2029 CAPITAL BUDGET****Programme/Service:** Ambulance Services**Department:** Administered by the City of Guelph**Governance:** Administration, Finance and Human Resources Committee

	2020	2021	2022	2023	2024	5 Year Total
County of Wellington Led Projects						
Erin Ambulance Station		\$1,000,000				\$1,000,000
Guelph/Eramosa Ambulance Station			\$500,000	\$1,000,000		\$1,500,000
Arthur Ambulance Station					\$500,000	\$500,000
Drayton Ambulance Station						
Mt. Forest Ambulance Station						
Total County of Wellington Led Projects		\$1,000,000	\$500,000	\$1,000,000	\$500,000	\$3,000,000
City of Guelph Led Projects						
COG Amb Facilities and Studies	\$105,000	\$283,000				\$388,000
Ambulance Equipment	\$15,000	\$17,000	\$23,000	\$10,000	\$10,000	\$75,000
Replacement Ambulances	\$160,000	\$250,000	\$150,000	\$215,000	\$375,000	\$1,150,000
Ambulance IT Implementations	\$25,000	\$46,000	\$22,000	\$30,000	\$20,000	\$143,000
Emergency Services Joint Training Facility						
Delhi St Station Rehabilitation						
Total City of Guelph Led Projects	\$305,000	\$596,000	\$195,000	\$255,000	\$405,000	\$1,756,000
Total	\$305,000	\$1,596,000	\$695,000	\$1,255,000	\$905,000	\$4,756,000
Sources of Financing						
Reserves	\$305,000	\$1,596,000	\$695,000	\$1,255,000	\$905,000	\$4,756,000
Development Charges						
Debenture						
Total Financing	\$305,000	\$1,596,000	\$695,000	\$1,255,000	\$905,000	\$4,756,000



COUNTY OF WELLINGTON

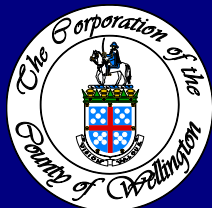
2020-2029 CAPITAL BUDGET

Programme/Service: Ambulance Services

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	10 Year Total
County of Wellington Led Projects						
Erin Ambulance Station						\$1,000,000
Guelph/Eramosa Ambulance Station						\$1,500,000
Arthur Ambulance Station	\$2,500,000					\$3,000,000
Drayton Ambulance Station		\$500,000	\$1,000,000			\$1,500,000
Mt. Forest Ambulance Station				\$500,000	\$1,000,000	\$1,500,000
Total County of Wellington Led Projects	\$2,500,000	\$500,000	\$1,000,000	\$500,000	\$1,000,000	\$8,500,000
City of Guelph Led Projects						
COG Amb Facilities and Studies		\$47,000				\$435,000
Ambulance Equipment	\$38,000	\$15,000	\$40,000	\$170,000		\$338,000
Replacement Ambulances	\$177,000	\$275,000	\$165,000	\$361,000	\$414,000	\$2,542,000
Ambulance IT Implementations	\$30,000	\$30,000	\$36,000	\$32,000	\$42,000	\$313,000
Emergency Services Joint Training Facility				\$383,000		\$383,000
Delhi St Station Rehabilitation				\$1,480,000		\$1,480,000
Total City of Guelph Led Projects	\$245,000	\$367,000	\$241,000	\$2,426,000	\$456,000	\$5,491,000
Total	\$2,745,000	\$867,000	\$1,241,000	\$2,926,000	\$1,456,000	\$13,991,000
Sources of Financing						
Reserves	\$2,745,000	\$867,000	\$1,241,000	\$1,229,000	\$1,456,000	\$12,294,000
Development Charges				\$217,000		\$217,000
Debenture				\$1,480,000		\$1,480,000
Total Financing	\$2,745,000	\$867,000	\$1,241,000	\$2,926,000	\$1,456,000	\$13,991,000



Programme Overview

Programme/Service:	Public Health
Department:	Wellington Dufferin Guelph Public Health
Governance:	Board of Health

Programme Description

- Public Health services are delivered by Wellington-Dufferin-Guelph Public Health (WDGPH) in accordance with the *Health Protection and Promotion Act* and the Ontario Public Health Standards and Protocols published by the Ministry of Health and Long-Term Care.
- WDGPH was formed in 1967 and is governed by an autonomous Board of Health consisting of municipal and provincial appointees. The County of Wellington appoints three members to the Board.
- WDGPH receives an annual operating grant from the Province of Ontario, and the net municipal cost is funded by the City of Guelph (46.3%), the County of Wellington (32.0%) and the County of Dufferin (21.7%) in proportion to their population. These proportions reflect the 2016 census figures.
- Services and/or administration are currently provided from four locations throughout Wellington and Dufferin Counties and the City of Guelph: in Wellington County at Wellington Terrace; in Dufferin County at offices in Shelburne and Orangeville; and in Guelph at the Chancellors Way facility.
- WDGPH owns two of the four facilities, located at 180 Broadway in Orangeville, and 160 Chancellors Way in Guelph. A portion of the cost of construction was funded through a financing agreement between WDGPH, the County of Wellington, the County of Dufferin, and the City of Guelph. WDGPH makes annual loan repayments to each of the three municipalities which are deducted from the annual municipal levy. The annual loan repayment to the County of Wellington is \$419,092 and is a blended payment.

2020 Budget Highlights

- The County of Wellington's share of the gross municipal levy for WDGPH in 2020 is \$2,778,600. The annual loan repayment of \$419,100 is deducted from that amount, for a net transfer in 2020 of \$2,359,500.
- This represents an increase of 2% (\$54,500) from the 2019 gross levy and no change in the loan repayment amount.



COUNTY OF WELLINGTON

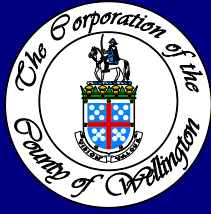
2020 OPERATING BUDGET

Programme/Service: Public Health

Department: Wellington Dufferin Guelph Public Health

Governance: Board of Health

	2018 Actuals	2018 Budget	2019 Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
Expenditure							
Transfer Payments	\$2,251,599	\$2,251,600	\$2,305,012	\$2,305,000	\$2,359,500	\$54,500	2.4%
Debt Charges	\$343,210	\$343,600	\$343,006	\$343,400	\$345,600	\$2,200	0.6%
Total Expenditure	\$2,594,809	\$2,595,200	\$2,648,018	\$2,648,400	\$2,705,100	\$56,700	2.1%
Net Operating Cost / (Revenue)	\$2,594,809	\$2,595,200	\$2,648,018	\$2,648,400	\$2,705,100	\$56,700	2.1%
Transfers							
NET COST / (REVENUE)	\$2,594,809	\$2,595,200	\$2,648,018	\$2,648,400	\$2,705,100	\$56,700	2.1%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Public Health

Department: Wellington Dufferin Guelph Public Health

Governance: Board of Health

	2020	2021	Projected 2022	2023	2024
EXPENDITURES					
Transfer Payments	\$2,359,500	\$2,470,600	\$2,586,200	\$2,706,400	\$2,947,000
Debt Charges	\$345,600	\$347,100	\$345,900	\$3,054,100	
Total Expenditures	\$2,705,100	\$2,817,700	\$2,932,100	\$5,760,500	\$2,947,000
Net Operating Cost / (Revenue)	\$2,705,100	\$2,817,700	\$2,932,100	\$5,760,500	\$2,947,000
TRANSFERS					
Transfer from Reserves				(\$3,054,100)	
Total Transfers				(\$3,054,100)	
TAX LEVY REQUIREMENT	\$2,705,100	\$2,817,700	\$2,932,100	\$2,706,400	\$2,947,000
yr/yr % change	2.1%	4.2%	4.1%	(7.7%)	8.9%



COUNTY OF WELLINGTON

2020 2029 OPERATING BUDGET

Programme/Service: Public Health

Department: Wellington Dufferin Guelph Public Health

Governance: Board of Health

	2025	2026	Projected 2027	2028	2029
EXPENDITURES					
Transfer Payments	\$3,380,500	\$3,515,700	\$3,656,300	\$3,802,600	\$3,954,700
Debt Charges					
Total Expenditures	\$3,380,500	\$3,515,700	\$3,656,300	\$3,802,600	\$3,954,700
Net Operating Cost / (Revenue)	\$3,380,500	\$3,515,700	\$3,656,300	\$3,802,600	\$3,954,700
TRANSFERS					
Transfer from Reserves					
Total Transfers					
TAX LEVY REQUIREMENT	\$3,380,500	\$3,515,700	\$3,656,300	\$3,802,600	\$3,954,700
yr/yr % change	14.7%	4.0%	4.0%	4.0%	4.0%

GLOSSARY OF TERMS

Accrual: Adjustments for revenues or expenses that have been earned but are not yet recorded in the accounts

AF and HR: Administration, Finance and Human Resources Committee

Amortization: Expiration in the service life of Capital Assets attributable to wear and tear, deterioration, exposure to elements, inadequacy, or obsolescence. It is also the paying off of debt with a fixed repayment schedule in regular installments over time.

Appropriation: Money set aside by formal action for a specific use.

Approved Budget: The final budget passed by Council, which will govern the operations and reporting during the fiscal year.

Assessment: A value established by the Municipal Property Assessment Corporation (MPAC) for real property for use as a basis of levying property taxes for municipal purposes.

Assessment Base Management (ABM): describes a 'basket' of processes, practices and guiding principles that contribute to and form a municipality's deliberate efforts to maintain, protect, and enhance the quality of the assessment roll, the accuracy of individual assessments and ultimately, the equitable distribution of the tax burden.

Audit: An official inspection of the County's accounts, by an independent, external auditor.

Balanced Budget: Total expenses equal total revenues in an operating year.

BCGW: Business Centre Guelph-Wellington

BR+E (BR and E): Business Retention and Expansion Project

Budget: A financial plan for a specific period, in which specific amounts are allocated for specific periods

Budget Calendar: The set schedule of key dates in which the County's departments follows in order to prepare, adopt, and administer the budget.

Budget Variance Report: a financial report, typically prepared at the end of a reporting period, which compares actual expenditures incurred and revenues received to the estimated expenditures and revenues. The report would also include projections to the end of the fiscal year, and would normally be accompanied by written explanations of major variances

CAO: Chief Administrative Officer

Capital Budget: a plan of proposed capital expenditures and the means of financing these expenditures from the current fiscal period and over a longer term planning horizon.

Capital Budget Amendment: any adjustment to the proposed expenditures and sources of financing for capital works. This would typically occur at the time project tenders are awarded.

Capital expenditure: any significant expenditure incurred to acquire, improve or rehabilitate land, buildings, engineering structures, facilities, machinery or equipment, and all associated items to bring the foregoing into function operation. The work typically confers a benefit lasting beyond one year (and as such is non-recurring in nature) and results in the acquisition or extension of the life of a fixed asset. Capital expenditures also include the cost of studies undertaken in connection with acquiring land or constructing infrastructure and facilities.

GLOSSARY OF TERMS

CEMC: Community Emergency Management Coordinator

Deficit: a Year end corporate financial position in which total expenditures exceed total revenues.

Development Charges (DC): Development charges are assessed against land development projects in order to help fund the cost of capital infrastructure needed to service growth.

Fiscal Year: Refers to the period used for calculating yearly financial statements, beginning January 1 and ending December 31 for the County of Wellington.

Full Time Equivalent Position (FTE): A measure to account for all staffing dollars in terms of their value as a staffing unit. For example two (2) half-time positions would equate to one (1) FTE.

Fund: A segregation of assets and related liabilities that is administered as a separate accounting entity.

Fund Balance: A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds, over cumulative expenditures and other uses of funds.

HHW: Household Hazardous Waste

HST: Harmonized Sales Tax

HVAC: Heating, Ventilation and Air Conditioning

Inflation: A rise in price levels caused by economic activity.

Infrastructure: The facilities and assets employed by the municipality to deliver services. These facilities and assets are numerous and are not limited to: roads, sewers, water plants, buildings and vehicles.

IT: Information Technology

Long Term Debt: Borrowing to finance capital projects having a maturity of more than one year after the date of issue.

MPAC: Municipal Property Assessment Corporation

OMPF: Ontario Municipal Partnership Fund

Operating Budget: The annual budget prepared for the revenue fund and effective during the current fiscal year.

Operating Budget Amendment: any change to the operating budget approved by Council which impacts the County tax rate. All other deviations from the originally approved budget are treated as in-year variances and reported to Council in accordance with the Budget Variance Reporting Policy, and are not subject to the public notification provisions of Section 291 of the Municipal Act.

OPP: Ontario Provincial Police

OW: Ontario Works

POA: Provincial Offences Act

GLOSSARY OF TERMS

Preliminary Budget and Ten-Year Forecast: a comprehensive overview of expenditures, revenues, and tax rates for the upcoming ten-year period, which includes an overview of the major factors that are impacting the budget, and provides the basis for the preparing detailed budgets by department.

Reserve: A reserve is an allocation of accumulated net revenue set aside for a designated purpose. Funds held in a reserve can be utilized at the discretion of Council. Reserves do not earn interest on their own, although interest may be allocated to reserves if desired.

Reserve Fund: A reserve fund is established based on a statutory requirement or defined liability payable in the future and is usually prescriptive as to the basis for collection and use of monies in the fund. All earnings derived from reserve fund investments form part of the reserve fund. There are two types of reserve funds: obligatory reserve funds and discretionary reserve funds.

Surplus: A year end corporate financial position in which total revenues exceed total expenditures.

SWIFT: Southwestern Integrated Fibre Technology

User Fees: Fees paid by individuals or organizations to the County for the use of County facilities or for the provision of County services.

Variance: The difference between an actual and budgeted expense or revenue.

WCMA: Wellington County Museum and Archives

WDGPH: Wellington-Dufferin-Guelph Public Health

WDO: Waste Diversion Ontario

WOWC: Western Ontario Warden's Caucus, a not-for-profit organization representing several upper and single tier municipalities in southwestern Ontario, with the objective of enhancing the prosperity and overall wellbeing of rural and small urban communities across the region.

WSIB: Workplace Safety and Insurance Board

WWCFDC: Wellington Waterloo Community Futures Development Corporation

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