

# County of Wellington 2020 Budget Review Package



**County Council  
January 30, 2020**

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# COUNTY OF WELLINGTON

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## COMMITTEE REPORT

**To:** Chair and Members of the County Council  
**From:** Ken DeHart, County Treasurer  
**Date:** Thursday, January 30, 2020  
**Subject:** **2020 Budget and 2020-2029 Ten-Year Plan**

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### Background:

The proposed 2020 Operating and Capital Budgets and 2020-2029 Ten-Year Plan are attached for the Committee's consideration. The current status of the 2020 operating budget is summarized as follows:

- ❑ 2020 tax levy requirement = \$105,612,800
- ❑ Proposed County tax increase = 3.3%
- ❑ Tax impact per \$100,000 of assessment = \$20

### Overview of attachments

The package includes programme information pages, operating budgets and capital forecasts for all services provided and/or funded by the County. The 2020 Budget reports have been reviewed by all Committees and Boards. The numbers included herein reflect all budget amendments approved by Committees. Highlights of the 2020 Budgets for programme areas that report directly to the Administration, Finance and Human Resources Committee are set out below.

### County Council

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

### Office of the CAO and Clerk

- The addition of an Asset Management Systems Analyst to provide expertise and assist with the implementation of a new corporate asset management software, including work orders. The position will work with departments to integrate systems and provide new software and technologies to enhance management of the County's assets
- The Communications Division is requesting the addition of a student position to assist with ongoing projects for the various departments and to develop a photo storage archiving system.
- Insurance includes an increase of \$30,000 in order to provide additional cyber security coverage for the County.
- Capital works for Applications, Technical Services and Information Management total \$6.3 million over the forecast.
  - Asset management software implementation is scheduled for 2020 at \$300,000
  - Project funding includes a mix of levy, reserve, federal gas tax, and municipal recoveries (from the City of Guelph for Social Services share).

## **Treasury**

- The addition of an Asset Management Analyst in order to assist with the coordination of Asset Management activities internally within the County. This position will be responsible for maintaining the Tangible Capital Asset (TCA) registry in the financial system, and completing asset accounting and reporting requirements. This position will also assist with long-term financial planning and integration into the County's Budget and 10-Year Plan processes.
- The budget includes a \$400,000 provision to establish a County-wide Asset Management Service Delivery approach. Discussions have been taking place with local Treasurers on how to best coordinate asset management activities in the County. This could include shared/dedicated asset management expertise at the County and/or local level, coordinating software implementation and expertise, and additional GIS licensing and resources. The provision is fully funded by the County's Provincial Modernization grant in 2020.

## **Human Resources**

- There is a reallocation of 2/3 of staffing time for 3 current positions in HR that are stationed at the Wellington Terrace, previously accounted for through an internal recovery
- 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.

## **County Property**

- Building rental revenue is derived from lease agreements for the Crown Attorney's Office and Courthouse, Health Unit at the Terrace, Arthur Medical Centre, Mount Forest Community Services Centre, and the Clifford Medical Centre.
- 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, including expansion to the 133 Wyndham and 25-27 Douglas St locations. The total impact of the change is expected to be an increase of \$60,000.
- The budget also reflects the maturing of the debt for Wellington Place Lands and reducing debt payment requirements by \$223,000 in 2020
- Capital Projects identified over the forecast period relate to major repairs or renovations to County owned facilities. Projects total \$2.9 million funded from the Property Reserve, which receives an annual contribution from the operating budget.
- The concept plan for the Administration Centre Expansion project is included in the forecast at \$22.1 million in 2028. This project is to support increased office space and allow for additional parking in downtown Guelph. Projected funding for the project includes \$17.1 million in debentures and a \$5 million contribution from the Property Reserve.

## **Ambulance**

- Provincial funding has historically been 50% of the prior year's operating expenses. In 2019 the provincial government announced plans to merge the 59 paramedic services in the province into 10 services and there was no commitment made to maintaining that approach to funding in the future. As a result, a 2% increase in provincial funding over the actual funding provided for 2019 has been assumed in the County's 2020 budget.
- The City's Emergency Services Master Plan indicated that 24/7 service in Guelph-Eramosa should be added in 2020 but this was not approved by City of Guelph Council due to uncertainty around provincial funding. This service enhancement has been pushed out to the 2021 forecast in the County 10 year plan.
- The cost-sharing ratio for land ambulance services has been adjusted from 61% City/39% County to 63% City/37% County in the 2020 budget. The exact percentage in any given year is based on the ratio of calls for service to the County and City.
- The levy requirement in 2020 is \$4.45 million, which is a decrease of \$75,000 (1.7%) under 2019.
  
- The ten-year capital forecast includes the construction of five new stations with a sixth station just outside the 10 year forecast.
- Station construction projects have been delayed one-year throughout the forecast awaiting Provincial announcements on the future of funding and service delivery.
  - Erin (2019-2021)
  - Guelph/Eramosa (2022-2023)
  - Arthur (2024-2025)
  - Drayton (2026-2027)
  - Mount Forest (2028-2029)
  - Harriston (2030-2031) – outside of 10-year forecast
- Funding for construction of the stations is accommodated through the Property Reserve and will be leased back to City on completion.
- 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.
- The City has also identified an Emergency Services Joint Training Facility and Delhi Street Station Rehabilitation project in 2028. The County's share of these facilities will total \$1.9 million and funded through a mix of reserve, development charges and debt.

## **Hospital Financing**

- Council committed \$14.4 million to County Hospitals to be distributed as follows:
  - \$10.0 million to Groves Memorial Community Hospital
  - \$2.2 million to Louise Marshall Hospital in Mount Forest
  - \$2.2 million to Palmerston District Hospital
- \$200,000 payment to Louise Marshall Hospital in 2020 completes the County commitment to local hospitals.

## **Public Health**

- A balloon payment for the County's debt issue for the funds loaned to public health to build the Guelph and Orangeville facilities is due in 2023 and will be fully paid off at that time using funds from the Public Health Debt Retirement Reserve Fund, eliminating approximately \$345K in annual principal and interest payments from the operating budget after 2023.



## General Expenditures and Revenues

- The Ontario Municipal Partnership Fund grant for 2020 is budgeted at \$1,281,900, which represents a reduction of \$226,200 (or 15%) from 2019, actual budget impact is \$132,300 as the 2019 allocation was higher than budgeted
- Interest revenue on investments is projected to be \$2.7 million which is transferred to reserves and reserve funds
- Payments-in-lieu of taxes (PILs) and supplementary tax revenue are estimated at \$2.2 million
- The County's share of MPAC's 2020 budget for property assessment services is \$1,517,800
- The Farm Tax Incentive Programme formerly administered by OMAFRA was transitioned to AgriCorp during 2019. As a result of this transition, a substantial amount of farm applications have yet to be approved. County staff are unsure if this is a timing issue with the approvals or if AgriCorp has enforced a stronger burden of proof leading to an unusually high number of previously qualified farm properties being temporarily removed from the farm tax rate (FT) to the full residential (RT) tax liability. County staff have increased the allowance for tax write-offs by \$300,000 in 2020 as a one-time item in order to deal with the expected financial impact of this issue.

## Staffing Summary

The 2020 budget incorporates a number of staffing adjustments which are summarized on pages 21-22 of the budget package.

## Ten-year levy and tax projection

Based on projects and service levels proposed in the budget, the projected five-year levy and tax impacts are as follows:

	2020	2021	2022	2023	2024
County Tax Levy (\$000's)	\$105,613	\$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)	\$135,270	\$142,478	\$149,890	\$157,175	\$165,127
Residential tax impact	3.9%	4.3%	4.2%	3.8%	4.0%

## Capital Summary

The 2020-2029 Capital Plan contemplates a \$394.2 million investment in infrastructure, facilities and equipment.

- Roads and bridges accounts for 70.1% of projected capital spending
- Social Services (Housing, Children's Early Years and Ontario Works) accounts for an additional 12.2%
- Property Services 6.5%
- Solid Waste Services 3.1%
- Ambulance Services 3.5%
- The remaining areas of investment include technology, library, POA, police, museum, homes for the aged, hospital grants, economic development, emergency management, green legacy and planning.

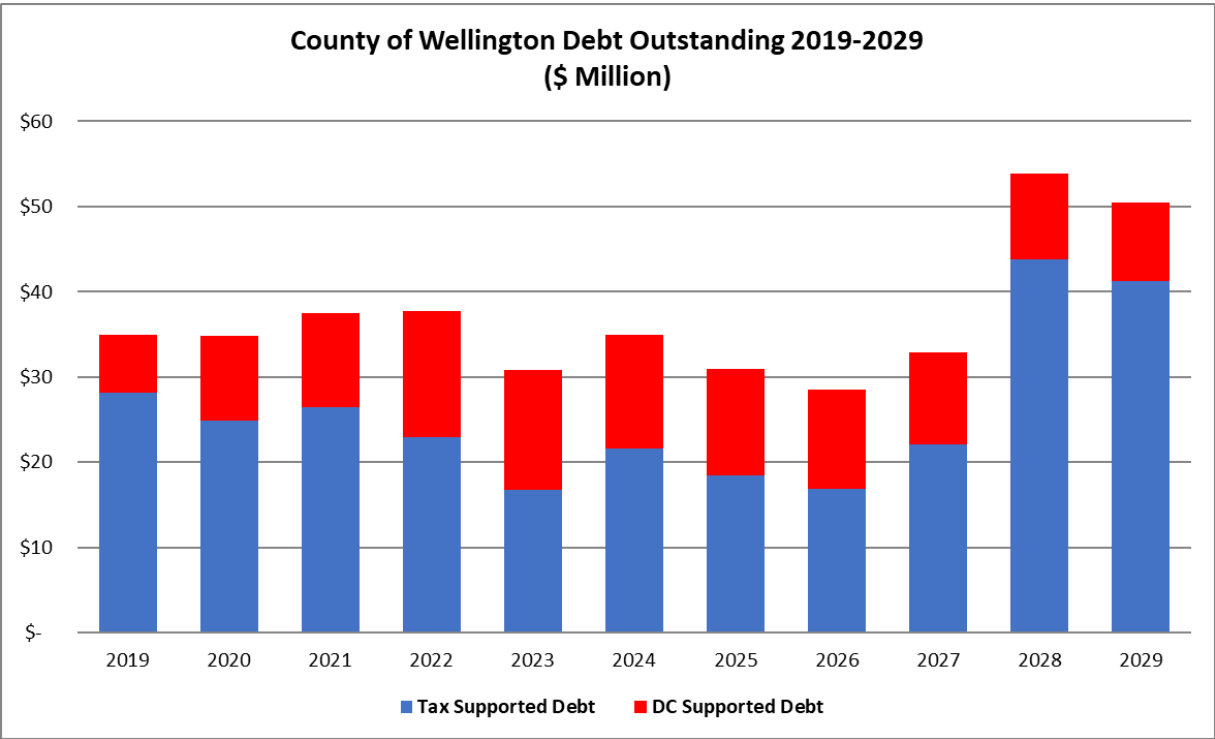
Facility development projects include:

- Proposed construction of five ambulance facilities located throughout the County that will be leased back to the City.
- Design and construction of the roads garages located in Arthur, Erin / Brucedale and Harriston.
- Ongoing improvements at County landfill sites and transfer stations
- Work to improve the condition of the County-owned social and affordable housing units
- Administration Centre expansion included in 2028.

**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%).

County debt outstanding is projected at \$36 million in 2020, consisting of \$25 million in tax-supported debt and \$11 million in growth supported debt. Debt outstanding is projected to peak at \$53 million in 2028 when the Admin Centre Expansion debt is issued. Debt servicing costs will top out at \$8.1 million (\$7.1 million tax supported, \$1.2 million growth supported) and includes a \$3.1 million balloon payment for the health unit debt. Debt charges do not exceed 6.7% of the County tax levy over the ten-year plan.



## **Summary**

In 2019, the County undertook a number of strategic planning processes including the Strategic Action Plan, the Long-Term Financial Sustainability Strategy and the Service Efficiency Review. These studies were collaborative in nature, involving elected officials and senior staff to provide direction that the County will be taking over the remaining term of Council.

The studies resulted in a number of common themes that inform the 2020 Budget and 10-Year Plan. Four priority areas were identified in the Strategic Action Plan and highlights of some of the strategic actions to implement these priorities are identified below:

### **1. Providing the Highest Level and Best Quality Services**

Implementation of the Solid Waste Services Strategy along with a number of related service enhancements. The County has entered into a new collection contract that will provide residents with 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 addition, the County has planned for the closure of phase 1 of the Riverstown Landfill and opening of Phase 2, which will provide landfill capacity for another 23 years. The County has also taken measures to extend the life of the landfill site through offering more diversion opportunities both at the curbside and at the sites and the County is moving towards full-cost recovery at the sites through tipping fees to encourage diversion and reduce pollution.

The County will provide improved resident care at the Wellington Terrace Long-Term Care Home through additional shifts to take care of increasing resident acuity. Design work is underway for a potential Continuum of Care facility with the future of this project to be decided at a later date.

### **2. Planning for and Providing the Best Physical Infrastructure**

The County 10 year plan includes significant investment in roads, bridges and public works facilities. Building condition audits have been completed for all of the County's properties and lifecycle needs have been incorporated into the budget and forecast. The County is one of the first municipalities selected for funding from SWIFT for \$12.1 million towards improvements in rural broadband access.

The 2020 budget includes investment in County's asset management (AM) planning resources. These departmental requirements in AM planning will be met through additional staffing in Roads, Housing, Treasury and IT. In addition, new County asset management software with work orders is to be added in 2020. The budget includes a provision for coordination of activities with member municipalities as a result of Service Efficiency Review.

### **3. People as the Main Priority**

The County has entered into a partnership with Canadian Mental Health Association (CMHA) and OPP to increase awareness of promoting good mental health and suicide prevention – funded by Community Safety and Policing Grant. The County has undertaken an employee survey initiative entitled 'Guarding Minds at Work' which will involve several follow-ups including the implementation of a new 'Be Well' committee made up of County staff to include such initiatives as the ASIST and Safe Talk training sessions.

#### **4. Making the Best Decisions**

County Council and staff have invested significant time and effort into the Strategic Action Plan, Long-Term Financial Sustainability Strategy and Service Efficiency Review. The remainder of Council term will be spent implementing these directions.

Municipal Councils are currently in the approval process for the Service Efficiency Review. CAOs, Treasurers, Public Works officials are in discussions regarding service coordination and IT review. The County and all seven local municipalities are moving forward with a common Asset Management software platform.

The Attainable Housing Strategy was presented to County Council in the fall. Coming out of that review, a working group is to be developed to review and evaluate recommendations in report. Future budgets will incorporate the findings of this review.

#### **Concluding Remarks**

There will be continued pressure on the County tax levy impacts in future years, including the proposal of a new continuum of care model at the Wellington Terrace, our long-term care home; an aging population requiring additional health care and emergency response requirements; and as the County advances its Asset Management Planning and identifies infrastructure deficits and future funding requirements.

With the provincial government trying to return to a balanced budget over the next few years, the County will need to rely on its own best practices in identifying efficiencies, maximizing cost recovery, providing adequate reserve funding, minimizing reliance on debt and enhancing and protecting our assessment base to manage these impacts.

#### **Recommendation:**

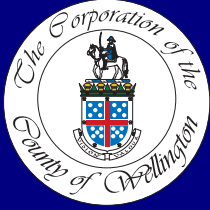
That the 2020 Operating and Capital Budget and 2020-2029 Ten-Year Plan be approved; and

That staff be directed to prepare the necessary by-law.

Respectfully submitted,



Ken DeHart, CPA, CGA  
County Treasurer



## COUNTY OF WELLINGTON

### 2018-2020 OPERATING BUDGET SUMMARY

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Property Taxation	\$98,044,924	\$96,761,600	\$101,670,621	\$101,943,800	\$107,834,900	\$5,891,100	5.8%
Grants & Subsidies	\$70,033,013	\$67,446,600	\$66,317,164	\$67,639,600	\$68,918,000	\$1,278,400	1.9%
Municipal Recoveries	\$19,881,189	\$20,664,900	\$20,531,529	\$21,433,400	\$22,074,200	\$640,800	3.0%
Licenses, Permits and Rents	\$8,257,119	\$7,759,400	\$8,335,477	\$8,047,900	\$8,188,100	\$140,200	1.7%
Fines and Penalties	\$53,407	\$55,000	\$50,494	\$55,000	\$52,000	(\$3,000)	(5.5%)
User Fees & Charges	\$9,716,007	\$9,158,900	\$10,535,296	\$10,570,300	\$11,048,400	\$478,100	4.5%
Sales Revenue	\$1,309,293	\$1,318,700	\$960,960	\$1,269,200	\$1,108,100	(\$161,100)	(12.7%)
Other Revenue	\$3,149,931	\$3,119,700	\$2,680,702	\$3,504,700	\$3,177,300	(\$327,400)	(9.3%)
Internal Recoveries	\$6,667,652	\$6,928,400	\$6,659,641	\$6,830,300	\$7,384,000	\$553,700	8.1%
Other Financing	\$ -	\$ -	\$31,374	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$217,112,535</b>	<b>\$213,213,200</b>	<b>\$217,773,258</b>	<b>\$221,294,200</b>	<b>\$229,785,000</b>	<b>\$8,490,800</b>	<b>3.8%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$56,029,855	\$56,876,500	\$59,195,209	\$60,109,800	\$64,573,000	\$4,463,200	7.4%
Supplies, Material & Equipment	\$11,290,124	\$11,099,900	\$12,104,940	\$11,669,000	\$12,631,400	\$962,400	8.2%
Purchased Services	\$21,819,241	\$23,956,400	\$23,357,675	\$24,265,900	\$27,348,600	\$3,082,700	12.7%
Social Assistance	\$60,328,331	\$59,428,100	\$60,349,307	\$59,092,200	\$59,105,000	\$12,800	0.0%
Transfer Payments	\$24,232,031	\$25,139,900	\$24,746,746	\$25,512,200	\$25,891,800	\$379,600	1.5%
Insurance & Financial	\$3,372,187	\$3,280,300	\$3,189,241	\$3,750,600	\$4,238,100	\$487,500	13.0%
Minor Capital Expenses	\$1,255,604	\$1,181,900	\$1,267,759	\$1,249,000	\$535,500	(\$713,500)	(57.1%)
Debt Charges	\$4,583,739	\$4,639,900	\$5,029,682	\$5,300,300	\$5,319,900	\$19,600	0.4%
Internal Charges	\$6,494,998	\$6,553,600	\$6,551,555	\$6,715,200	\$7,253,600	\$538,400	8.0%
<b>Total Expenditure</b>	<b>\$189,406,110</b>	<b>\$192,156,500</b>	<b>\$195,792,114</b>	<b>\$197,664,200</b>	<b>\$206,896,900</b>	<b>\$9,232,700</b>	<b>4.7%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$27,706,425)</b>	<b>(\$21,056,700)</b>	<b>(\$21,981,144)</b>	<b>(\$23,630,000)</b>	<b>(\$22,888,100)</b>	<b>\$741,900</b>	<b>(3.1%)</b>
<b>Transfers</b>							
Transfer from Reserve	(\$1,256,710)	(\$2,034,500)	(\$1,485,244)	(\$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	\$17,585,135	\$11,713,200	\$10,800,186	\$13,494,500	\$14,749,200	\$1,254,700	9.3%
<b>Total Transfers</b>	<b>\$27,706,425</b>	<b>\$21,056,700</b>	<b>\$21,607,942</b>	<b>\$23,630,000</b>	<b>\$22,888,100</b>	<b>(\$741,900)</b>	<b>(3.1%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(\$373,202)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>



## THE COUNTY OF WELLINGTON 2020 OPERATING BUDGET

	2018 net budget	2019 net budget	2020 expenditure	2020 revenue	2020 net budget	Net Budget Change \$ %	
<b>Programmes and Services</b>							
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%
Wellington County Museum and Archives	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	2,191,900	409,500	1,782,400	338,600	23.5%
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	0.0%
Community Grants and Hospital Funding	57,600	232,600	458,400	0	458,400	225,800	97.1%
Provincial Offences Act Administration	48,000	25,700	255,000	258,900	(3,900)	(29,600)	-115.2%
Subtotal	88,033,400	91,573,500	209,189,900	112,437,600	96,752,300	5,178,800	5.7%
<b>General Government</b>							
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%
<b>Non-Programme Expenditures and Revenues</b>							
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%
<b>TOTAL</b>	<b>95,079,100</b>	<b>99,741,800</b>	<b>229,785,000</b>	<b>124,172,200</b>	<b>105,612,800</b>	<b>5,871,000</b>	<b>5.9%</b>

### TAX RATE CALCULATION AND IMPACT

	2018	2019	2020	\$ change	% change
Weighted Assessment (\$ M)	\$15,143	\$16,116	\$17,189	\$ 1,074	6.66%
Non Phase-in assessment growth					2.42%
<b>County tax summary</b>					
Residential tax rate	0.627875%	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	2025	2026	2027	2028	2029
<b>EXPENDITURE (\$000's)</b>											
Salaries, Wages and Benefits	60,109,800	64,573,000	67,531,000	70,325,300	73,189,300	76,073,800	79,129,100	82,320,500	85,576,600	88,997,300	92,259,700
Supplies, Material & Equipment	11,669,000	12,631,400	12,717,100	13,109,000	13,471,200	13,708,300	14,069,300	14,501,800	14,954,700	15,299,400	15,707,100
Purchased Services	24,265,900	27,348,600	29,211,800	29,986,500	30,225,000	30,819,000	31,660,300	32,556,600	33,498,400	34,209,100	35,233,900
Social Assistance	59,092,200	59,105,000	60,077,300	61,384,800	61,367,600	61,436,400	62,095,800	63,038,400	63,992,100	65,031,100	65,992,800
Transfer Payments	25,512,200	25,891,800	27,761,200	28,623,200	30,049,000	31,725,900	33,359,900	35,237,200	37,259,200	38,979,700	40,706,100
Minor Capital Expenses	1,249,000	535,500	591,000	524,000	525,000	538,500	660,000	616,400	574,000	544,000	601,800
Debt Charges	5,300,300	5,319,900	5,210,100	5,636,800	8,131,100	4,960,300	5,114,800	3,399,500	3,421,200	4,301,400	5,246,600
Insurance & Financial	3,750,600	4,238,100	4,035,600	4,113,500	4,194,500	4,275,100	4,360,000	4,447,900	4,539,200	4,625,400	4,747,600
Internal Charges	6,715,200	7,253,600	7,479,100	7,462,900	7,542,800	7,726,200	8,012,600	8,167,700	8,402,200	8,506,100	8,643,500
<b>Total Expenditures</b>	<b>197,664,200</b>	<b>206,896,900</b>	<b>214,614,200</b>	<b>221,166,000</b>	<b>228,695,500</b>	<b>231,263,500</b>	<b>238,461,800</b>	<b>244,286,000</b>	<b>252,217,600</b>	<b>260,493,500</b>	<b>269,139,100</b>
yr/yr % change		4.7%	3.7%	3.1%	3.4%	1.1%	3.1%	2.4%	3.2%	3.3%	3.3%
<b>TRANSFERS (000's)</b>											
Transfer from Reserves	(2,157,500)	(2,941,600)	(2,377,300)	(3,272,700)	(5,483,600)	(2,548,700)	(3,612,500)	(4,220,800)	(2,299,000)	(3,431,100)	(3,372,900)
Transfer to Capital	12,293,000	11,080,500	11,336,000	12,709,000	13,283,000	14,829,000	16,226,000	19,445,000	19,073,000	21,162,000	22,733,000
Transfer to Reserves	13,494,500	14,749,200	14,063,000	14,160,500	14,333,200	14,496,600	15,429,800	15,695,400	16,115,700	16,079,600	16,088,600
<b>Total Transfers</b>	<b>23,630,000</b>	<b>22,888,100</b>	<b>23,021,700</b>	<b>23,596,800</b>	<b>22,132,600</b>	<b>26,776,900</b>	<b>28,043,300</b>	<b>30,919,600</b>	<b>32,889,700</b>	<b>33,810,500</b>	<b>35,448,700</b>
yr/yr % change		(3.1%)	0.6%	2.5%	(6.2%)	21.0%	4.7%	10.3%	6.4%	2.8%	4.8%
<b>REVENUE</b>											
Grants & Subsidies	67,639,600	68,918,000	69,359,700	69,542,400	68,871,600	68,136,100	68,272,400	68,091,600	69,046,200	68,984,300	69,767,700
Municipal Recoveries	21,433,400	22,074,200	23,000,400	24,088,400	24,800,500	25,816,100	27,164,000	28,333,400	29,304,800	30,947,300	32,097,100
Licenses, Permits and Rents	8,047,900	8,188,100	8,187,800	8,215,400	8,239,900	8,264,500	8,297,100	8,320,200	8,349,900	8,381,000	8,412,000
Fines and Penalties	55,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
User Fees & Charges	10,570,300	11,048,400	11,481,000	11,630,000	11,678,300	11,767,800	11,903,600	12,042,000	12,181,100	12,328,500	12,495,600
Sales Revenue	1,269,200	1,108,100	1,156,100	1,206,500	1,255,600	1,294,000	1,330,600	1,367,700	1,371,100	1,409,100	1,443,300
Other Revenue	3,504,700	3,177,300	3,279,400	3,383,800	3,493,400	3,608,500	3,728,800	3,854,400	3,985,200	3,996,400	4,007,900
Internal Recoveries	6,830,300	7,384,000	7,618,500	7,602,900	7,683,500	7,867,600	8,154,700	8,310,500	8,545,700	8,649,800	8,804,400
PILs and Supplementary Taxes	2,202,000	2,222,100	2,242,800	2,264,200	2,286,200	2,308,900	2,332,200	2,356,200	2,381,000	2,381,000	2,381,000
<b>Total Revenue</b>	<b>121,552,400</b>	<b>124,172,200</b>	<b>126,377,700</b>	<b>127,985,600</b>	<b>128,361,000</b>	<b>129,115,500</b>	<b>131,235,400</b>	<b>132,728,000</b>	<b>135,217,000</b>	<b>137,129,400</b>	<b>139,461,000</b>
yr/yr % change		2.2%	1.8%	1.3%	0.3%	0.6%	1.6%	1.1%	1.9%	1.4%	1.7%



**COUNTY OF WELLINGTON  
10 YEAR OPERATING BUDGET  
AND TAX RATE FORECAST**

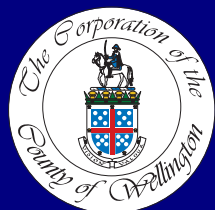
	Approved		Projected								
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>TAX LEVY REQUIREMENT</b>	99,741,800	105,612,800	111,258,200	116,777,200	122,467,100	128,924,900	135,269,700	142,477,600	149,890,300	157,174,600	165,126,800
yr/yr % change	4.9%	5.9%	5.3%	5.0%	4.9%	5.3%	4.9%	5.3%	5.2%	4.9%	5.1%
Weighted Assessment	16,116	17,190	17,883	18,604	19,354	20,134	20,945	21,789	22,667	23,580	24,530
yr/yr % change	6.33%	6.66%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%
Phase in Growth %	4.10%	3.91%	3.00%	3.00%	3.00%	3.00%	3.00%	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%	1.00%	1.00%	1.00%	1.00%	1.00%
<b>County Tax summary</b>											
Residential tax rate	0.618899%	0.614385%	0.622145%	0.627699%	0.632774%	0.640334%	0.645833%	0.653897%	0.661271%	0.666559%	0.673163%
Per \$100,000 of Assessment	96,090	100,000	103,000	106,090	109,273	112,551	115,928	119,406	122,988	126,678	130,478
Taxes per \$100,000 of Assessment	\$594.70	\$614.38	\$640.81	\$665.93	\$691.45	\$720.70	\$748.70	\$780.79	\$813.28	\$844.38	\$878.33
yr/yr \$ change	16	20	26	25	26	29	28	32	32	31	34
yr/yr % residential impact	2.8%	3.3%	4.3%	3.9%	3.8%	4.2%	3.9%	4.3%	4.2%	3.8%	4.0%
yr/yr % budget impact	2.8%	3.3%	4.3%	3.9%	3.8%	4.2%	3.9%	4.3%	4.2%	3.8%	4.0%
Equivalent to a 1% change in taxes (\$000's)		1,022	1,067	1,124	1,179	1,237	1,302	1,366	1,439	1,514	1,587





## COUNTY OF WELLINGTON 2020 BUDGET ADJUSTMENTS

			tax impact
Dept	Description	\$ amount	%
	2020 County Tax Levy as presented to Council on January 6, 2020	\$ 105,642,800	3.3%
	<b>Economic Development Committee</b>		
Economic Development	Temporarily reduce Ride Well vehicle hours until ridership increases	\$ (30,000)	0.0%
		<u>\$ (30,000)</u>	<u>0.0%</u>
	<b>Revised 2020 Tax Levy Requirement</b>	<b>\$ 105,612,800</b>	<b>3.3%</b>



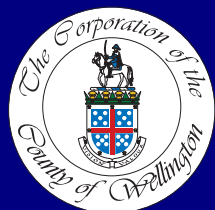
# COUNTY OF WELLINGTON

## 2018-2020 CAPITAL BUDGET SUMMARY

(ALL FIGURES IN \$000's)

PROJECT EXPENDITURE	2018	2018	2019	2019	2020	\$	%
Programme / Service	Actuals	Adjusted Budget	Preliminary Actuals	Adjusted Budget	Budget	Change Budget	Change 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%

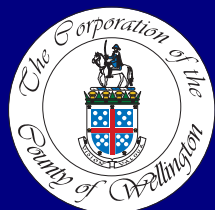
PROJECT FINANCING	2018	2018	2019	2019	2020	\$	%
Source of Financing	Actuals	Adjusted Budget	Preliminary Actuals	Adjusted Budget	Budget	Change Budget	Change Budget
Recoveries	\$ 4,884	\$ 6,564	\$ 2,855	\$ 5,842	\$ 5,251	\$ (591)	-10%
Subsidy	3,455	6,720	828	1,989	1,624	(365)	-18%
OCIF	701	1,190	2,320	2,320	1,860	(460)	-20%
Federal Gas Tax	1,459	3,600	-	5,945	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	11,203	8,957	12,821	3,864	43%
Development Charges	2,389	2,375		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	\$ 39,110	\$ 48,042	\$ 38,811	\$ (9,231)	-19%



## COUNTY OF WELLINGTON

### 2020-2029 CAPITAL BUDGET SUMMARY

	2020	2021	2022	2023	2024	5 Year Total	% of Total
Programme / Service							
<b>Project Expenditure</b>							
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 & 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%
<b>Total Expenditure</b>	<b>\$38,811,200</b>	<b>\$39,131,200</b>	<b>\$31,593,700</b>	<b>\$37,077,000</b>	<b>\$42,139,000</b>	<b>\$188,752,100</b>	<b>\$100.0</b>
<b>Project Financing</b>							
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%
<b>Total Financing</b>	<b>\$38,811,200</b>	<b>\$39,131,200</b>	<b>\$31,593,700</b>	<b>\$37,077,000</b>	<b>\$42,139,000</b>	<b>\$188,752,100</b>	<b>\$100.0</b>



## COUNTY OF WELLINGTON

### 2020-2029 CAPITAL BUDGET SUMMARY

	2025	2026	2027	2028	2029	10 Year Total	% of Total
Programme / Service							
<b>Project Expenditure</b>							
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 & 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%
<b>Total Expenditure</b>	<b>\$34,652,000</b>	<b>\$35,819,000</b>	<b>\$39,179,000</b>	<b>\$58,576,000</b>	<b>\$37,238,000</b>	<b>\$394,216,100</b>	<b>\$100.0</b>
<b>Project Financing</b>							
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%
<b>Total Financing</b>	<b>\$34,652,000</b>	<b>\$35,819,000</b>	<b>\$39,179,000</b>	<b>\$58,576,000</b>	<b>\$37,238,000</b>	<b>\$394,216,100</b>	<b>\$100.0</b>

# EXECUTIVE SUMMARY - OPERATING BUDGET

## 2020 Operating Budget

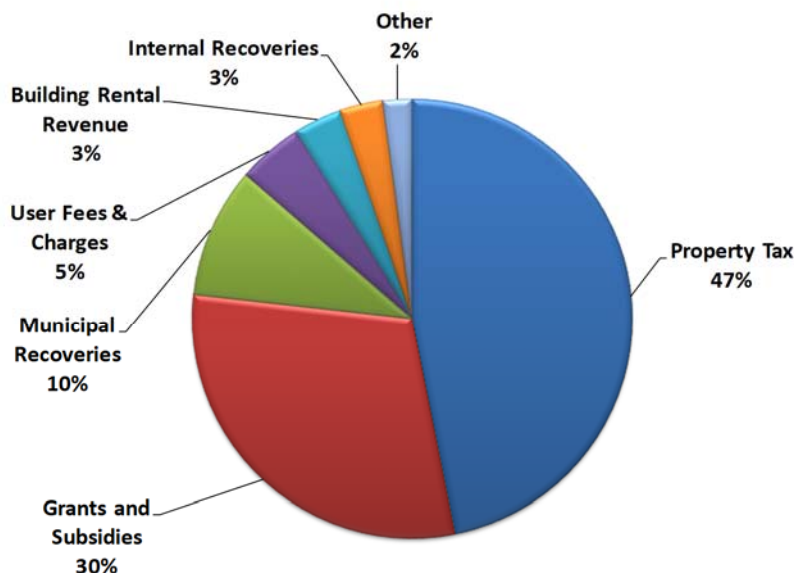
### Revenues

**\$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



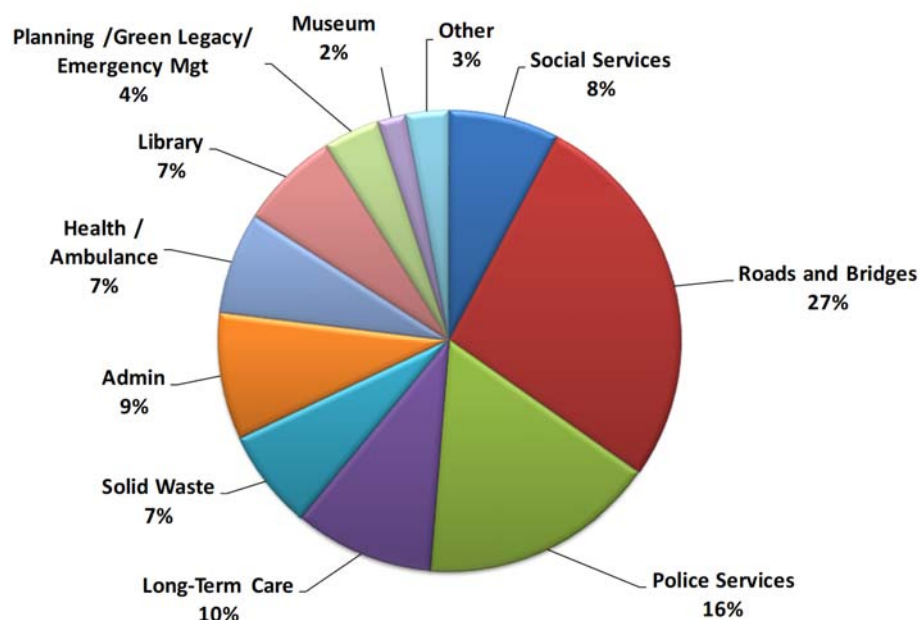
## 2020 County Property Tax Requirement

**\$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 (Terrace), 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 offices.

## 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.

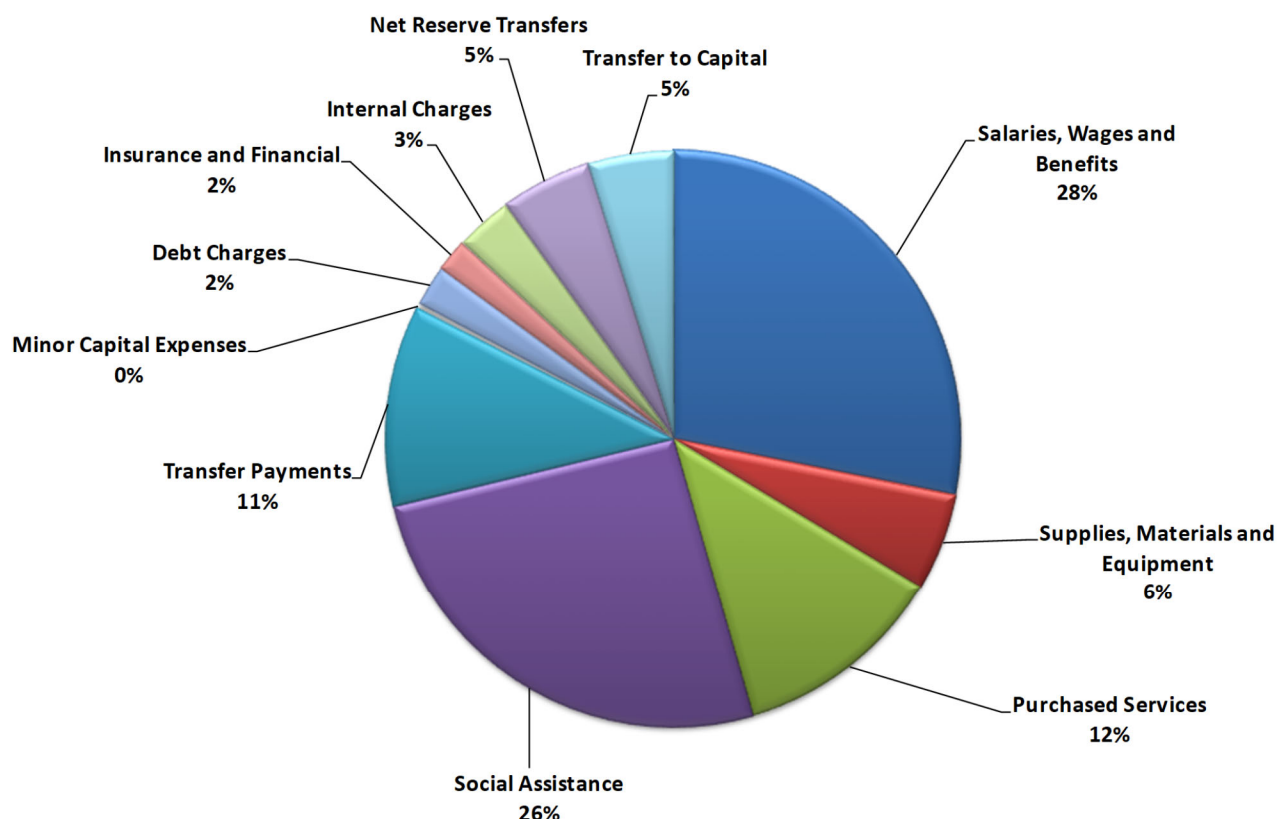
### Supplies, Materials and Equipment

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 32-33.

## 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

SWS: Remove Operations Superintendent

CEM: 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

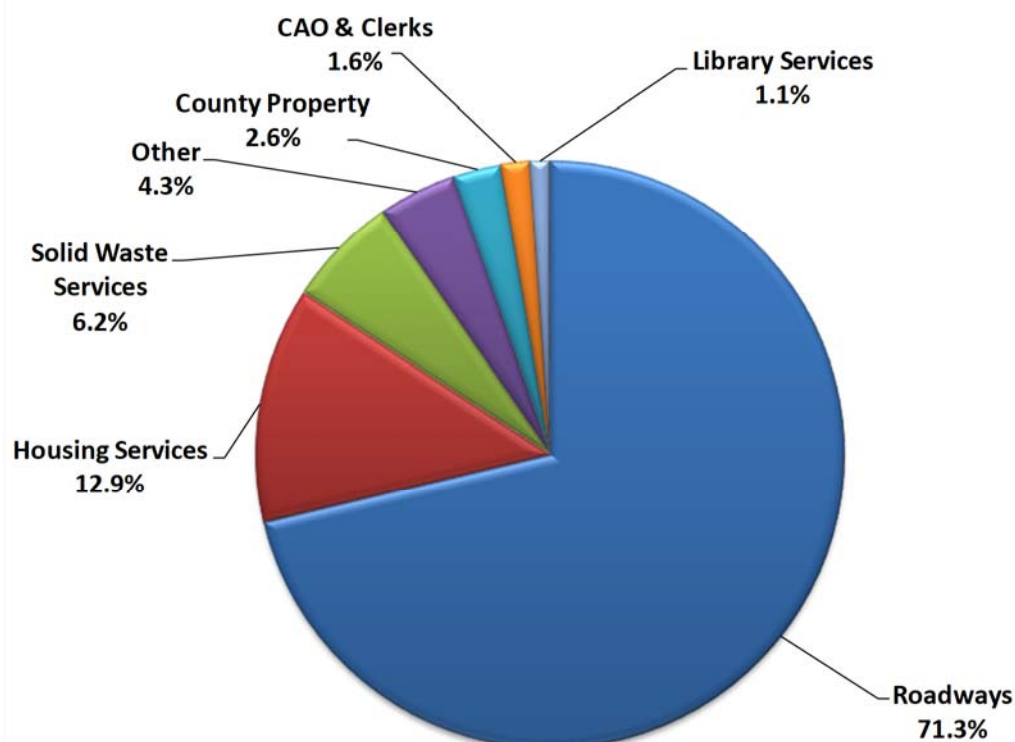
Nutritional Services Division: Nutritional Services Supervisor to full-time and addition of Terrace Aide position (Meals on Wheels)

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
<b>Total</b>	<b>651.1</b>	<b>680.5</b>	<b>706.0</b>	<b>25.5</b>

2020 Staffing Summary				
<b>2019 Approved staff complement (expressed as full time equivalents)</b>	<b>680.5</b>			
Annualization of positions approved in the 2019 budget	11.5			
<b>Adjusted 2019 staff complement</b>	<b>692.0</b>			
2020 Budget Changes	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
<b>Long-Term Care Staffing Changes</b>				
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	0.0		(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)	-
<b>Subtotal Long-Term Care Staffing Changes</b>	<b>7.6</b>	<b>\$ 502,900</b>	<b>\$ (57,100)</b>	<b>\$ 445,800</b>
<b>County Asset Management-Related Positions</b>				
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	0.75	80,600		80,600
<b>Subtotal County Asset Management-Related Positions</b>	<b>3.0</b>	<b>\$ 300,300</b>	<b>\$ (70,100)</b>	<b>\$ 230,200</b>
<b>Other County Staffing Changes</b>				
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)	0.45	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	0.33	10,300		10,300
Property: increased Cleaners hours from PT to FT (including benefits), including coverage	0.9	60,000		60,000
Library: additional 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
<b>Subtotal all Other Changes</b>	<b>3.4</b>	<b>\$ 284,200</b>	<b>\$ (49,000)</b>	<b>\$ 235,200</b>
<b>Proposed changes to Staff Complement</b>	<b>13.9</b>	<b>\$ 1,087,400</b>	<b>\$ (176,200)</b>	<b>\$ 911,200</b>
<b>2020 Proposed Staff Complement (full time equivalents)</b>	<b>706.0</b>			

# 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.

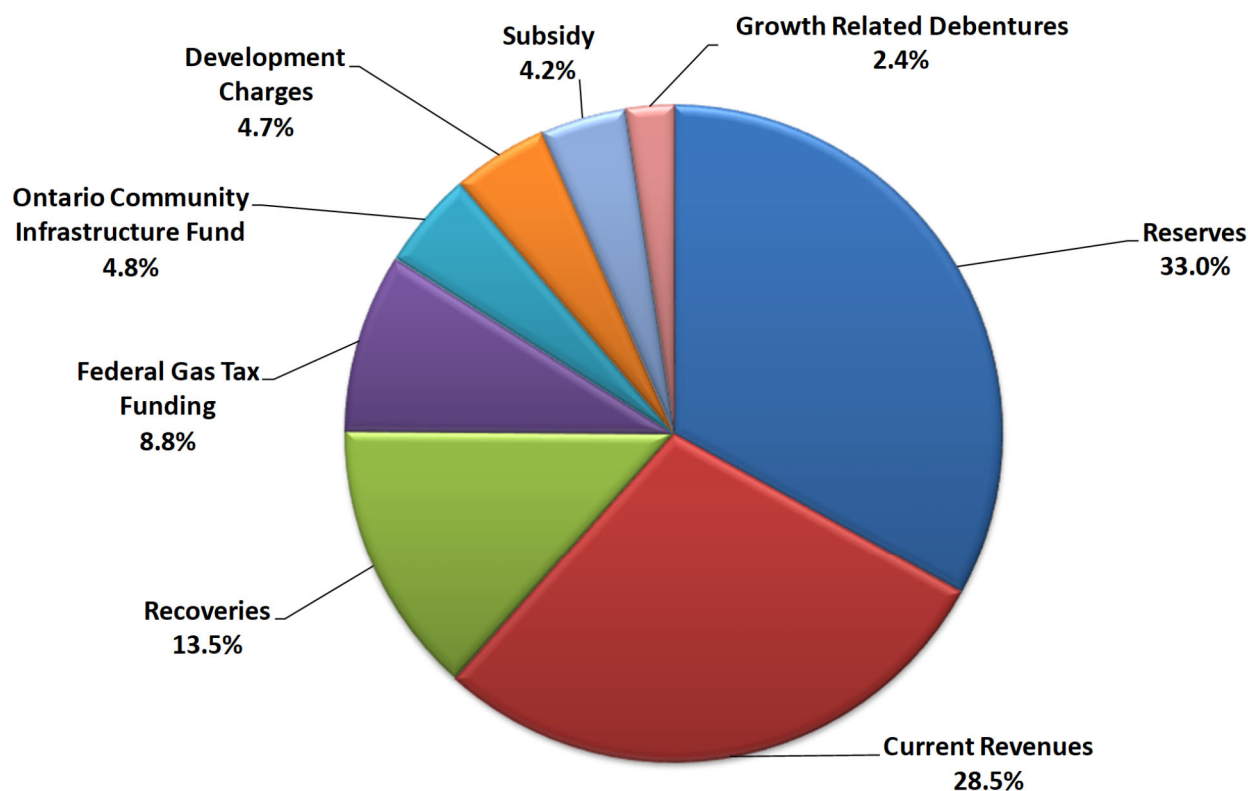
Major capital projects for the current year include:

- \$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 \$14.4 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 facilities, 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 (\$M) (A)	2020 Capital Budget (\$M) (B)	Total Capital in 2020 (\$M) (A+B)	2020 Projected Cash Flow (\$M)
\$24.3	\$38.8	\$63.1	\$37.9

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 \$37.9 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
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
<b>Total County of Wellington</b>	<b>3,421,000</b>	<b>3,010,000</b>	<b>4,175,000</b>	<b>5,000,000</b>	<b>2,450,000</b>	<b>18,056,000</b>

# 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
<b>Total County of Wellington</b>	<b>3,900,000</b>	<b>2,650,000</b>		<b>2,100,000</b>	<b>5,550,000</b>	<b>32,256,000</b>

## ONTARIO COMMUNITY INFRASTRUCTURE FUND (OCIF) FUNDED PROJECTS

	2020	2021	2022	2023	2024	5 Year Total
<b>Roads Construction</b>						
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
<b>Bridges</b>						
WR 38, Bridge B038113, Replace				\$1,000,000		\$1,000,000
<b>Culverts</b>						
WR 18, Culvert C180210, Liner		\$860,000				\$860,000
<b>Roads Resurfacing</b>						
WR 7, Rothsay to WR 11, 5.2 km				\$860,000		\$860,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km					\$860,000	\$860,000
WR 22, WR 26 to 300m S of WR24	\$1,360,000					\$1,360,000
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
<b>Total County of Wellington</b>	<b>\$1,860,000</b>	<b>\$1,860,000</b>	<b>\$1,860,000</b>	<b>\$1,860,000</b>	<b>\$1,860,000</b>	<b>\$9,300,000</b>

	2025	2026	2027	2028	2029	10 Year Total
<b>Bridges</b>						
WR 7, Bosworth Bridge, B007028			\$1,860,000			\$1,860,000
WR 32, Blatchford Bridge, Rehab		\$1,860,000				\$1,860,000
WR 109, CR Bridge 4, B109133, Replace	\$1,860,000					\$1,860,000
<b>Roads Resurfacing</b>						
WR 11, WR7 to Emmerson Simmons Bridge					\$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 26, WR 22 to WR 18 6 km					\$860,000	\$860,000
<b>Total County of Wellington</b>	<b>\$1,860,000</b>	<b>\$1,860,000</b>	<b>\$1,860,000</b>	<b>\$1,860,000</b>	<b>\$1,860,000</b>	<b>\$18,600,000</b>



# 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:

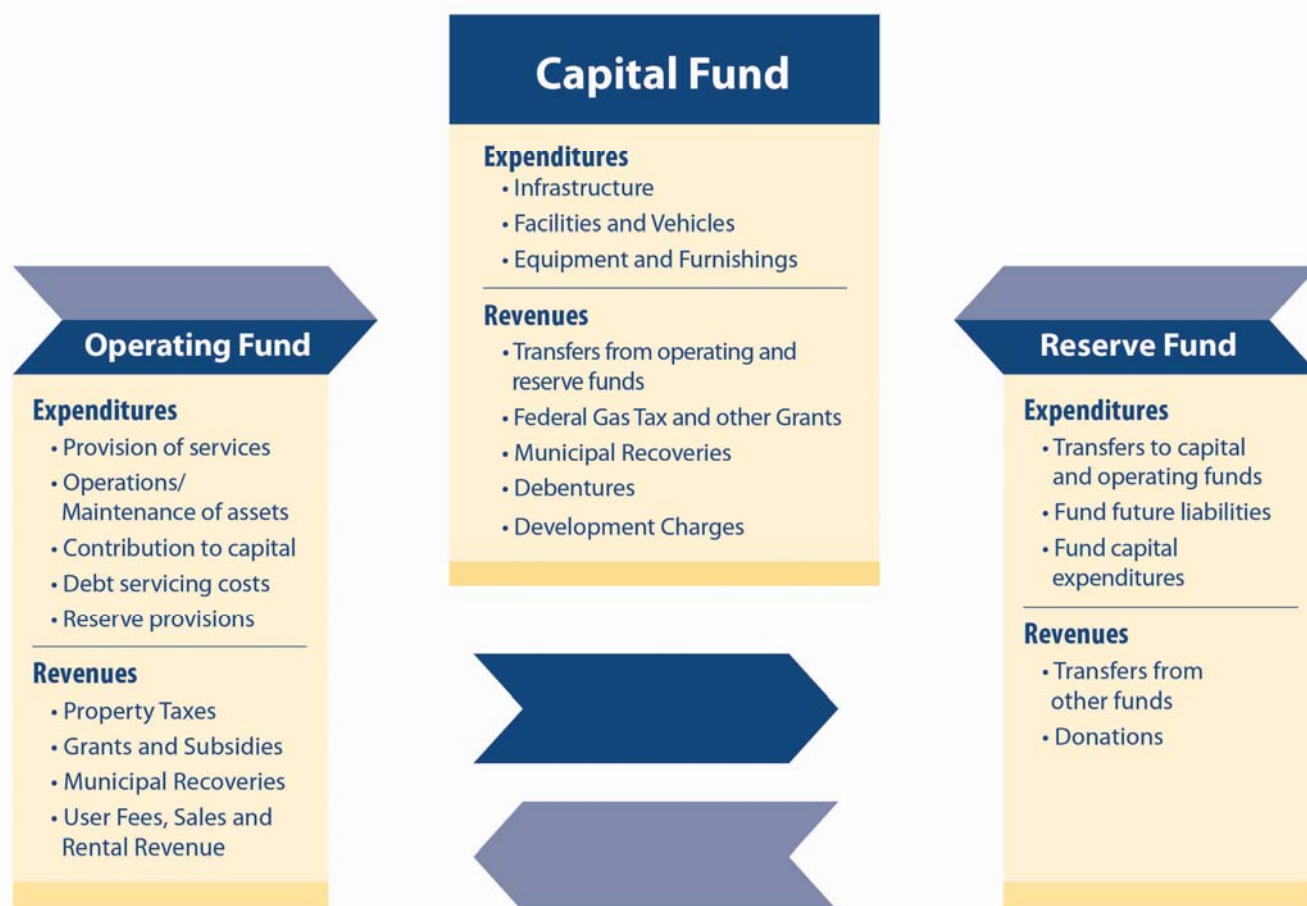
Reserves and reserve funds may be established for any purpose deemed necessary by resolution of County Council. Typical uses of reserves are for equipment replacement, contingencies and stabilization purposes, and capital financing.

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
<b>Budgeted Fund Balance—Beginning</b>		\$ 15,722	\$ (83,339)	\$ (67,616)
<b>Revenues</b>				
Property Taxation	\$ (107,835)			(107,835)
Grants and Subsidies	(68,918)	(6,905)		(75,823)
Municipal Recoveries	(22,074)	(5,251)		(27,325)
Licences, 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)
<b>Total Revenue</b>	<b>\$ (229,785)</b>	<b>\$ (14,910)</b>	<b>\$ -</b>	<b>\$ (244,695)</b>
<b>Expenditures</b>				
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
<b>Total Expenditures</b>	<b>206,897</b>	<b>38,811</b>	<b>-</b>	<b>245,708</b>
<b>Transfers</b>				
Transfers from Other Funds	\$ (2,942)	\$ (23,902)	\$ (14,749)	(41,592)
Transfers to Other Funds	\$ 25,830		\$ 15,763	41,592
<b>Total Transfers to (from) Other Funds</b>	<b>\$ 22,888</b>	<b>\$ (23,902)</b>	<b>\$ 1,013</b>	<b>\$ -</b>
(Excess) Deficiency of Revenues over Expenditures	-	-	1,013	1,013
<b>Projected Fund Balance—Ending</b>	<b>\$ -</b>	<b>\$ 15,722</b>	<b>\$ (82,325)</b>	<b>\$ (68,630)</b>

# 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.

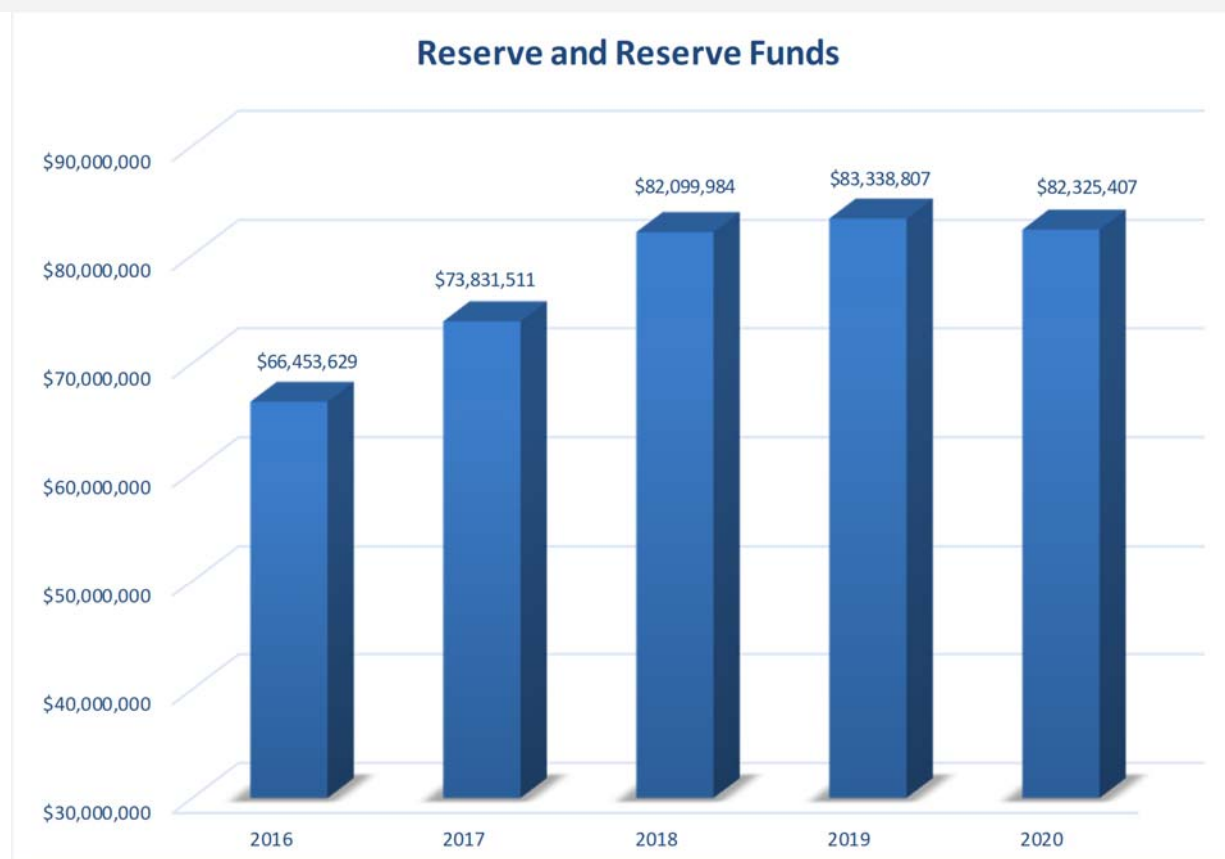
## Reserves

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. They are established through a by-law of council or by a requirement of provincial legislation. Council authorized reserve funds are called permissive or discretionary, and are established for specific purposes.



\*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.

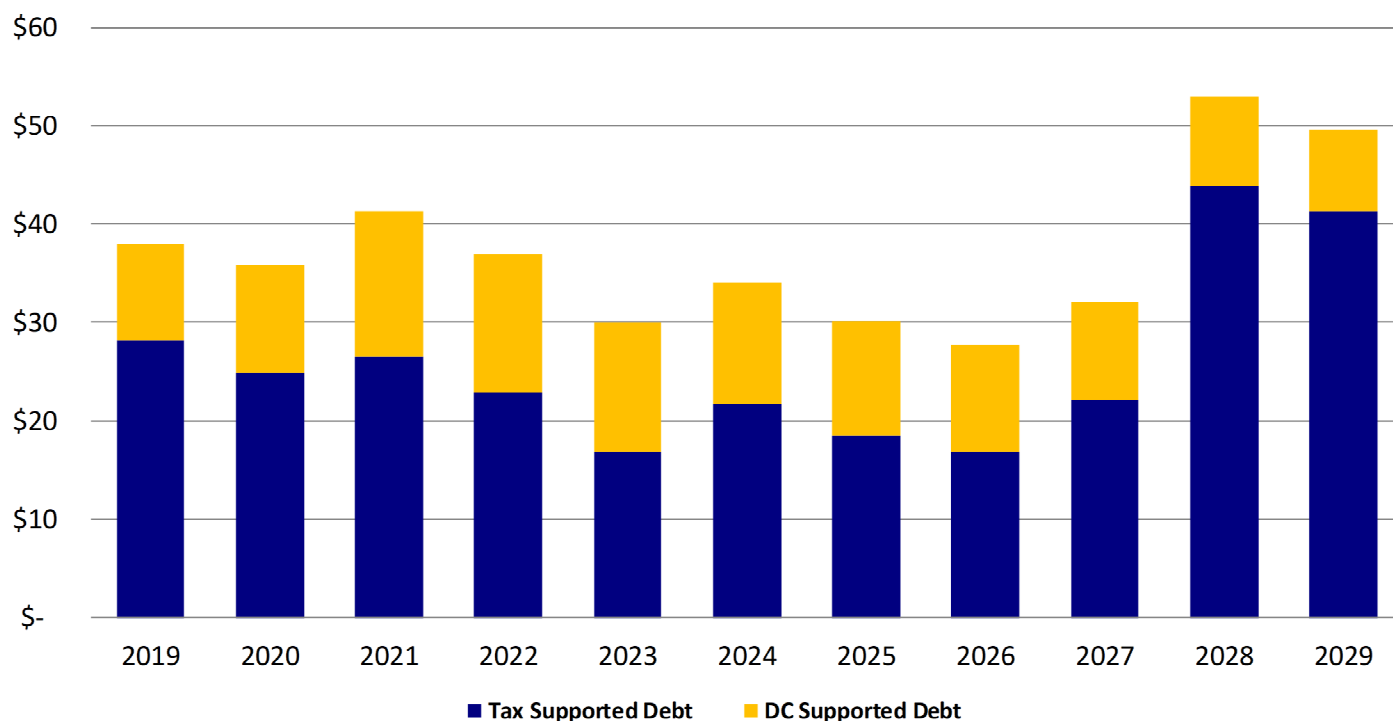
The 2020 – 2029 forecast anticipates the issuance of \$14.5 million for roads facility projects throughout the forecast; \$1.5 million for the County's portion of the Delhi Street Ambulance facility; \$2.4 million for Riverstown Landfill Leachate System Development and \$17.1 million in facility improvements.

## 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 2019-2029  
(\$ 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.

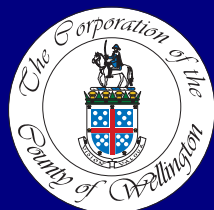
Year	Total Principal and Interest
2020	5,319,984
2021	5,210,264
2022	5,636,934
2023	8,131,225
2024	4,960,439
2025	5,114,772
2026	3,399,598
2027	3,421,120
2028	4,301,393
2029	5,246,669
2030-2039	44,172,031

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.



## Programme Overview

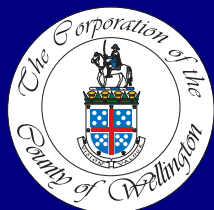
<b>Programme/Service:</b>	<b>General Revenue and Expenditures</b>
<b>Department:</b>	<b>Administered by Treasury</b>
<b>Governance:</b>	<b>Administration, Finance and Human Resources Committee</b>

## 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

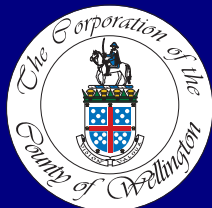
	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Property Taxation	\$98,044,924	\$96,761,600	\$101,670,621	\$101,943,800	\$107,864,900	\$5,921,100	5.8%
Grants & Subsidies	\$1,774,200	\$1,774,200	\$2,233,100	\$1,414,200	\$1,281,900	(\$132,300)	(9.4%)
User Fees & 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	\$1,501,893	\$3,154,000	\$2,744,000	(\$410,000)	(13.0%)
Internal Recoveries	\$34,013	\$42,400	\$34,875	\$42,500	\$42,500	\$ -	-
<b>Total Revenue</b>	<b>\$102,724,895</b>	<b>\$101,662,200</b>	<b>\$105,458,789</b>	<b>\$106,572,900</b>	<b>\$111,952,100</b>	<b>\$5,379,200</b>	<b>5.0%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	(\$6,643)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$9,928	\$38,200	\$32,273	\$23,300	\$28,500	\$5,200	22.3%
Purchased Services	\$1,951,418	\$2,162,000	\$2,192,776	\$2,309,900	\$2,344,500	\$34,600	1.5%
Insurance & Financial	\$1,299,395	\$1,256,600	\$738,141	\$1,306,800	\$1,612,200	\$305,400	23.4%
<b>Total Expenditure</b>	<b>\$3,254,098</b>	<b>\$3,456,800</b>	<b>\$2,963,190</b>	<b>\$3,640,000</b>	<b>\$3,985,200</b>	<b>\$345,200</b>	<b>9.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$99,470,797)</b>	<b>(\$98,205,400)</b>	<b>(\$102,495,599)</b>	<b>(\$102,932,900)</b>	<b>(\$107,966,900)</b>	<b>(\$5,034,000)</b>	<b>4.9%</b>
<b>Transfers</b>							
Transfer from Reserve	(\$200,000)	(\$200,000)	\$ -	\$ -	(\$200,000)	(\$200,000)	-
Transfers to Reserve	\$7,402,855	\$3,266,000	\$878,008	\$3,854,000	\$3,444,000	(\$410,000)	(10.6%)
<b>Total Transfers</b>	<b>\$7,202,855</b>	<b>\$3,066,000</b>	<b>\$878,008</b>	<b>\$3,854,000</b>	<b>\$3,244,000</b>	<b>(\$610,000)</b>	<b>(15.8%)</b>
<b>NET COST / (REVENUE)</b>	<b>(\$92,267,942)</b>	<b>(\$95,139,400)</b>	<b>(\$101,617,591)</b>	<b>(\$99,078,900)</b>	<b>(\$104,722,900)</b>	<b>(\$5,644,000)</b>	<b>5.7%</b>



**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**General Revenue & Expenditure**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	1,414,200	1,281,900	961,400	640,900	320,400						
Sales Revenue	18,400	18,800	19,200	19,600	20,000	20,400	20,800	21,200	21,200	21,800	22,500
Other Revenue	3,154,000	2,744,000	2,837,000	2,932,000	3,032,000	3,137,000	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	42,500	42,500	42,500	42,500	42,500	42,500
PILs and Supplementary Taxes	101,943,800	107,864,900	113,531,000	119,071,400	124,783,300	131,263,800	137,631,900	144,863,800	152,301,300	159,585,600	167,537,800
<b>Total Revenue</b>	<b>106,572,900</b>	<b>111,952,100</b>	<b>117,391,100</b>	<b>122,706,400</b>	<b>128,198,200</b>	<b>134,463,700</b>	<b>140,942,200</b>	<b>148,289,500</b>	<b>155,847,000</b>	<b>163,131,900</b>	<b>171,084,800</b>
<b>EXPENDITURES</b>											
Supplies, Material & Equipment	23,300	28,500	29,300	30,100	30,900	31,700	32,600	33,500	34,400	35,700	36,600
Purchased Services	2,309,900	2,344,500	2,413,300	2,484,200	2,557,100	2,632,000	2,709,400	2,789,100	2,871,600	2,956,300	3,046,000
Insurance & Financial	1,306,800	1,612,200	1,320,700	1,329,200	1,338,300	1,347,400	1,356,700	1,366,000	1,375,400	1,378,900	1,391,500
<b>Total Expenditures</b>	<b>3,640,000</b>	<b>3,985,200</b>	<b>3,763,300</b>	<b>3,843,500</b>	<b>3,926,300</b>	<b>4,011,100</b>	<b>4,098,700</b>	<b>4,188,600</b>	<b>4,281,400</b>	<b>4,370,900</b>	<b>4,474,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(102,932,900)</b>	<b>(107,966,900)</b>	<b>(113,627,800)</b>	<b>(118,862,900)</b>	<b>(124,271,900)</b>	<b>(130,452,600)</b>	<b>(136,843,500)</b>	<b>(144,100,900)</b>	<b>(151,565,600)</b>	<b>(158,761,000)</b>	<b>(166,610,700)</b>
yr/yr % change		4.9%	5.2%	4.6%	4.6%	5.0%	4.9%	5.3%	5.2%	4.7%	4.9%
<b>TRANSFERS</b>											
Transfer from Reserves		(200,000)		(950,000)	(200,000)	(300,000)	(1,300,000)	(1,800,000)		(1,100,000)	(1,100,000)
Transfer to Reserves	3,854,000	3,444,000	3,537,000	3,632,000	3,732,000	3,837,000	3,947,000	4,062,000	4,182,000	4,182,000	4,182,000
<b>Total Transfers</b>	<b>3,854,000</b>	<b>3,244,000</b>	<b>3,537,000</b>	<b>2,682,000</b>	<b>3,532,000</b>	<b>3,537,000</b>	<b>2,647,000</b>	<b>2,262,000</b>	<b>4,182,000</b>	<b>3,082,000</b>	<b>3,082,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>(99,078,900)</b>	<b>(104,722,900)</b>	<b>(110,090,800)</b>	<b>(116,180,900)</b>	<b>(120,739,900)</b>	<b>(126,915,600)</b>	<b>(134,196,500)</b>	<b>(141,838,900)</b>	<b>(147,383,600)</b>	<b>(155,679,000)</b>	<b>(163,528,700)</b>
yr/yr % change		5.7%	5.1%	5.5%	3.9%	5.1%	5.7%	5.7%	3.9%	5.6%	5.0%





## Programme Overview

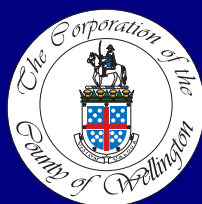
<b>Programme/Service:</b>	<b>County Council</b>
<b>Department:</b>	<b>Administered by the Chief Administrative Officer</b>
<b>Governance:</b>	<b>Administration, Finance and Human Resources Committee</b>

## 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

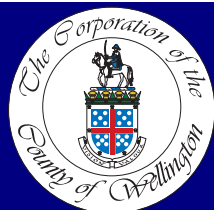
**Governance:** Administration, Finance and Human Resources Committee

			2019			\$ Change	% Change
	2018	2018	Preliminary	2019	2020	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
<b>Revenue</b>							
Other Revenue	\$18,780	\$19,200	\$ -	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$18,780</b>	<b>\$19,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$715,038	\$762,600	\$938,821	\$952,200	\$973,000	\$20,800	2.2%
Supplies, Material & Equipment	\$64,596	\$88,200	\$36,452	\$58,500	\$56,000	(\$2,500)	(4.3%)
Purchased Services	\$227,335	\$219,500	\$201,525	\$215,100	\$232,800	\$17,700	8.2%
Insurance & Financial	\$10,746	\$9,700	\$18,177	\$10,300	\$10,700	\$400	3.9%
<b>Total Expenditure</b>	<b>\$1,017,715</b>	<b>\$1,080,000</b>	<b>\$1,194,975</b>	<b>\$1,236,100</b>	<b>\$1,272,500</b>	<b>\$36,400</b>	<b>2.9%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$998,935</b>	<b>\$1,060,800</b>	<b>\$1,194,975</b>	<b>\$1,236,100</b>	<b>\$1,272,500</b>	<b>\$36,400</b>	<b>2.9%</b>
<b>Transfers</b>							
<b>NET COST / (REVENUE)</b>	<b>\$998,935</b>	<b>\$1,060,800</b>	<b>\$1,194,975</b>	<b>\$1,236,100</b>	<b>\$1,272,500</b>	<b>\$36,400</b>	<b>2.9%</b>



**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**County Council**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
<b>Total Revenue</b>											
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	952,200	973,000	995,400	1,023,400	1,054,500	1,087,200	1,121,000	1,155,800	1,191,800	1,264,700	1,267,100
Supplies, Material & Equipment	58,500	56,000	57,800	84,800	61,400	63,200	65,100	92,300	69,100	71,300	73,500
Purchased Services	215,100	232,800	239,800	247,000	254,300	262,000	269,900	278,100	286,400	294,900	303,300
Insurance & Financial	10,300	10,700	11,300	11,700	12,200	12,700	13,300	13,800	14,400	15,000	15,800
<b>Total Expenditures</b>	<b>1,236,100</b>	<b>1,272,500</b>	<b>1,304,300</b>	<b>1,366,900</b>	<b>1,382,400</b>	<b>1,425,100</b>	<b>1,469,300</b>	<b>1,540,000</b>	<b>1,561,700</b>	<b>1,645,900</b>	<b>1,659,700</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,236,100</b>	<b>1,272,500</b>	<b>1,304,300</b>	<b>1,366,900</b>	<b>1,382,400</b>	<b>1,425,100</b>	<b>1,469,300</b>	<b>1,540,000</b>	<b>1,561,700</b>	<b>1,645,900</b>	<b>1,659,700</b>
yr/yr % change		2.9%	2.5%	4.8%	1.1%	3.1%	3.1%	4.8%	1.4%	5.4%	0.8%
<b>TRANSFERS</b>											
<b>Total Transfers</b>											
<b>TAX LEVY REQUIREMENT</b>	<b>1,236,100</b>	<b>1,272,500</b>	<b>1,304,300</b>	<b>1,366,900</b>	<b>1,382,400</b>	<b>1,425,100</b>	<b>1,469,300</b>	<b>1,540,000</b>	<b>1,561,700</b>	<b>1,645,900</b>	<b>1,659,700</b>
yr/yr % change		2.9%	2.5%	4.8%	1.1%	3.1%	3.1%	4.8%	1.4%	5.4%	0.8%



## Programme Overview

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

## Programme Description

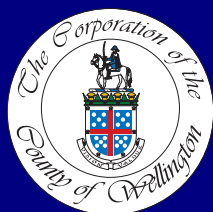
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- 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
<b>Total</b>	<b>33.7</b>	<b>34.8</b>
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

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
User Fees & Charges	\$471	\$600	\$456	\$600	\$600	\$ -	-
Sales Revenue	\$11,632	\$ -	\$16,821	\$20,000	\$20,000	\$ -	-
Other Revenue	\$ -	\$ -	\$161,924	\$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%)
<b>Total Revenue</b>	<b>\$1,804,465</b>	<b>\$1,792,900</b>	<b>\$2,033,311</b>	<b>\$1,889,400</b>	<b>\$1,839,700</b>	<b>(\$49,700)</b>	<b>(2.6%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$3,555,387	\$3,550,300	\$3,629,686	\$3,743,700	\$3,937,000	\$193,300	5.2%
Supplies, Material & Equipment	\$153,250	\$229,200	\$127,926	\$198,500	\$183,400	(\$15,100)	(7.6%)
Purchased Services	\$1,049,996	\$1,317,400	\$1,245,266	\$1,212,000	\$1,340,100	\$128,100	10.6%
Insurance & Financial	\$63,523	\$66,600	\$74,046	\$81,600	\$115,400	\$33,800	41.4%
Internal Charges	\$448	\$2,200	\$633	\$2,000	\$2,100	\$100	5.0%
<b>Total Expenditure</b>	<b>\$4,822,604</b>	<b>\$5,165,700</b>	<b>\$5,077,557</b>	<b>\$5,237,800</b>	<b>\$5,578,000</b>	<b>\$340,200</b>	<b>6.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$3,018,139</b>	<b>\$3,372,800</b>	<b>\$3,044,246</b>	<b>\$3,348,400</b>	<b>\$3,738,300</b>	<b>\$389,900</b>	<b>11.6%</b>
<b>Transfers</b>							
Transfer to Capital	\$335,000	\$335,000	\$320,000	\$320,000	\$262,000	(\$58,000)	(18.1%)
Transfers to Reserve	\$ -	\$ -	\$148,453	\$ -	\$ -	\$ -	-
<b>Total Transfers</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$468,453</b>	<b>\$320,000</b>	<b>\$262,000</b>	<b>(\$58,000)</b>	<b>(18.1%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$3,353,139</b>	<b>\$3,707,800</b>	<b>\$3,512,699</b>	<b>\$3,668,400</b>	<b>\$4,000,300</b>	<b>\$331,900</b>	<b>9.0%</b>



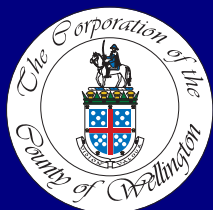
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Office of the CAO/Clerk**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
User Fees & Charges	600	600	600	600	600	600	600	600	600	600	600
Sales Revenue	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Other Revenue	14,800	25,800	26,400	27,100	27,900	28,700	29,600	30,500	31,400	32,300	33,200
Internal Recoveries	1,854,000	1,793,300	1,847,000	1,902,300	1,959,400	2,018,200	2,078,800	2,141,100	2,205,400	2,271,400	2,339,300
<b>Total Revenue</b>	<b>1,889,400</b>	<b>1,839,700</b>	<b>1,894,000</b>	<b>1,950,000</b>	<b>2,007,900</b>	<b>2,067,500</b>	<b>2,129,000</b>	<b>2,192,200</b>	<b>2,257,400</b>	<b>2,324,300</b>	<b>2,393,100</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	3,743,700	3,937,000	4,078,200	4,220,600	4,368,400	4,519,900	4,667,600	4,824,100	4,982,100	5,145,900	5,314,200
Supplies, Material & Equipment	198,500	183,400	184,800	206,600	202,600	211,700	221,300	243,900	240,800	248,700	255,700
Purchased Services	1,212,000	1,340,100	1,368,100	1,407,100	1,447,600	1,489,100	1,531,900	1,576,000	1,621,000	1,671,400	1,719,200
Insurance & Financial	81,600	115,400	118,300	121,600	124,800	128,000	131,100	134,900	138,400	142,000	146,000
Internal Charges	2,000	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
<b>Total Expenditures</b>	<b>5,237,800</b>	<b>5,578,000</b>	<b>5,751,500</b>	<b>5,958,000</b>	<b>6,145,500</b>	<b>6,350,800</b>	<b>6,554,000</b>	<b>6,781,000</b>	<b>6,984,400</b>	<b>7,210,100</b>	<b>7,437,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>3,348,400</b>	<b>3,738,300</b>	<b>3,857,500</b>	<b>4,008,000</b>	<b>4,137,600</b>	<b>4,283,300</b>	<b>4,425,000</b>	<b>4,588,800</b>	<b>4,727,000</b>	<b>4,885,800</b>	<b>5,044,100</b>
yr/yr % change		11.6%	3.2%	3.9%	3.2%	3.5%	3.3%	3.7%	3.0%	3.4%	3.2%
<b>TRANSFERS</b>											
Transfer to Capital	320,000	262,000	584,000	455,000	644,000	667,000	413,000	328,000	744,000	968,000	613,000
<b>Total Transfers</b>	<b>320,000</b>	<b>262,000</b>	<b>584,000</b>	<b>455,000</b>	<b>644,000</b>	<b>667,000</b>	<b>413,000</b>	<b>328,000</b>	<b>744,000</b>	<b>968,000</b>	<b>613,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>3,668,400</b>	<b>4,000,300</b>	<b>4,441,500</b>	<b>4,463,000</b>	<b>4,781,600</b>	<b>4,950,300</b>	<b>4,838,000</b>	<b>4,916,800</b>	<b>5,471,000</b>	<b>5,853,800</b>	<b>5,657,100</b>
yr/yr % change		9.0%	11.0%	0.5%	7.1%	3.5%	(2.3%)	1.6%	11.3%	7.0%	(3.4%)



**County of Wellington**  
**10 Year Capital Budget**  
**Office of the CAO/Clerk**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Office of the CAO/Clerk											
Technical Services											
Firewall and VPN Replacement			75,000					80,000			155,000
Advanced Malware Security								50,000			50,000
Storage Replacement				200,000	200,000				240,000	240,000	880,000
Server Replacement			60,000	110,000	110,000			70,000	115,000	115,000	580,000
Point to Point Radios Guelph						35,000					35,000
Main Core Switches		120,000							135,000		255,000
Wifi Unit Replacement		100,000					100,000				200,000
Phone Gateway Replacement	80,000							90,000			170,000
IT Van	60,000					60,000					120,000
Archive Storage Replacement	35,000			40,000		40,000			45,000		160,000
Server Expansion					50,000						50,000
Storage Expansion					40,000						40,000
Network Equipment UPS Replacement	50,000							50,000			100,000
Network Replacement	100,000			110,000	110,000			100,000			420,000
UPS Data Centre 138 Wyndham St		60,000									60,000
Phone Set Replacement		200,000							200,000		400,000
Back up Server Replacement			35,000					40,000			75,000
Advanced Malware Security			50,000					50,000			100,000
A/C Cooling 138 Wyndham St			80,000								80,000
Disaster Recovery A/C Replacement				50,000							50,000
Disaster Recovery UPS Replacement						50,000					50,000
<b>Total Technical Services</b>	<b>325,000</b>	<b>480,000</b>	<b>300,000</b>	<b>510,000</b>	<b>510,000</b>	<b>185,000</b>	<b>100,000</b>	<b>530,000</b>	<b>735,000</b>	<b>355,000</b>	<b>4,030,000</b>
Application Services											
Asset Management Software	300,000										300,000
Future Application System Enhancements		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
<b>Total Application Services</b>	<b>300,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>2,100,000</b>
Information Management											
Intranet Upgrade					70,000						70,000
County Website Upgrade			67,000					67,000			134,000
<b>Total Information Management</b>			<b>67,000</b>		<b>70,000</b>			<b>67,000</b>			<b>204,000</b>
<b>Total</b>	<b>625,000</b>	<b>680,000</b>	<b>567,000</b>	<b>710,000</b>	<b>780,000</b>	<b>385,000</b>	<b>300,000</b>	<b>797,000</b>	<b>935,000</b>	<b>555,000</b>	<b>6,334,000</b>
<b>Sources of Financing</b>											
Recoveries	63,000	113,000	87,000	120,000	136,000	29,000	24,000	141,000	173,000	83,000	969,000
Current Revenues	262,000	567,000	429,000	590,000	590,000	356,000	276,000	605,000	762,000	472,000	4,909,000
Reserves			51,000		54,000			51,000			156,000
Federal Gas Tax	300,000										300,000
<b>Total Financing</b>	<b>625,000</b>	<b>680,000</b>	<b>567,000</b>	<b>710,000</b>	<b>780,000</b>	<b>385,000</b>	<b>300,000</b>	<b>797,000</b>	<b>935,000</b>	<b>555,000</b>	<b>6,334,000</b>



## Programme Overview

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

## Programme Description

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

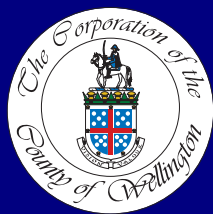
- Provide advice and recommendations to Council on all financial matters affecting the Corporation
- Ensure the long term financial health of the Corporation
- Develop, recommend and implement corporate financial and procurement policies
- Financial Services responsibilities include: corporate budget 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

<b>Staff Complement</b>		
<b>(Full time equivalents)</b>	<b>2019</b>	<b>2020</b>
Financial Services	13.1	13.8
Purchasing and Risk Management	2.3	2.3
<b>Total</b>	<b>15.4</b>	<b>16.1</b>
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

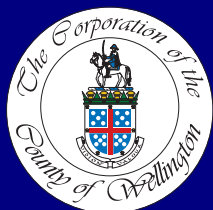
Governance: Administration, Finance and Human Resources Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Other Revenue	\$806	\$ -	\$95,611	\$6,400	\$700	(\$5,700)	(89.1%)
Internal Recoveries	\$513,888	\$513,900	\$538,605	\$538,600	\$576,100	\$37,500	7.0%
Other Financing	\$ -	\$ -	\$31,374	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$514,694</b>	<b>\$513,900</b>	<b>\$665,590</b>	<b>\$545,000</b>	<b>\$576,800</b>	<b>\$31,800</b>	<b>5.8%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,554,179	\$1,629,800	\$1,762,614	\$1,746,000	\$2,108,800	\$362,800	20.8%
Supplies, Material & Equipment	\$34,389	\$33,400	\$38,817	\$52,700	\$44,100	(\$8,600)	(16.3%)
Purchased Services	\$279,640	\$371,000	\$277,056	\$370,400	\$487,000	\$116,600	31.5%
Transfer Payments	\$ -	\$ -	\$ -	\$ -	\$100,000	\$100,000	-
Insurance & Financial	\$191,178	\$92,200	\$223,133	\$191,000	\$199,200	\$8,200	4.3%
Internal Charges	\$2,015	\$5,500	\$1,936	\$3,000	\$3,000	\$ -	-
<b>Total Expenditure</b>	<b>\$2,061,401</b>	<b>\$2,131,900</b>	<b>\$2,303,556</b>	<b>\$2,363,100</b>	<b>\$2,942,100</b>	<b>\$579,000</b>	<b>24.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,546,707</b>	<b>\$1,618,000</b>	<b>\$1,637,966</b>	<b>\$1,818,100</b>	<b>\$2,365,300</b>	<b>\$547,200</b>	<b>30.1%</b>
<b>Transfers</b>							
Transfer from Reserve	(\$74,800)	(\$74,800)	\$ -	(\$164,600)	(\$582,100)	(\$417,500)	253.6%
Transfers to Reserve	\$75,000	\$75,000	\$150,000	\$150,000	\$150,000	\$ -	-
<b>Total Transfers</b>	<b>\$200</b>	<b>\$200</b>	<b>\$150,000</b>	<b>(\$14,600)</b>	<b>(\$432,100)</b>	<b>(\$417,500)</b>	<b>2,859.6%</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,546,907</b>	<b>\$1,618,200</b>	<b>\$1,787,966</b>	<b>\$1,803,500</b>	<b>\$1,933,200</b>	<b>\$129,700</b>	<b>7.2%</b>



**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Treasury**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Other Revenue	6,400	700	700	700	700	700	700	700	700	700	700
Internal Recoveries	538,600	576,100	593,400	611,300	629,600	648,500	668,000	688,000	708,700	730,000	751,900
<b>Total Revenue</b>	<b>545,000</b>	<b>576,800</b>	<b>594,100</b>	<b>612,000</b>	<b>630,300</b>	<b>649,200</b>	<b>668,700</b>	<b>688,700</b>	<b>709,400</b>	<b>730,700</b>	<b>752,600</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	1,746,000	2,108,800	2,190,700	2,256,800	2,325,000	2,399,300	2,472,700	2,549,200	2,626,300	2,706,300	2,789,300
Supplies, Material & Equipment	52,700	44,100	44,700	45,600	46,500	47,400	48,300	49,200	50,100	51,000	52,500
Purchased Services	370,400	487,000	467,600	569,800	492,300	504,000	515,800	618,200	542,300	557,400	571,600
Transfer Payments		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Insurance & Financial	191,000	199,200	203,300	207,200	211,100	214,900	219,100	223,200	227,400	231,800	236,400
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditures</b>	<b>2,363,100</b>	<b>2,942,100</b>	<b>3,009,300</b>	<b>3,182,400</b>	<b>3,177,900</b>	<b>3,268,600</b>	<b>3,358,900</b>	<b>3,542,800</b>	<b>3,549,100</b>	<b>3,649,500</b>	<b>3,752,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,818,100</b>	<b>2,365,300</b>	<b>2,415,200</b>	<b>2,570,400</b>	<b>2,547,600</b>	<b>2,619,400</b>	<b>2,690,200</b>	<b>2,854,100</b>	<b>2,839,700</b>	<b>2,918,800</b>	<b>3,000,200</b>
yr/yr % change		30.1%	2.1%	6.4%	(0.9%)	2.8%	2.7%	6.1%	(0.5%)	2.8%	2.8%
<b>TRANSFERS</b>											
Transfer from Reserves	(164,600)	(582,100)	(324,700)	(267,400)	(180,100)	(182,800)	(185,600)	(278,400)	(191,200)	(194,100)	(197,200)
Transfer to Reserves	150,000	150,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
<b>Total Transfers</b>	<b>(14,600)</b>	<b>(432,100)</b>	<b>(149,700)</b>	<b>(92,400)</b>	<b>(5,100)</b>	<b>(7,800)</b>	<b>(10,600)</b>	<b>(103,400)</b>	<b>(16,200)</b>	<b>(19,100)</b>	<b>(22,200)</b>
<b>TAX LEVY REQUIREMENT</b>	<b>1,803,500</b>	<b>1,933,200</b>	<b>2,265,500</b>	<b>2,478,000</b>	<b>2,542,500</b>	<b>2,611,600</b>	<b>2,679,600</b>	<b>2,750,700</b>	<b>2,823,500</b>	<b>2,899,700</b>	<b>2,978,000</b>
yr/yr % change		7.2%	17.2%	9.4%	2.6%	2.7%	2.6%	2.7%	2.6%	2.7%	2.7%



## Programme Overview

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

## 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

<b>Staff Complement (Full time equivalents)</b>	<b>2019</b>	<b>2020</b>
Human Resources	12.3	10.3
Health and Safety	1.0	1.0
Accessibility Advisory Committee	1.0	1.0
<b>Total</b>	<b>14.3</b>	<b>12.3</b>
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

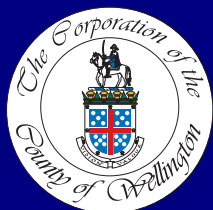
Governance: Administration, Finance and Human Resources Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Other Revenue	\$ -	\$ -	\$12,805	\$15,000	\$26,400	\$11,400	76.0%
Internal Recoveries	\$1,085,928	\$1,086,000	\$1,011,366	\$1,050,800	\$896,600	(\$154,200)	(14.7%)
<b>Total Revenue</b>	<b>\$1,085,928</b>	<b>\$1,086,000</b>	<b>\$1,024,171</b>	<b>\$1,065,800</b>	<b>\$923,000</b>	<b>(\$142,800)</b>	<b>(13.4%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,524,707	\$1,567,300	\$1,580,776	\$1,560,900	\$1,388,700	(\$172,200)	(11.0%)
Supplies, Material & Equipment	\$129,750	\$127,500	\$178,367	\$135,300	\$133,700	(\$1,600)	(1.2%)
Purchased Services	\$322,063	\$438,100	\$443,171	\$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 & Financial	\$240,713	\$242,800	\$266,208	\$266,300	\$276,100	\$9,800	3.7%
Internal Charges	\$1,492	\$1,900	\$1,106	\$1,500	\$1,500	\$ -	-
<b>Total Expenditure</b>	<b>\$2,258,725</b>	<b>\$2,447,600</b>	<b>\$2,549,628</b>	<b>\$2,492,800</b>	<b>\$2,556,600</b>	<b>\$63,800</b>	<b>2.6%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,172,797</b>	<b>\$1,361,600</b>	<b>\$1,525,457</b>	<b>\$1,427,000</b>	<b>\$1,633,600</b>	<b>\$206,600</b>	<b>14.5%</b>
<b>Transfers</b>							
Transfer from Reserve	(\$318,691)	(\$438,500)	(\$357,646)	(\$419,200)	(\$568,200)	(\$149,000)	35.5%
Transfers to Reserve	\$30,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Transfers</b>	<b>(\$288,691)</b>	<b>(\$438,500)</b>	<b>(\$357,646)</b>	<b>(\$419,200)</b>	<b>(\$568,200)</b>	<b>(\$149,000)</b>	<b>35.5%</b>
<b>NET COST / (REVENUE)</b>	<b>\$884,106</b>	<b>\$923,100</b>	<b>\$1,167,811</b>	<b>\$1,007,800</b>	<b>\$1,065,400</b>	<b>\$57,600</b>	<b>5.7%</b>



**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Human Resources**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Other Revenue	15,000	26,400	27,200	28,000	28,800	29,700	30,600	31,500	32,400	33,400	34,400
Internal Recoveries	1,050,800	896,600	923,500	951,200	979,800	1,009,200	1,039,500	1,070,700	1,102,800	1,135,900	1,170,000
<b>Total Revenue</b>	<b>1,065,800</b>	<b>923,000</b>	<b>950,700</b>	<b>979,200</b>	<b>1,008,600</b>	<b>1,038,900</b>	<b>1,070,100</b>	<b>1,102,200</b>	<b>1,135,200</b>	<b>1,169,300</b>	<b>1,204,400</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	1,560,900	1,388,700	1,439,000	1,496,400	1,545,400	1,596,000	1,648,200	1,703,500	1,759,900	1,817,600	1,877,900
Supplies, Material & Equipment	135,300	133,700	137,200	140,800	144,500	148,300	152,100	156,000	160,000	163,900	167,800
Purchased Services	458,800	666,600	690,800	624,700	591,100	605,900	621,400	667,200	653,300	669,900	686,600
Transfer Payments	70,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Insurance & Financial	266,300	276,100	283,900	285,100	286,000	287,400	288,600	289,600	290,900	292,400	303,500
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Expenditures</b>	<b>2,492,800</b>	<b>2,556,600</b>	<b>2,642,400</b>	<b>2,638,500</b>	<b>2,658,500</b>	<b>2,729,100</b>	<b>2,801,800</b>	<b>2,907,800</b>	<b>2,955,600</b>	<b>3,035,300</b>	<b>3,127,300</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,427,000</b>	<b>1,633,600</b>	<b>1,691,700</b>	<b>1,659,300</b>	<b>1,649,900</b>	<b>1,690,200</b>	<b>1,731,700</b>	<b>1,805,600</b>	<b>1,820,400</b>	<b>1,866,000</b>	<b>1,922,900</b>
yr/yr % change		14.5%	3.6%	(1.9%)	(0.6%)	2.4%	2.5%	4.3%	0.8%	2.5%	3.0%
<b>TRANSFERS</b>											
Transfer from Reserves	(419,200)	(568,200)	(584,600)	(545,100)	(504,700)	(511,600)	(519,200)	(527,000)	(535,100)	(543,200)	(543,200)
<b>Total Transfers</b>	<b>(419,200)</b>	<b>(568,200)</b>	<b>(584,600)</b>	<b>(545,100)</b>	<b>(504,700)</b>	<b>(511,600)</b>	<b>(519,200)</b>	<b>(527,000)</b>	<b>(535,100)</b>	<b>(543,200)</b>	<b>(543,200)</b>
<b>TAX LEVY REQUIREMENT</b>											
<b>TAX LEVY REQUIREMENT</b>	<b>1,007,800</b>	<b>1,065,400</b>	<b>1,107,100</b>	<b>1,114,200</b>	<b>1,145,200</b>	<b>1,178,600</b>	<b>1,212,500</b>	<b>1,278,600</b>	<b>1,285,300</b>	<b>1,322,800</b>	<b>1,379,700</b>
yr/yr % change		5.7%	3.9%	0.6%	2.8%	2.9%	2.9%	5.5%	0.5%	2.9%	4.3%



## Programme Overview

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

## Programme Description

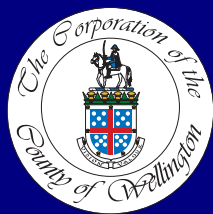
Maintenance, improvements and operations of County owned facilities including:

- 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 in Guelph is included in 2028.

<b>Staff Complement</b>		
<b>(Full time equivalents)</b>	<b>2019</b>	<b>2020</b>
Property Maintenance	5.8	5.8
Office Cleaning	4.8	5.6
Construction and Property Manager	1.0	1.0
<b>Total</b>	<b>11.6</b>	<b>12.4</b>
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 Actuals	2018 Budget	2019 Preliminary Actuals	2019 Budget	2020 Budget	\$ Change Budget	% Change Budget
<b>Revenue</b>							
Licenses, Permits and Rents	\$1,253,659	\$1,088,500	\$1,245,466	\$1,170,200	\$1,207,300	\$37,100	3.2%
User Fees & Charges	\$159,890	\$165,000	\$154,027	\$165,000	\$155,000	(\$10,000)	(6.1%)
Other Revenue	\$4,572	\$ -	\$32,525	\$28,100	\$22,300	(\$5,800)	(20.6%)
Internal Recoveries	\$727,379	\$727,800	\$704,094	\$720,800	\$701,200	(\$19,600)	(2.7%)
<b>Total Revenue</b>	<b>\$2,145,500</b>	<b>\$1,981,300</b>	<b>\$2,136,112</b>	<b>\$2,084,100</b>	<b>\$2,085,800</b>	<b>\$1,700</b>	<b>0.1%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$934,993	\$984,500	\$973,202	\$920,100	\$1,061,200	\$141,100	15.3%
Supplies, Material & Equipment	\$217,303	\$190,100	\$171,760	\$198,400	\$199,500	\$1,100	0.6%
Purchased Services	\$792,862	\$800,300	\$882,697	\$827,000	\$862,100	\$35,100	4.2%
Insurance & Financial	\$51,872	\$54,700	\$54,950	\$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	\$ -	\$ -	\$ -	-
<b>Total Expenditure</b>	<b>\$2,401,258</b>	<b>\$2,481,200</b>	<b>\$2,674,691</b>	<b>\$2,623,200</b>	<b>\$2,499,000</b>	<b>(\$124,200)</b>	<b>(4.7%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$255,758</b>	<b>\$499,900</b>	<b>\$538,579</b>	<b>\$539,100</b>	<b>\$413,200</b>	<b>(\$125,900)</b>	<b>(23.4%)</b>
<b>Transfers</b>							
Transfer from Reserve	(\$17,707)	(\$67,800)	(\$23,550)	(\$77,000)	\$ -	\$77,000	(100.0%)
Transfers to Reserve	\$804,928	\$811,000	\$650,000	\$810,900	\$773,800	(\$37,100)	(4.6%)
<b>Total Transfers</b>	<b>\$787,221</b>	<b>\$743,200</b>	<b>\$626,450</b>	<b>\$733,900</b>	<b>\$773,800</b>	<b>\$39,900</b>	<b>5.4%</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,042,979</b>	<b>\$1,243,100</b>	<b>\$1,165,029</b>	<b>\$1,273,000</b>	<b>\$1,187,000</b>	<b>(\$86,000)</b>	<b>(6.8%)</b>



**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Property Services**

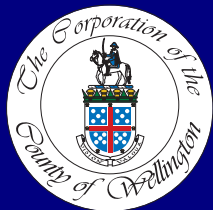
	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Licenses, Permits and Rents	1,170,200	1,207,300	1,180,200	1,182,800	1,181,900	1,180,300	1,186,400	1,182,300	1,184,500	1,185,100	1,185,400
User Fees & Charges	165,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000
Other Revenue	28,100	22,300	22,900	23,500	24,200	24,900	25,600	26,300	27,000	27,800	28,600
Internal Recoveries	720,800	701,200	783,900	782,600	787,700	815,400	934,100	903,000	956,700	941,900	956,600
<b>Total Revenue</b>	<b>2,084,100</b>	<b>2,085,800</b>	<b>2,142,000</b>	<b>2,143,900</b>	<b>2,148,800</b>	<b>2,175,600</b>	<b>2,301,100</b>	<b>2,266,600</b>	<b>2,323,200</b>	<b>2,309,800</b>	<b>2,325,600</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	920,100	1,061,200	1,063,200	1,097,000	1,131,900	1,168,300	1,206,100	1,245,100	1,285,300	1,327,200	1,370,200
Supplies, Material & Equipment	198,400	199,500	203,700	207,900	212,300	216,800	221,400	226,000	230,700	235,900	241,300
Purchased Services	827,000	862,100	893,000	927,800	963,900	996,200	1,035,600	1,076,400	1,118,900	1,130,700	1,173,300
Insurance & Financial	60,500	64,000	65,900	66,900	67,800	68,800	69,800	70,900	72,000	73,100	75,900
Minor Capital Expenses	102,000	20,500	52,000	28,000	6,000	10,500	103,000	49,000	65,000	30,000	14,000
Debt Charges	515,200	291,700	292,100	291,300	291,200	291,900	189,000	188,300	188,400	693,700	1,787,800
<b>Total Expenditures</b>	<b>2,623,200</b>	<b>2,499,000</b>	<b>2,569,900</b>	<b>2,618,900</b>	<b>2,673,100</b>	<b>2,752,500</b>	<b>2,824,900</b>	<b>2,855,700</b>	<b>2,960,300</b>	<b>3,490,600</b>	<b>4,662,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>539,100</b>	<b>413,200</b>	<b>427,900</b>	<b>475,000</b>	<b>524,300</b>	<b>576,900</b>	<b>523,800</b>	<b>589,100</b>	<b>637,100</b>	<b>1,180,800</b>	<b>2,336,900</b>
yr/yr % change		(23.4%)	3.6%	11.0%	10.4%	10.0%	(9.2%)	12.5%	8.1%	85.3%	97.9%
<b>TRANSFERS</b>											
Transfer from Reserves	(77,000)										
Transfer to Reserves	810,900	773,800	773,700	773,700	773,700	773,700	773,700	773,700	773,700	773,700	773,500
<b>Total Transfers</b>	<b>733,900</b>	<b>773,800</b>	<b>773,700</b>	<b>773,700</b>	<b>773,700</b>	<b>773,700</b>	<b>773,700</b>	<b>773,700</b>	<b>773,700</b>	<b>773,700</b>	<b>773,500</b>
<b>TAX LEVY REQUIREMENT</b>	<b>1,273,000</b>	<b>1,187,000</b>	<b>1,201,600</b>	<b>1,248,700</b>	<b>1,298,000</b>	<b>1,350,600</b>	<b>1,297,500</b>	<b>1,362,800</b>	<b>1,410,800</b>	<b>1,954,500</b>	<b>3,110,400</b>
yr/yr % change		(6.8%)	1.2%	3.9%	3.9%	4.1%	(3.9%)	5.0%	3.5%	38.5%	59.1%





**County of Wellington**  
**10 Year Capital Budget**  
**Property Services**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
<b>Property Services</b>											
Facility Improvements											
129 Wyndham: Tenant Elevator	150,000										150,000
21 Douglas: HVAC Pump Replacement						25,000					25,000
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									22,100,000		22,100,000
Admin Centre: HVAC Systems			39,000								39,000
Admin Centre: Hot Water Boiler Replacement			200,000								200,000
Admin Centre: Lighting Upgrade	40,000					40,000					80,000
Admin Centre: Pave Corner Lot	40,000										40,000
Admin Centre: Pedestrian Paving					45,000						45,000
Admin Centre: Water Heater Replacement	40,000										40,000
Badenoch: Accessible Ramp	45,000										45,000
Courthouse: Domestic Water Distribution			30,000								30,000
Courthouse: HVAC Equipment									50,000		50,000
Courthouse: Interior Upgrade		51,000					82,000				133,000
Courthouse: Lighting Upgrade	40,000					40,000					80,000
Courthouse: Mechanical Equip Replacements			475,000								475,000
Courthouse: Plumbing Fixtures Replacement			30,000								30,000
Gaol: Elevator Modernization				100,000							100,000
Gaol: HVAC Equipment Replacements									145,000		145,000
Gaol: HVAC Systems			45,000								45,000
Gaol: Lighting Upgrade	50,000										50,000
Gaol: Security Replacement								35,000			35,000
Guelph Office Relocation	30,000										30,000
Property Building Retrofits	135,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	835,000
<b>Vehicles and Equipment</b>											
Replace AED Equipment	75,000										75,000
Replace Maintenance 1/2 Tonne Van				50,000							50,000
Replace Maintenance Pickup						50,000					50,000
Replace Maintenance Van						50,000					50,000
<b>Total Property Services</b>	<b>1,024,000</b>	<b>151,000</b>	<b>964,000</b>	<b>225,000</b>	<b>120,000</b>	<b>280,000</b>	<b>157,000</b>	<b>110,000</b>	<b>22,370,000</b>	<b>75,000</b>	<b>25,476,000</b>
<b>Total</b>	<b>1,024,000</b>	<b>151,000</b>	<b>964,000</b>	<b>225,000</b>	<b>120,000</b>	<b>280,000</b>	<b>157,000</b>	<b>110,000</b>	<b>22,370,000</b>	<b>75,000</b>	<b>25,476,000</b>
<b>Sources of Financing</b>											
Reserves	1,024,000	151,000	964,000	225,000	120,000	280,000	157,000	110,000	5,270,000	75,000	8,376,000
Debenture									17,100,000		17,100,000
<b>Total Financing</b>	<b>1,024,000</b>	<b>151,000</b>	<b>964,000</b>	<b>225,000</b>	<b>120,000</b>	<b>280,000</b>	<b>157,000</b>	<b>110,000</b>	<b>22,370,000</b>	<b>75,000</b>	<b>25,476,000</b>



## Programme Overview

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

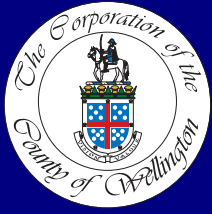
## Programme Description

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
<b>Expenditure</b>							
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%
<b>Total Expenditure</b>	<b>\$55,000</b>	<b>\$57,600</b>	<b>\$84,038</b>	<b>\$232,600</b>	<b>\$461,400</b>	<b>\$228,800</b>	<b>98.4%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$55,000</b>	<b>\$57,600</b>	<b>\$84,038</b>	<b>\$232,600</b>	<b>\$461,400</b>	<b>\$228,800</b>	<b>98.4%</b>
<b>Transfers</b>							
Transfer from Reserve	\$ -	\$ -	(\$2,328)	\$ -	(\$3,000)	(\$3,000)	-
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(\$2,328)</b>	<b>\$ -</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>-</b>
<b>NET COST / (REVENUE)</b>	<b>\$55,000</b>	<b>\$57,600</b>	<b>\$81,710</b>	<b>\$232,600</b>	<b>\$458,400</b>	<b>\$225,800</b>	<b>97.1%</b>



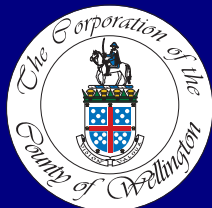
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Grants & Contributions**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
<b>Total Revenue</b>											
<b>EXPENDITURES</b>											
Transfer Payments	59,300	84,800	86,600	86,800	87,000	87,200	87,400	87,600	87,800	88,000	88,300
Debt Charges	173,300	376,600	377,000	376,300	375,500	375,700	376,800	376,600	377,000	376,200	377,100
<b>Total Expenditures</b>	<b>232,600</b>	<b>461,400</b>	<b>463,600</b>	<b>463,100</b>	<b>462,500</b>	<b>462,900</b>	<b>464,200</b>	<b>464,200</b>	<b>464,800</b>	<b>464,200</b>	<b>465,400</b>
<b>Net Operating Cost / (Revenue)</b>	<b>232,600</b>	<b>461,400</b>	<b>463,600</b>	<b>463,100</b>	<b>462,500</b>	<b>462,900</b>	<b>464,200</b>	<b>464,200</b>	<b>464,800</b>	<b>464,200</b>	<b>465,400</b>
yr/yr % change		98.4%	0.5%	(0.1%)	(0.1%)	0.1%	0.3%		0.1%	(0.1%)	0.3%
<b>TRANSFERS</b>											
Transfer from Reserves		(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
<b>Total Transfers</b>		<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>
<b>TAX LEVY REQUIREMENT</b>	<b>232,600</b>	<b>458,400</b>	<b>460,600</b>	<b>460,100</b>	<b>459,500</b>	<b>459,900</b>	<b>461,200</b>	<b>461,200</b>	<b>461,800</b>	<b>461,200</b>	<b>462,400</b>
yr/yr % change		97.1%	0.5%	(0.1%)	(0.1%)	0.1%	0.3%		0.1%	(0.1%)	0.3%



**County of Wellington**  
**10 Year Capital Budget**  
**Hospital Funding**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Hospital Funding											
Louise Marshall Hospital Grant	200,000										200,000
<b>Total</b>	<b>200,000</b>										<b>200,000</b>
<b>Sources of Financing</b>											
Reserves	200,000										200,000
<b>Total Financing</b>	<b>200,000</b>										<b>200,000</b>



## Programme Overview

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

## 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 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:

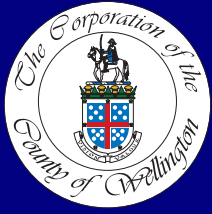
- Up-to-date information on the local economy, trends and opportunities
- Personal assistance with site selection and business support
- Workforce development through facilitation between private industry, education and training
- Investment attraction and promotion of Wellington via "Festival and Events 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 \$162,600
- 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

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$106,271	\$109,800	\$8,811	\$133,400	\$338,000	\$204,600	153.4%
User Fees & Charges	\$29,834	\$29,000	\$33,250	\$156,500	\$66,500	(\$90,000)	(57.5%)
Sales Revenue	\$482	\$ -	\$9,346	\$ -	\$5,000	\$5,000	-
Other Revenue	\$4,850	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$141,437</b>	<b>\$138,800</b>	<b>\$51,407</b>	<b>\$289,900</b>	<b>\$409,500</b>	<b>\$119,600</b>	<b>41.3%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$514,626	\$517,500	\$531,739	\$537,300	\$667,000	\$129,700	24.1%
Supplies, Material & Equipment	\$27,040	\$20,200	\$29,247	\$42,200	\$164,300	\$122,100	289.3%
Purchased Services	\$326,010	\$371,900	\$395,018	\$557,600	\$700,300	\$142,700	25.6%
Transfer Payments	\$233,424	\$290,000	\$255,792	\$420,000	\$487,500	\$67,500	16.1%
Insurance & Financial	\$8,967	\$10,100	\$10,907	\$26,600	\$14,800	(\$11,800)	(44.4%)
Internal Charges	\$ -	\$ -	\$6,189	\$ -	\$8,000	\$8,000	-
<b>Total Expenditure</b>	<b>\$1,110,067</b>	<b>\$1,209,700</b>	<b>\$1,228,892</b>	<b>\$1,583,700</b>	<b>\$2,041,900</b>	<b>\$458,200</b>	<b>28.9%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$968,630</b>	<b>\$1,070,900</b>	<b>\$1,177,485</b>	<b>\$1,293,800</b>	<b>\$1,632,400</b>	<b>\$338,600</b>	<b>26.2%</b>
<b>Transfers</b>							
Transfers to Reserve	\$135,500	\$135,500	\$150,000	\$150,000	\$150,000	\$ -	-
<b>Total Transfers</b>	<b>\$135,500</b>	<b>\$135,500</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$ -</b>	<b>-</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,104,130</b>	<b>\$1,206,400</b>	<b>\$1,327,485</b>	<b>\$1,443,800</b>	<b>\$1,782,400</b>	<b>\$338,600</b>	<b>23.5%</b>



**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Economic Development**

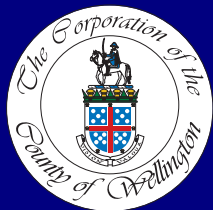
	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	133,400	338,000	359,800	413,000	246,400						
User Fees & Charges	156,500	66,500	87,200	119,900	52,200	26,500	26,500	26,500	26,500	27,100	27,500
Sales Revenue		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total Revenue</b>	<b>289,900</b>	<b>409,500</b>	<b>452,000</b>	<b>537,900</b>	<b>303,600</b>	<b>31,500</b>	<b>31,500</b>	<b>31,500</b>	<b>31,500</b>	<b>32,100</b>	<b>32,500</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	537,300	667,000	693,200	723,400	759,200	644,500	665,800	687,400	710,200	733,900	757,500
Supplies, Material & Equipment	42,200	164,300	144,900	145,500	86,100	32,700	33,300	33,900	34,500	35,100	36,400
Purchased Services	557,600	700,300	722,700	812,800	577,500	328,800	339,900	351,300	362,900	375,200	387,400
Transfer Payments	420,000	487,500	472,500	457,500	442,500	427,500	427,500	427,500	427,500	427,500	427,500
Insurance & Financial	26,600	14,800	15,300	16,100	16,800	14,300	14,800	15,300	16,000	16,500	17,100
Internal Charges		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
<b>Total Expenditures</b>	<b>1,583,700</b>	<b>2,041,900</b>	<b>2,056,600</b>	<b>2,163,300</b>	<b>1,890,100</b>	<b>1,455,800</b>	<b>1,489,300</b>	<b>1,523,400</b>	<b>1,559,100</b>	<b>1,596,200</b>	<b>1,633,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,293,800</b>	<b>1,632,400</b>	<b>1,604,600</b>	<b>1,625,400</b>	<b>1,586,500</b>	<b>1,424,300</b>	<b>1,457,800</b>	<b>1,491,900</b>	<b>1,527,600</b>	<b>1,564,100</b>	<b>1,601,400</b>
yr/yr % change		26.2%	(1.7%)	1.3%	(2.4%)	(10.2%)	2.4%	2.3%	2.4%	2.4%	2.4%
<b>TRANSFERS</b>											
Transfer to Reserves	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Transfers</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>1,443,800</b>	<b>1,782,400</b>	<b>1,754,600</b>	<b>1,775,400</b>	<b>1,736,500</b>	<b>1,574,300</b>	<b>1,607,800</b>	<b>1,641,900</b>	<b>1,677,600</b>	<b>1,714,100</b>	<b>1,751,400</b>
yr/yr % change		23.5%	(1.6%)	1.2%	(2.2%)	(9.3%)	2.1%	2.1%	2.2%	2.2%	2.2%





**County of Wellington**  
**10 Year Capital Budget**  
**Economic Development**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Economic Development											
Wellington Signage Strategy	65,000										65,000
<b>Total</b>	<b>65,000</b>										<b>65,000</b>
<b>Sources of Financing</b>											
Reserves	65,000										65,000
<b>Total Financing</b>	<b>65,000</b>										<b>65,000</b>



## Programme Overview

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

## 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

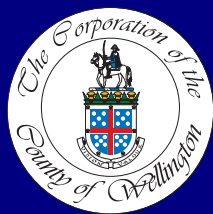
Capital works of \$27.7 million planned for 2020 include:

- \$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 / Bruce Dale (\$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

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



## COUNTY OF WELLINGTON

## 2020 OPERATING BUDGET

Programme/Service: Roads and Bridges

Department: Engineering Services

Governance: Roads Committee

	2018		2019		2020		\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	2019 Budget	2020 Budget	Budget	Budget	Budget
<b>Revenue</b>								
Grants & Subsidies	\$35,401	\$ -	\$12,924	\$ -	\$ -	\$ -	-	-
Municipal Recoveries	\$712,383	\$761,600	\$768,847	\$823,600	\$931,100	\$107,500	13.1%	
User Fees & Charges	\$338,089	\$205,000	\$331,479	\$360,000	\$358,000	(\$2,000)	(0.6%)	
Sales Revenue	\$480,115	\$400,000	\$392,342	\$400,000	\$400,000	\$ -	-	
Internal Recoveries	\$1,870,710	\$2,212,800	\$1,985,181	\$2,014,100	\$2,005,300	(\$8,800)	(0.4%)	
<b>Total Revenue</b>	<b>\$3,436,698</b>	<b>\$3,579,400</b>	<b>\$3,490,773</b>	<b>\$3,597,700</b>	<b>\$3,694,400</b>	<b>\$96,700</b>	<b>2.7%</b>	
<b>Expenditure</b>								
Salaries, Wages and Benefits	\$5,829,957	\$5,897,200	\$5,819,099	\$5,977,400	\$6,308,700	\$331,300	5.5%	
Supplies, Material & Equipment	\$5,790,210	\$5,877,200	\$6,272,064	\$6,058,100	\$6,724,400	\$666,300	11.0%	
Purchased Services	\$1,756,136	\$1,856,900	\$2,251,731	\$1,824,700	\$1,973,200	\$148,500	8.1%	
Insurance & Financial	\$445,232	\$445,100	\$504,644	\$468,500	\$487,300	\$18,800	4.0%	
Minor Capital Expenses	\$1,144,732	\$943,200	\$1,075,210	\$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%	
<b>Total Expenditure</b>	<b>\$17,038,912</b>	<b>\$17,264,800</b>	<b>\$18,465,135</b>	<b>\$17,906,200</b>	<b>\$18,778,600</b>	<b>\$872,400</b>	<b>4.9%</b>	
<b>Net Operating Cost / (Revenue)</b>	<b>\$13,602,214</b>	<b>\$13,685,400</b>	<b>\$14,974,362</b>	<b>\$14,308,500</b>	<b>\$15,084,200</b>	<b>\$775,700</b>	<b>5.4%</b>	
<b>Transfers</b>								
Transfer from Reserve	(\$261,393)	(\$296,800)	\$ -	(\$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	\$3,361,719	\$3,550,000	\$3,950,000	\$400,000	11.3%	
<b>Total Transfers</b>	<b>\$14,147,812</b>	<b>\$13,482,700</b>	<b>\$13,786,219</b>	<b>\$13,354,900</b>	<b>\$13,473,100</b>	<b>\$118,200</b>	<b>0.9%</b>	
<b>NET COST / (REVENUE)</b>	<b>\$27,750,026</b>	<b>\$27,168,100</b>	<b>\$28,760,581</b>	<b>\$27,663,400</b>	<b>\$28,557,300</b>	<b>\$893,900</b>	<b>3.2%</b>	



**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Roads and Engineering**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Municipal Recoveries	823,600	931,100	955,900	958,400	960,900	963,400	965,900	968,400	970,900	973,400	973,400
User Fees & Charges	360,000	358,000	364,200	364,200	364,200	364,200	364,200	364,200	364,200	364,200	364,200
Sales Revenue	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Internal Recoveries	2,014,100	2,005,300	2,068,400	2,124,400	2,182,400	2,242,400	2,304,400	2,368,400	2,434,400	2,434,400	2,434,400
<b>Total Revenue</b>	<b>3,597,700</b>	<b>3,694,400</b>	<b>3,788,500</b>	<b>3,847,000</b>	<b>3,907,500</b>	<b>3,970,000</b>	<b>4,034,500</b>	<b>4,101,000</b>	<b>4,169,500</b>	<b>4,172,000</b>	<b>4,172,000</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	5,977,400	6,308,700	6,543,600	6,762,200	6,971,600	7,207,400	7,441,400	7,685,000	7,932,200	8,188,100	8,453,700
Supplies, Material & Equipment	6,058,100	6,724,400	6,895,300	7,077,700	7,265,500	7,458,900	7,658,100	7,863,200	8,068,600	8,301,300	8,535,300
Purchased Services	1,824,700	1,973,200	2,031,700	2,092,900	2,156,600	2,219,200	2,287,200	2,357,900	2,430,400	2,490,600	2,569,300
Insurance & Financial	468,500	487,300	505,500	521,700	537,900	554,800	571,000	587,700	605,000	622,200	642,900
Minor Capital Expenses	1,010,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000
Debt Charges	753,200	935,900	1,154,700	1,586,400	1,588,600	1,754,200	2,148,800	2,148,800	2,172,800	2,512,600	2,410,500
Internal Charges	1,814,300	1,869,100	1,923,800	1,979,800	2,037,800	2,097,800	2,159,800	2,223,800	2,289,800	2,290,400	2,291,000
<b>Total Expenditures</b>	<b>17,906,200</b>	<b>18,778,600</b>	<b>19,534,600</b>	<b>20,500,700</b>	<b>21,038,000</b>	<b>21,772,300</b>	<b>22,746,300</b>	<b>23,346,400</b>	<b>23,978,800</b>	<b>24,885,200</b>	<b>25,382,700</b>
<b>Net Operating Cost / (Revenue)</b>	<b>14,308,500</b>	<b>15,084,200</b>	<b>15,746,100</b>	<b>16,653,700</b>	<b>17,130,500</b>	<b>17,802,300</b>	<b>18,711,800</b>	<b>19,245,400</b>	<b>19,809,300</b>	<b>20,713,200</b>	<b>21,210,700</b>
yr/yr % change		5.4%	4.4%	5.8%	2.9%	3.9%	5.1%	2.9%	2.9%	4.6%	2.4%
<b>TRANSFERS</b>											
Transfer from Reserves	(619,600)	(801,900)	(984,500)	(1,206,100)	(1,208,400)	(1,212,700)	(1,214,500)	(1,214,400)	(1,213,700)	(1,213,600)	(1,111,500)
Transfer to Capital	10,424,500	10,325,000	10,570,000	11,808,000	12,455,000	13,845,000	15,720,000	18,986,000	17,930,000	19,838,000	21,970,000
Transfer to Reserves	3,550,000	3,950,000	4,050,000	4,050,000	4,150,000	4,650,000	5,450,000	5,550,000	5,850,000	5,850,000	5,850,000
<b>Total Transfers</b>	<b>13,354,900</b>	<b>13,473,100</b>	<b>13,635,500</b>	<b>14,651,900</b>	<b>15,396,600</b>	<b>17,282,300</b>	<b>19,955,500</b>	<b>23,321,600</b>	<b>22,566,300</b>	<b>24,474,400</b>	<b>26,708,500</b>
<b>TAX LEVY REQUIREMENT</b>	<b>27,663,400</b>	<b>28,557,300</b>	<b>29,381,600</b>	<b>31,305,600</b>	<b>32,527,100</b>	<b>35,084,600</b>	<b>38,667,300</b>	<b>42,567,000</b>	<b>42,375,600</b>	<b>45,187,600</b>	<b>47,919,200</b>
yr/yr % change		3.2%	2.9%	6.5%	3.9%	7.9%	10.2%	10.1%	(0.4%)	6.6%	6.0%



**County of Wellington**  
**10 Year Capital Budget**  
**Roads and Engineering**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
<b>Roads and Engineering</b>											
Roads Facilities and Equipment	2,385,000	8,890,000	2,730,000	2,474,000	13,230,000	2,885,000	2,280,000	7,910,000	2,275,000	2,762,000	47,821,000
Asset Management / Engineering	1,450,000	1,175,000	1,100,000	1,275,000	1,250,000	1,125,000	1,100,000	1,100,000	1,300,000	1,100,000	11,975,000
Growth Related Construction	3,665,000	1,480,000	200,000	3,400,000	3,700,000	4,800,000	5,100,000	2,600,000	1,600,000	1,000,000	27,545,000
Roads Construction	1,965,000	5,000,000	7,050,000	3,500,000	1,500,000	3,000,000	1,700,000	2,350,000	4,050,000	10,000,000	40,115,000
Bridges	9,145,000	3,550,000	450,000	10,150,000	6,300,000	3,100,000	5,650,000	7,600,000		200,000	46,145,000
Culverts	900,000	3,150,000	1,600,000	350,000	800,000	2,600,000	300,000	200,000	1,450,000	200,000	11,550,000
County Bridges on Local Roads	550,000	100,000		200,000		100,000	800,000		2,500,000		4,250,000
Roads Resurfacing	7,601,000	3,500,000	9,075,000	6,975,000	8,100,000	6,750,000	10,700,000	9,000,000	12,150,000	13,200,000	87,051,000
<b>Total</b>	<b>27,661,000</b>	<b>26,845,000</b>	<b>22,205,000</b>	<b>28,324,000</b>	<b>34,880,000</b>	<b>24,360,000</b>	<b>27,630,000</b>	<b>30,760,000</b>	<b>25,325,000</b>	<b>28,462,000</b>	<b>276,452,000</b>
<b>Sources of Financing</b>											
Recoveries	2,668,000	505,000	1,775,000	50,000	250,000	650,000			1,250,000		7,148,000
Subsidies				4,160,000							4,160,000
Current Revenues	10,325,000	10,258,500	11,139,000	11,422,000	12,255,000	13,552,000	15,953,000	14,576,000	15,618,000	16,900,000	131,998,500
Reserves	7,010,000	3,990,000	3,170,000	3,374,000	9,880,000	3,925,000	5,970,000	6,950,000	3,425,000	3,662,000	51,356,000
Federal Gas Tax	3,121,000	3,010,000	4,175,000	5,000,000	2,450,000	3,900,000	2,650,000		2,100,000	5,550,000	31,956,000
Ontario Community Infrastructure Fund	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	18,600,000
Development Charges	852,000	721,500	86,000	2,458,000	1,185,000	473,000	1,197,000	1,874,000	1,072,000	490,000	10,408,500
Growth Related Debenture	1,825,000	4,455,000									6,280,000
Debenture		2,045,000			7,000,000			5,500,000			14,545,000
<b>Total Financing</b>	<b>27,661,000</b>	<b>26,845,000</b>	<b>22,205,000</b>	<b>28,324,000</b>	<b>34,880,000</b>	<b>24,360,000</b>	<b>27,630,000</b>	<b>30,760,000</b>	<b>25,325,000</b>	<b>28,462,000</b>	<b>276,452,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Facilities**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Roads and Engineering											
Roads Facilities and Equipment											
Facilities											
Various Facility Repairs	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Rebuild Harriston Shop						500,000		5,500,000			6,000,000
New Erin / Brucedale Shop			500,000		10,700,000						11,200,000
Rebuild Arthur Shop		6,500,000									6,500,000
Rebuild Aberfoyle Shop										500,000	500,000
<b>Total Roads Facilities and Equipment</b>	<b>100,000</b>	<b>6,600,000</b>	<b>600,000</b>	<b>100,000</b>	<b>10,800,000</b>	<b>600,000</b>	<b>100,000</b>	<b>5,600,000</b>	<b>100,000</b>	<b>600,000</b>	<b>25,200,000</b>
<b>Total</b>	<b>100,000</b>	<b>6,600,000</b>	<b>600,000</b>	<b>100,000</b>	<b>10,800,000</b>	<b>600,000</b>	<b>100,000</b>	<b>5,600,000</b>	<b>100,000</b>	<b>600,000</b>	<b>25,200,000</b>
<b>Sources of Financing</b>											
Current Revenues	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Reserves			500,000		3,700,000	500,000				500,000	5,200,000
Growth Related Debenture		4,455,000									4,455,000
Debenture		2,045,000			7,000,000			5,500,000			14,545,000
<b>Total Financing</b>	<b>100,000</b>	<b>6,600,000</b>	<b>600,000</b>	<b>100,000</b>	<b>10,800,000</b>	<b>600,000</b>	<b>100,000</b>	<b>5,600,000</b>	<b>100,000</b>	<b>600,000</b>	<b>25,200,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Equipment**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Roads and Engineering											
Roads Facilities and Equipment											
Equipment											
Roads Equipment											
Pickup		390,000			390,000			430,000			1,210,000
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	1,400,000	1,400,000	1,400,000	1,750,000	1,400,000	14,700,000
Loader			190,000		190,000	190,000	190,000	380,000	190,000	190,000	1,520,000
Grader	450,000					450,000					900,000
Forklift			60,000							60,000	120,000
Trailers						30,000				12,000	42,000
Slide in Sander Unit		60,000									60,000
Tractor	115,000	300,000		115,000		115,000			115,000		760,000
Backhoe	180,000									180,000	360,000
Vacuum Trailer				120,000							120,000
Manual Line Strippers			20,000						20,000		40,000
Hot Box				120,000							120,000
Chipper				89,000							89,000
Excavator				370,000			370,000				740,000
Van		40,000									40,000
Mechanic Service Vehicle										120,000	120,000
Utility Truck			120,000								120,000
Steam Jenny			40,000							40,000	80,000
Roll Off Deck/Box			80,000	60,000			120,000			60,000	320,000
Miscellaneous Equipment	140,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,040,000
<b>Total Roads Facilities and Equipment</b>	<b>2,285,000</b>	<b>2,290,000</b>	<b>2,130,000</b>	<b>2,374,000</b>	<b>2,430,000</b>	<b>2,285,000</b>	<b>2,180,000</b>	<b>2,310,000</b>	<b>2,175,000</b>	<b>2,162,000</b>	<b>22,621,000</b>
<b>Total</b>	<b>2,285,000</b>	<b>2,290,000</b>	<b>2,130,000</b>	<b>2,374,000</b>	<b>2,430,000</b>	<b>2,285,000</b>	<b>2,180,000</b>	<b>2,310,000</b>	<b>2,175,000</b>	<b>2,162,000</b>	<b>22,621,000</b>
<b>Sources of Financing</b>											
Reserves	2,285,000	2,290,000	2,130,000	2,374,000	2,430,000	2,285,000	2,180,000	2,310,000	2,175,000	2,162,000	22,621,000
<b>Total Financing</b>	<b>2,285,000</b>	<b>2,290,000</b>	<b>2,130,000</b>	<b>2,374,000</b>	<b>2,430,000</b>	<b>2,285,000</b>	<b>2,180,000</b>	<b>2,310,000</b>	<b>2,175,000</b>	<b>2,162,000</b>	<b>22,621,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Asset Management / Engineering**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Roads and Engineering											
Asset Management / Engineering											
Warranty Works	100,000										100,000
Work Order Management Study		50,000		100,000							150,000
Pavement Condition Study				50,000					50,000		100,000
Culvert Condition Study		25,000		25,000		25,000					75,000
Storm Water Condition Review	250,000				150,000				150,000		550,000
Pavement Preservation Programme	500,000	500,000	500,000	500,000	500,000	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	600,000	600,000	600,000	600,000	600,000	6,000,000
<b>Total Asset Management / Engineering</b>	<b>1,450,000</b>	<b>1,175,000</b>	<b>1,100,000</b>	<b>1,275,000</b>	<b>1,250,000</b>	<b>1,125,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,300,000</b>	<b>1,100,000</b>	<b>11,975,000</b>
<b>Total</b>	<b>1,450,000</b>	<b>1,175,000</b>	<b>1,100,000</b>	<b>1,275,000</b>	<b>1,250,000</b>	<b>1,125,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,300,000</b>	<b>1,100,000</b>	<b>11,975,000</b>
<b>Sources of Financing</b>											
Current Revenues	1,350,000	1,175,000	1,100,000	1,275,000	1,250,000	1,125,000	1,100,000	1,100,000	1,300,000	1,100,000	11,875,000
Reserves	100,000										100,000
<b>Total Financing</b>	<b>1,450,000</b>	<b>1,175,000</b>	<b>1,100,000</b>	<b>1,275,000</b>	<b>1,250,000</b>	<b>1,125,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,300,000</b>	<b>1,100,000</b>	<b>11,975,000</b>





**County of Wellington**  
**10 Year Capital Budget**  
**Growth Related Construction**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Roads and Engineering											
Growth Related Construction											
Transportation Master Plan	290,000										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						1,600,000
WR 8 at WR 9, Roundabout (Perth)					100,000	1,200,000					1,300,000
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 Improvement									500,000		500,000
WR 18 at Gerrie Intersection		610,000									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										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			100,000		2,000,000	3,500,000					5,600,000
WR 124 PL Ospringe to Guelph			100,000	2,000,000							2,100,000
WR 124 at WR 32 Intersection							4,000,000				4,000,000
<b>Total Growth Related Construction</b>	<b>3,665,000</b>	<b>1,480,000</b>	<b>200,000</b>	<b>3,400,000</b>	<b>3,700,000</b>	<b>4,800,000</b>	<b>5,100,000</b>	<b>2,600,000</b>	<b>1,600,000</b>	<b>1,000,000</b>	<b>27,545,000</b>
<b>Total</b>	<b>3,665,000</b>	<b>1,480,000</b>	<b>200,000</b>	<b>3,400,000</b>	<b>3,700,000</b>	<b>4,800,000</b>	<b>5,100,000</b>	<b>2,600,000</b>	<b>1,600,000</b>	<b>1,000,000</b>	<b>27,545,000</b>
<b>Sources of Financing</b>											
Recoveries	100,000	400,000			250,000	600,000					1,350,000
Current Revenues	888,000	358,500	114,000	942,000	2,265,000	3,727,000	3,903,000	726,000	528,000	510,000	13,961,500
Development Charges	852,000	721,500	86,000	2,458,000	1,185,000	473,000	1,197,000	1,874,000	1,072,000	490,000	10,408,500
Growth Related Debenture	1,825,000										1,825,000
<b>Total Financing</b>	<b>3,665,000</b>	<b>1,480,000</b>	<b>200,000</b>	<b>3,400,000</b>	<b>3,700,000</b>	<b>4,800,000</b>	<b>5,100,000</b>	<b>2,600,000</b>	<b>1,600,000</b>	<b>1,000,000</b>	<b>27,545,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Roads Construction**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
<b>Roads and Engineering</b>											
Roads Construction											
WR 109 / 89 / 9 signal Minto	65,000										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					100,000		1,500,000				1,600,000
WR18 Geddes St Elora, RtnngWall			300,000			3,000,000					3,300,000
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								1,500,000			1,500,000
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
WR 124, Guelph to Whitelaw			200,000	3,500,000							3,700,000
<b>Total Roads Construction</b>	<b>1,965,000</b>	<b>5,000,000</b>	<b>7,050,000</b>	<b>3,500,000</b>	<b>1,500,000</b>	<b>3,000,000</b>	<b>1,700,000</b>	<b>2,350,000</b>	<b>4,050,000</b>	<b>10,000,000</b>	<b>40,115,000</b>
<b>Total</b>	<b>1,965,000</b>	<b>5,000,000</b>	<b>7,050,000</b>	<b>3,500,000</b>	<b>1,500,000</b>	<b>3,000,000</b>	<b>1,700,000</b>	<b>2,350,000</b>	<b>4,050,000</b>	<b>10,000,000</b>	<b>40,115,000</b>
<b>Sources of Financing</b>											
Recoveries			375,000								375,000
Current Revenues	1,465,000	3,300,000	4,275,000	3,500,000	700,000	750,000	700,000	2,350,000	3,050,000	6,500,000	26,590,000
Reserves		1,700,000	540,000							1,000,000	3,240,000
Federal Gas Tax					800,000	2,250,000	1,000,000		1,000,000	2,500,000	7,550,000
Ontario Community Infrastructure Fund	500,000		1,860,000								2,360,000
<b>Total Financing</b>	<b>1,965,000</b>	<b>5,000,000</b>	<b>7,050,000</b>	<b>3,500,000</b>	<b>1,500,000</b>	<b>3,000,000</b>	<b>1,700,000</b>	<b>2,350,000</b>	<b>4,050,000</b>	<b>10,000,000</b>	<b>40,115,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Bridges**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Roads and Engineering											
Bridges											
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								5,200,000			5,200,000
WR 7, Rothsay Bridge, 07019, Rehab					150,000		850,000				1,000,000
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						100,000		2,400,000			2,500,000
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			2,000,000				2,150,000
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										200,000	200,000
WR 86, Bridge B086126 Rehab	350,000										350,000
WR 109, CR Bridge 4, B109133, Replace		50,000				3,000,000					3,050,000
WR 109, CR Bridge 10, B109134, Replace		50,000					2,800,000				2,850,000
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
<b>Total Bridges</b>	<b>9,145,000</b>	<b>3,550,000</b>	<b>450,000</b>	<b>10,150,000</b>	<b>6,300,000</b>	<b>3,100,000</b>	<b>5,650,000</b>	<b>7,600,000</b>		<b>200,000</b>	<b>46,145,000</b>
<b>Total</b>	<b>9,145,000</b>	<b>3,550,000</b>	<b>450,000</b>	<b>10,150,000</b>	<b>6,300,000</b>	<b>3,100,000</b>	<b>5,650,000</b>	<b>7,600,000</b>		<b>200,000</b>	<b>46,145,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Bridges**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
<b>Sources of Financing</b>											
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	100,000		1,100,000		200,000	10,707,000
Reserves	3,475,000			1,000,000	3,750,000	1,140,000	3,790,000	4,640,000			17,795,000
Federal Gas Tax	1,850,000	2,360,000		1,925,000							6,135,000
Ontario Community Infrastructure Fund				1,000,000		1,860,000	1,860,000	1,860,000			6,580,000
<b>Total Financing</b>	<b>9,145,000</b>	<b>3,550,000</b>	<b>450,000</b>	<b>10,150,000</b>	<b>6,300,000</b>	<b>3,100,000</b>	<b>5,650,000</b>	<b>7,600,000</b>		<b>200,000</b>	<b>46,145,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Culverts**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Roads and Engineering											
Culverts											
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		900,000					950,000
WR 10, Clvrt C100970, Replace							50,000		500,000		550,000
WR 11, Clvrt C110920, Rehab	150,000										150,000
WR 11, Clvrt C110930, Replace							50,000		750,000		800,000
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		1,500,000					1,600,000
2019 Various Bridge and Culv	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
<b>Total Culverts</b>	<b>900,000</b>	<b>3,150,000</b>	<b>1,600,000</b>	<b>350,000</b>	<b>800,000</b>	<b>2,600,000</b>	<b>300,000</b>	<b>200,000</b>	<b>1,450,000</b>	<b>200,000</b>	<b>11,550,000</b>
<b>Total</b>	<b>900,000</b>	<b>3,150,000</b>	<b>1,600,000</b>	<b>350,000</b>	<b>800,000</b>	<b>2,600,000</b>	<b>300,000</b>	<b>200,000</b>	<b>1,450,000</b>	<b>200,000</b>	<b>11,550,000</b>
<b>Sources of Financing</b>											
Current Revenues	900,000	2,290,000	800,000	350,000	800,000	1,850,000	300,000	200,000	1,450,000	200,000	9,140,000
Federal Gas Tax			800,000			750,000					1,550,000
Ontario Community Infrastructure Fund		860,000									860,000
<b>Total Financing</b>	<b>900,000</b>	<b>3,150,000</b>	<b>1,600,000</b>	<b>350,000</b>	<b>800,000</b>	<b>2,600,000</b>	<b>300,000</b>	<b>200,000</b>	<b>1,450,000</b>	<b>200,000</b>	<b>11,550,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**County Bridges on Local Roads**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Roads and Engineering											
County Bridges on Local Roads											
Wellington Grey, McMullen Bridge				100,000		100,000			2,500,000		2,700,000
Jones Baseline, Ostrander Bridge, 000032, Rehab		100,000		100,000			800,000				1,000,000
Armstrong Bridge 000070, Rehab	550,000										550,000
<b>Total County Bridges on Local Roads</b>	<b>550,000</b>	<b>100,000</b>		<b>200,000</b>		<b>100,000</b>	<b>800,000</b>		<b>2,500,000</b>		<b>4,250,000</b>
<b>Total</b>	<b>550,000</b>	<b>100,000</b>		<b>200,000</b>		<b>100,000</b>	<b>800,000</b>		<b>2,500,000</b>		<b>4,250,000</b>
<b>Sources of Financing</b>											
Recoveries				50,000		50,000			1,250,000		1,350,000
Current Revenues	550,000	100,000		150,000		50,000	800,000				1,650,000
Reserves									1,250,000		1,250,000
<b>Total Financing</b>	<b>550,000</b>	<b>100,000</b>		<b>200,000</b>		<b>100,000</b>	<b>800,000</b>		<b>2,500,000</b>		<b>4,250,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Roads Resurfacing**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Roads and Engineering											
Roads Resurfacing											
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	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									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		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						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				50,000		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					100,000	1,600,000					1,700,000
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							100,000		1,500,000		1,600,000
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		1,000,000				1,100,000
WR 18, WR 7 to ROW boundary, 6.3 km					100,000		2,500,000				2,600,000
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								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	1,500,000			2,000,000							3,500,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km			100,000			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
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	50,000	950,000									1,000,000
WR32, Int Hwy 7 and Twnshp Rd 3		150,000									150,000



**County of Wellington**  
**10 Year Capital Budget**  
**Roads Resurfacing**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
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		50,000	1,000,000								1,050,000
WR 34, WR 33 to WR 32, 2 km				50,000		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		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		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				50,000	1,000,000						1,050,000
WR 86, COG to ROW 7.9 km					100,000		3,000,000				3,100,000
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							100,000			2,000,000	2,100,000
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								100,000	1,000,000		1,100,000
<b>Total Roads Resurfacing</b>	<b>7,601,000</b>	<b>3,500,000</b>	<b>9,075,000</b>	<b>6,975,000</b>	<b>8,100,000</b>	<b>6,750,000</b>	<b>10,700,000</b>	<b>9,000,000</b>	<b>12,150,000</b>	<b>13,200,000</b>	<b>87,051,000</b>
<b>Total</b>	<b>7,601,000</b>	<b>3,500,000</b>	<b>9,075,000</b>	<b>6,975,000</b>	<b>8,100,000</b>	<b>6,750,000</b>	<b>10,700,000</b>	<b>9,000,000</b>	<b>12,150,000</b>	<b>13,200,000</b>	<b>87,051,000</b>
<b>Sources of Financing</b>											
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	5,850,000	9,050,000	9,000,000	9,190,000	8,290,000	57,075,000
Reserves	1,150,000										1,150,000
Federal Gas Tax	1,271,000	650,000	3,375,000	3,075,000	1,650,000	900,000	1,650,000		1,100,000	3,050,000	16,721,000
Ontario Community Infrastructure Fund	1,360,000	1,000,000		860,000	1,860,000				1,860,000	1,860,000	8,800,000
<b>Total Financing</b>	<b>7,601,000</b>	<b>3,500,000</b>	<b>9,075,000</b>	<b>6,975,000</b>	<b>8,100,000</b>	<b>6,750,000</b>	<b>10,700,000</b>	<b>9,000,000</b>	<b>12,150,000</b>	<b>13,200,000</b>	<b>87,051,000</b>



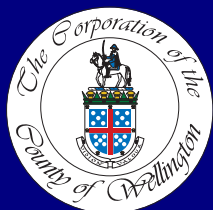
**Schedule "A"**  
**Proposed Projects to be funded from Federal Gas Tax revenues in 2020-2029**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
11 Roads and Engineering											
Tr from Federal Gas Tax Rsv											
WR 3, WR 2 to Grey Bndry 2.8 km									800,000		800,000
WR 6, WR 109 to Hwy 89									2,500,000		2,500,000
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								1,100,000			1,100,000
WR 12, Culvert C12086, Replace			800,000								800,000
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										1,271,000
WR 16, Penfold Bridge, B016038				900,000							900,000
WR 16, Hwy 89 to WR 109								1,000,000			1,000,000
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, Geddes St Mathieson to David							1,000,000				1,000,000
WR18 Geddes St Elora, RtngWall						2,250,000					2,250,000
WR 18, Carroll Creek B018090		500,000									500,000
WR 18, WR 7 to ROW boundary, 6.3 km							1,650,000				1,650,000
WR 21,Badley Bridge,B021057	1,000,000										1,000,000
WR 30, WR 39 to WR 86, 1.7 km		650,000									650,000
WR 34, WR 32 to SR 10 North 2 km									750,000		750,000
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 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									1,500,000		1,500,000
WR 109, Mallet River B109129	450,000										450,000
WR 109, Maitland B109128 Rehab	400,000										400,000
WR 109, WR 7 to WR 10, 5.9 km			2,250,000								2,250,000
WR 124 at WR 24, Intersection					800,000						800,000
WR 124, Clvrt C124124, Replace						750,000					750,000
<b>Total Tr from Federal Gas Tax Rsv</b>	<b>3,121,000</b>	<b>3,010,000</b>	<b>4,175,000</b>	<b>5,000,000</b>	<b>2,450,000</b>	<b>3,900,000</b>	<b>2,650,000</b>		<b>2,100,000</b>	<b>5,550,000</b>	<b>31,956,000</b>
<b>Total Roads and Engineering</b>	<b>3,121,000</b>	<b>3,010,000</b>	<b>4,175,000</b>	<b>5,000,000</b>	<b>2,450,000</b>	<b>3,900,000</b>	<b>2,650,000</b>		<b>2,100,000</b>	<b>5,550,000</b>	<b>31,956,000</b>

### Schedule "B"

#### Proposed Projects to be funded from Ontario Community Infrastructure Fund (OCIF) Formula Based Revenue 2020-2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
11 Roads and Engineering											
Transfer From OCIF Reserve											
WR 7, Rothsay to WR 11, 5.2 km				860,000							860,000
WR 7, Bosworth Bridge, B007028								1,860,000			1,860,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km					860,000						860,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km										1,000,000	1,000,000
WR 17, WR 7 to Hwy 6, 4.7 km									1,000,000		1,000,000
WR 18, Culvert C180210, Liner		860,000									860,000
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										1,360,000
WR 26, WR 22 to WR 18 6 km										860,000	860,000
WR 32, Blatchford Bridge, Rehab							1,860,000				1,860,000
WR 35, WR 34 to Hamilton boundary, 6.6 km					1,000,000						1,000,000
WR 38, Bridge B038113, Replace				1,000,000							1,000,000
WR 50, Third Line to WR 24	500,000										500,000
WR 52, WR 124 to 9th Line			960,000								960,000
WR 86, WR 85 to SR 19, 4.1 km		1,000,000									1,000,000
WR 109, CR Bridge 4, B109133, Replace						1,860,000					1,860,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km			900,000								900,000
<b>Total Transfer From OCIF Reserve</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>18,600,000</b>
<b>Total County of Wellington</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>18,600,000</b>



## Programme Overview

<b>Programme/Service:</b>	<b>Solid Waste Services</b>
<b>Department:</b>	<b>Engineering Services</b>
<b>Governance:</b>	<b>Solid Waste Services Committee</b>

## 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.

### 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

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
<b>Total</b>	<b>30.9</b>	<b>29.9</b>
Current employee count: 45		



## COUNTY OF WELLINGTON

## 2020 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$865,674	\$857,500	\$738,316	\$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 & Charges	\$3,290,014	\$3,180,100	\$3,380,018	\$3,278,200	\$3,439,300	\$161,100	4.9%
Sales Revenue	\$779,301	\$883,400	\$502,459	\$812,800	\$607,800	(\$205,000)	(25.2%)
Internal Recoveries	\$537,411	\$502,700	\$497,476	\$568,500	\$709,500	\$141,000	24.8%
<b>Total Revenue</b>	<b>\$5,481,392</b>	<b>\$5,431,300</b>	<b>\$5,127,105</b>	<b>\$5,645,800</b>	<b>\$5,876,700</b>	<b>\$230,900</b>	<b>4.1%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$2,388,443	\$2,549,000	\$2,608,894	\$2,598,100	\$2,645,100	\$47,000	1.8%
Supplies, Material & Equipment	\$978,717	\$1,004,000	\$1,008,968	\$1,040,700	\$1,049,900	\$9,200	0.9%
Purchased Services	\$5,416,999	\$5,586,200	\$5,296,354	\$5,817,500	\$7,285,400	\$1,467,900	25.2%
Insurance & Financial	\$217,516	\$210,300	\$235,177	\$235,400	\$240,000	\$4,600	2.0%
Internal Charges	\$534,265	\$501,900	\$473,224	\$567,800	\$708,800	\$141,000	24.8%
<b>Total Expenditure</b>	<b>\$9,535,940</b>	<b>\$9,851,400</b>	<b>\$9,622,617</b>	<b>\$10,259,500</b>	<b>\$11,929,200</b>	<b>\$1,669,700</b>	<b>16.3%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$4,054,548</b>	<b>\$4,420,100</b>	<b>\$4,495,512</b>	<b>\$4,613,700</b>	<b>\$6,052,500</b>	<b>\$1,438,800</b>	<b>31.2%</b>
<b>Transfers</b>							
Transfer from Reserve	\$ -	(\$285,300)	\$ -	(\$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%
<b>Total Transfers</b>	<b>\$1,090,113</b>	<b>\$778,700</b>	<b>\$1,300,000</b>	<b>\$1,031,200</b>	<b>\$1,282,600</b>	<b>\$251,400</b>	<b>24.4%</b>
<b>NET COST / (REVENUE)</b>	<b>\$5,144,661</b>	<b>\$5,198,800</b>	<b>\$5,795,512</b>	<b>\$5,644,900</b>	<b>\$7,335,100</b>	<b>\$1,690,200</b>	<b>29.9%</b>



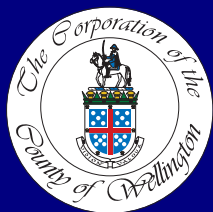
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Solid Waste Services**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	977,400	1,111,200	1,111,200	1,111,200	1,111,200	1,111,200	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	8,900	8,900	8,900	8,900	8,900	8,900
User Fees & Charges	3,278,200	3,439,300	3,715,300	3,703,200	3,688,200	3,669,900	3,669,900	3,669,900	3,669,900	3,669,900	3,669,900
Sales Revenue	812,800	607,800	636,900	667,000	697,800	729,400	761,900	795,400	795,400	828,900	860,700
Internal Recoveries	568,500	709,500	709,500	709,500	709,500	709,500	709,500	709,500	709,500	709,500	726,500
<b>Total Revenue</b>	<b>5,645,800</b>	<b>5,876,700</b>	<b>6,181,800</b>	<b>6,199,800</b>	<b>6,215,600</b>	<b>6,228,900</b>	<b>6,261,400</b>	<b>6,294,900</b>	<b>6,294,900</b>	<b>6,328,400</b>	<b>6,377,200</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	2,598,100	2,645,100	2,727,600	2,813,400	2,903,600	3,000,600	3,098,500	3,200,600	3,304,900	3,412,600	3,524,800
Supplies, Material & Equipment	1,040,700	1,049,900	1,051,300	1,086,600	1,114,700	1,147,400	1,181,500	1,220,300	1,252,500	1,289,300	1,328,200
Purchased Services	5,817,500	7,285,400	8,576,700	8,718,000	8,863,300	9,009,900	9,164,300	9,323,600	9,488,400	9,650,900	9,829,000
Insurance & Financial	235,400	240,000	247,800	252,400	257,200	262,100	267,100	272,100	277,900	283,300	293,000
Debt Charges			42,400	283,700	283,800	283,800	283,700	283,700	283,800	283,700	283,800
Internal Charges	567,800	708,800	708,800	708,800	708,800	708,800	708,800	708,800	708,800	708,800	708,800
<b>Total Expenditures</b>	<b>10,259,500</b>	<b>11,929,200</b>	<b>13,354,600</b>	<b>13,862,900</b>	<b>14,131,400</b>	<b>14,412,600</b>	<b>14,703,900</b>	<b>15,009,100</b>	<b>15,316,300</b>	<b>15,628,600</b>	<b>15,967,600</b>
<b>Net Operating Cost / (Revenue)</b>	<b>4,613,700</b>	<b>6,052,500</b>	<b>7,172,800</b>	<b>7,663,100</b>	<b>7,915,800</b>	<b>8,183,700</b>	<b>8,442,500</b>	<b>8,714,200</b>	<b>9,021,400</b>	<b>9,300,200</b>	<b>9,590,400</b>
yr/yr % change		31.2%	18.5%	6.8%	3.3%	3.4%	3.2%	3.2%	3.5%	3.1%	3.1%
<b>TRANSFERS</b>											
Transfer from Reserves	(268,800)	(267,400)	(276,200)	(285,100)	(294,300)	(303,600)	(313,200)	(323,000)	(333,000)	(343,200)	(343,200)
Transfer to Reserves	1,300,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000
<b>Total Transfers</b>	<b>1,031,200</b>	<b>1,282,600</b>	<b>1,273,800</b>	<b>1,264,900</b>	<b>1,255,700</b>	<b>1,246,400</b>	<b>1,236,800</b>	<b>1,227,000</b>	<b>1,217,000</b>	<b>1,206,800</b>	<b>1,206,800</b>
<b>TAX LEVY REQUIREMENT</b>	<b>5,644,900</b>	<b>7,335,100</b>	<b>8,446,600</b>	<b>8,928,000</b>	<b>9,171,500</b>	<b>9,430,100</b>	<b>9,679,300</b>	<b>9,941,200</b>	<b>10,238,400</b>	<b>10,507,000</b>	<b>10,797,200</b>
yr/yr % change		29.9%	15.2%	5.7%	2.7%	2.8%	2.6%	2.7%	3.0%	2.6%	2.8%



**County of Wellington**  
**10 Year Capital Budget**  
**Solid Waste Services**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Solid Waste Services											
SWS Administration											
Green Bin Purchase	800,000										800,000
<b>Total SWS Administration</b>	<b>800,000</b>										<b>800,000</b>
Equipment											
SWS Equipment											
21200081 SWS Equipment											
Collection Van		40,000					40,000				80,000
Tarping Machine	100,000										100,000
Disposal Pickup				40,000							40,000
Disposal Compactor				650,000					650,000		1,300,000
Disposal Loader								230,000			230,000
Disposal Bulldozer							600,000				600,000
Roll Off Lugger			240,000	240,000					240,000	240,000	960,000
Roll Off Pickup		40,000						40,000			80,000
Collection Pickup				40,000							40,000
Transfer Pickup						40,000					40,000
Transfer Backhoe	150,000								150,000		300,000
Transfer Dumptruck						200,000					200,000
General Ops Pickup						80,000					80,000
<b>Total Equipment</b>	<b>250,000</b>	<b>80,000</b>	<b>240,000</b>	<b>970,000</b>		<b>320,000</b>	<b>640,000</b>	<b>270,000</b>	<b>1,040,000</b>	<b>240,000</b>	<b>4,050,000</b>
Active Landfill Sites and Transfer Stations											
Site Impr - Rd Maint All Sites			100,000					100,000			200,000
Riverstown - Site Scale Replacement	120,000										120,000
Riverstown: Leachate Syst Dev	125,000	2,350,000									2,475,000
Riverstown: Cell Dev Phase II	600,000	200,000	150,000	150,000	150,000	425,000	150,000	150,000	150,000	300,000	2,425,000
Site Improvements - Buildings all sites		300,000									300,000
Riverstown - Compliance Mitigation Measure	500,000										500,000
Riverstown - North Pond Dev					300,000	300,000					600,000
<b>Total Active Landfill Sites and Transfer St</b>	<b>1,345,000</b>	<b>2,850,000</b>	<b>250,000</b>	<b>150,000</b>	<b>450,000</b>	<b>725,000</b>	<b>150,000</b>	<b>250,000</b>	<b>150,000</b>	<b>300,000</b>	<b>6,620,000</b>
Closed Landfill Sites											
Riverstown Phase 1 Closed Site						567,000					567,000
<b>Total Closed Landfill Sites</b>						<b>567,000</b>					<b>567,000</b>
<b>Total</b>	<b>2,395,000</b>	<b>2,930,000</b>	<b>490,000</b>	<b>1,120,000</b>	<b>450,000</b>	<b>1,612,000</b>	<b>790,000</b>	<b>520,000</b>	<b>1,190,000</b>	<b>540,000</b>	<b>12,037,000</b>
<b>Sources of Financing</b>											
Reserves	2,395,000	580,000	490,000	1,120,000	450,000	1,612,000	790,000	520,000	1,190,000	540,000	9,687,000
Debenture		2,350,000									2,350,000
<b>Total Financing</b>	<b>2,395,000</b>	<b>2,930,000</b>	<b>490,000</b>	<b>1,120,000</b>	<b>450,000</b>	<b>1,612,000</b>	<b>790,000</b>	<b>520,000</b>	<b>1,190,000</b>	<b>540,000</b>	<b>12,037,000</b>



## Programme Overview

<b>Programme/Service:</b>	<b>Social Housing</b>
<b>Department:</b>	<b>Social Services</b>
<b>Governance:</b>	<b>Social Services Committee</b>

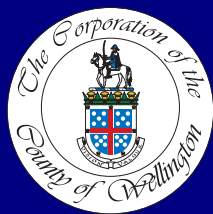
## Programme Description

- 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	<b>43.9</b>	<b>45.7</b>
Current employee count: 70		



## COUNTY OF WELLINGTON

## 2020 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$9,592,687	\$8,040,600	\$8,237,371	\$8,248,300	\$8,561,200	\$312,900	3.8%
Municipal Recoveries	\$13,396,569	\$13,523,900	\$13,259,598	\$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 & Charges	\$70,751	\$114,400	\$32,909	\$18,200	\$18,200	\$ -	-
Other Revenue	\$142,366	\$32,000	\$215,575	\$283,900	\$324,800	\$40,900	14.4%
Internal Recoveries	\$62,760	\$ -	\$11,194	\$ -	\$176,400	\$176,400	-
<b>Total Revenue</b>	<b>\$28,849,818</b>	<b>\$26,985,900</b>	<b>\$27,384,701</b>	<b>\$27,857,300</b>	<b>\$28,949,700</b>	<b>\$1,092,400</b>	<b>3.9%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$3,683,464	\$3,859,100	\$3,964,025	\$3,996,800	\$4,262,000	\$265,200	6.6%
Supplies, Material & Equipment	\$462,775	\$426,000	\$442,712	\$448,200	\$563,500	\$115,300	25.7%
Purchased Services	\$4,740,696	\$5,100,700	\$5,008,770	\$5,174,100	\$5,392,900	\$218,800	4.2%
Social Assistance	\$19,618,335	\$18,595,200	\$20,028,625	\$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 & Financial	\$258,252	\$268,200	\$299,943	\$291,100	\$330,400	\$39,300	13.5%
Internal Charges	\$779,907	\$726,600	\$695,377	\$672,000	\$815,300	\$143,300	21.3%
<b>Total Expenditure</b>	<b>\$30,504,437</b>	<b>\$29,936,800</b>	<b>\$31,387,012</b>	<b>\$30,911,000</b>	<b>\$32,188,000</b>	<b>\$1,277,000</b>	<b>4.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,654,619</b>	<b>\$2,950,900</b>	<b>\$4,002,311</b>	<b>\$3,053,700</b>	<b>\$3,238,300</b>	<b>\$184,600</b>	<b>6.0%</b>
<b>Transfers</b>							
Transfer from Reserve	\$ -	(\$12,000)	(\$1,100,000)	\$ -	(\$108,800)	(\$108,800)	-
Transfer to Capital	\$85,000	\$85,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$2,278,407	\$1,512,000	\$2,227,546	\$1,500,000	\$1,650,000	\$150,000	10.0%
<b>Total Transfers</b>	<b>\$2,363,407</b>	<b>\$1,585,000</b>	<b>\$1,127,546</b>	<b>\$1,500,000</b>	<b>\$1,541,200</b>	<b>\$41,200</b>	<b>2.7%</b>
<b>NET COST / (REVENUE)</b>	<b>\$4,018,026</b>	<b>\$4,535,900</b>	<b>\$5,129,857</b>	<b>\$4,553,700</b>	<b>\$4,779,500</b>	<b>\$225,800</b>	<b>5.0%</b>





**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Social Housing**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	8,248,300	8,561,200	8,744,700	8,640,600	7,804,300	6,922,400	6,328,500	6,063,200	6,248,100	5,390,900	5,362,900
Municipal Recoveries	13,871,900	14,342,100	14,899,700	15,339,200	15,740,400	16,407,200	17,366,700	18,203,300	18,799,400	20,116,500	20,852,700
Licenses, Permits and Rents	5,435,000	5,527,000	5,527,000	5,527,000	5,527,000	5,527,000	5,527,000	5,527,000	5,527,000	5,527,000	5,527,000
User Fees & Charges	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200
Other Revenue	283,900	324,800	331,900	339,200	346,500	354,200	362,000	370,100	378,400	386,900	395,700
Internal Recoveries		176,400	154,900	183,300	96,600	90,000	89,600	92,300	95,000	97,800	100,700
<b>Total Revenue</b>	<b>27,857,300</b>	<b>28,949,700</b>	<b>29,676,400</b>	<b>30,047,500</b>	<b>29,533,000</b>	<b>29,319,000</b>	<b>29,692,000</b>	<b>30,274,100</b>	<b>31,066,100</b>	<b>31,537,300</b>	<b>32,257,200</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	3,996,800	4,262,000	4,455,700	4,627,400	4,780,900	4,942,000	5,097,600	5,263,300	5,429,100	5,600,300	5,776,100
Supplies, Material & Equipment	448,200	563,500	448,200	461,400	474,200	487,600	501,600	516,300	531,800	547,300	562,800
Purchased Services	5,174,100	5,392,900	5,579,200	5,847,000	5,894,200	6,167,400	6,368,900	6,535,700	6,922,000	7,017,500	7,337,900
Social Assistance	19,381,200	20,233,300	20,693,700	21,000,700	20,461,900	20,016,200	20,146,200	20,533,800	20,928,300	21,331,200	21,741,700
Transfer Payments	947,600	590,600	556,100	264,100	208,200	117,900					
Insurance & Financial	291,100	330,400	341,700	352,600	363,400	374,800	386,800	398,600	411,600	424,100	437,500
Internal Charges	672,000	815,300	812,700	866,700	793,800	808,100	848,200	854,900	884,600	909,300	934,000
<b>Total Expenditures</b>	<b>30,911,000</b>	<b>32,188,000</b>	<b>32,887,300</b>	<b>33,419,900</b>	<b>32,976,600</b>	<b>32,914,000</b>	<b>33,349,300</b>	<b>34,102,600</b>	<b>35,107,400</b>	<b>35,829,700</b>	<b>36,790,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>3,053,700</b>	<b>3,238,300</b>	<b>3,210,900</b>	<b>3,372,400</b>	<b>3,443,600</b>	<b>3,595,000</b>	<b>3,657,300</b>	<b>3,828,500</b>	<b>4,041,300</b>	<b>4,292,400</b>	<b>4,532,800</b>
yr/yr % change		6.0%	(0.8%)	5.0%	2.1%	4.4%	1.7%	4.7%	5.6%	6.2%	5.6%
<b>TRANSFERS</b>											
Transfer from Reserves		(108,800)									
Transfer to Reserves	1,500,000	1,650,000	1,650,000	1,650,000	1,650,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
<b>Total Transfers</b>	<b>1,500,000</b>	<b>1,541,200</b>	<b>1,650,000</b>	<b>1,650,000</b>	<b>1,650,000</b>	<b>1,150,000</b>	<b>1,150,000</b>	<b>1,150,000</b>	<b>1,150,000</b>	<b>1,150,000</b>	<b>1,150,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>4,553,700</b>	<b>4,779,500</b>	<b>4,860,900</b>	<b>5,022,400</b>	<b>5,093,600</b>	<b>4,745,000</b>	<b>4,807,300</b>	<b>4,978,500</b>	<b>5,191,300</b>	<b>5,442,400</b>	<b>5,682,800</b>
yr/yr % change		5.0%	1.7%	3.3%	1.4%	(6.8%)	1.3%	3.6%	4.3%	4.8%	4.4%



**County of Wellington**  
**10 Year Capital Budget**  
**Social Housing**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Social Services											
Social Housing											
County Owned Housing Units	3,250,000	3,500,000	3,750,000	4,000,000	4,200,000	4,350,000	4,500,000	4,650,000	4,800,000	4,950,000	41,950,000
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
<b>Total Social Housing</b>	<b>4,874,200</b>	<b>4,583,200</b>	<b>5,312,700</b>	<b>4,000,000</b>	<b>4,200,000</b>	<b>4,350,000</b>	<b>4,500,000</b>	<b>4,650,000</b>	<b>4,800,000</b>	<b>4,950,000</b>	<b>46,220,100</b>
<b>Total</b>	<b>4,874,200</b>	<b>4,583,200</b>	<b>5,312,700</b>	<b>4,000,000</b>	<b>4,200,000</b>	<b>4,350,000</b>	<b>4,500,000</b>	<b>4,650,000</b>	<b>4,800,000</b>	<b>4,950,000</b>	<b>46,220,100</b>
<b>Sources of Financing</b>											
Recoveries	2,452,000	2,639,000	2,828,000	3,019,000	3,167,000	3,281,000	3,397,000	3,507,000	3,619,000	3,733,000	31,642,000
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	1,069,000	1,103,000	1,143,000	1,181,000	1,217,000	10,308,000
<b>Total Financing</b>	<b>4,874,200</b>	<b>4,583,200</b>	<b>5,312,700</b>	<b>4,000,000</b>	<b>4,200,000</b>	<b>4,350,000</b>	<b>4,500,000</b>	<b>4,650,000</b>	<b>4,800,000</b>	<b>4,950,000</b>	<b>46,220,100</b>

**County of Wellington**  
**2020-2029 Housing Capital Details**  
**County Owned Units**

Project Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Social Services											
County Owned Units											
Vancouver/Edmonton - 23 Houses											
Vancouver/Edmonton Site Improvements										40,000	40,000
<b>Total Vancouver/Edmonton - 23 Houses</b>										40,000	40,000
Mohawk/Delaware - 50 Houses											
Mohawk Delaware Windows/Siding	390,000										390,000
Mohawk/Delaware Driveway										224,000	224,000
<b>Total Mohawk/Delaware - 50 Houses</b>	390,000									224,000	614,000
263 Speedvale - 62 Apartments											
263 Speedvale Bathroom Upgrades						412,000					412,000
263 Speedvale Lghtng/Clng/Rcrc Replac		5,000	247,000								252,000
263 Speedvale East Wing Roof Replace			10,000	298,000							308,000
263 Speedvale Window Replace				10,000	226,000						236,000
263 Speedvale West Wing Roof Replace										14,000	14,000
<b>Total 263 Speedvale - 62 Apartments</b>		5,000	257,000	308,000	226,000	412,000				14,000	1,222,000
Algonquin/Ferndale - 47 Houses											
Algonquin/Ferndale Siding Replacement		20,000	360,000								380,000
Algonquin/Ferndale Site Dev Phase 2			10,000	140,000							150,000
Algonquin/Ferndale Window Replacement			480,000								480,000
Algonquin/Ferndale Shingle Replacement					363,000						363,000
Algonquin/Ferndale Site Dev Phase 3						10,000	309,000				319,000
<b>Total Algonquin/Ferndale - 47 Houses</b>		20,000	850,000	140,000	363,000	10,000	309,000				1,692,000
Applewood/Sunset -47 Townhomes											
Applewood / Sunset Window Rep	326,000										326,000
Applewood/Sunset Site Dev		185,000									185,000
Applewood/Sunset Roofing Replacement		15,000	309,000								324,000
<b>Total Applewood/Sunset -47 Townhomes</b>	326,000	200,000	309,000								835,000
576 Woolwich - 100 Apartments											
576 Woolwich Elev Modernize	136,000										136,000
576 Woolwich Kitchen Refurbishments	10,000	608,000									618,000
576 Woolwich Parking Lot						11,000	321,000				332,000
576 Woolwich Ltng/Clng/Rcrc Replace				371,000							371,000
576 Woolwich Window & Mansard Replace					15,000	285,000					300,000
576 Woolwich Roof Replacement									17,000	1,141,000	1,158,000
576 Woolwich Bathroom Upgrades										15,000	15,000

**County of Wellington**  
**2020-2029 Housing Capital Details**  
**County Owned Units**

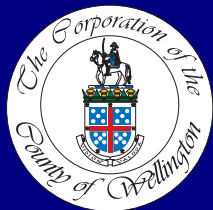
Project Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
<b>Total 576 Woolwich - 100 Apartments</b>	146,000	608,000		371,000	15,000	296,000	321,000		17,000	1,156,000	2,930,000
232 Delhi/33 Marlborough - 109 Apartments											
Marlborough Elevator Modernize	136,000										136,000
232 Delhi Elevator Modernization	11,000	182,000									193,000
33 Marlborough Lghtng/Clng Replace		10,000	232,000								242,000
232 Delhi Window Replace				13,000	400,000						413,000
33 Marlborough Roofing Replace			20,000	662,000							682,000
232 Delhi Lghtng/Clng/Rcrc Replace		10,000	289,000								299,000
33 Marlborough Window Replace	10,000	358,000									368,000
33 Marlborough Kitchen Refurb					20,000	487,000					507,000
232 Delhi Kitchen Refurb					464,000						464,000
33 Marlborough Parking Lot Replacement					13,000	110,000					123,000
232 Delhi Parking Lot Replacement					13,000	110,000					123,000
232 Delhi Roofing Replacement							12,000	773,000			785,000
33 Marlborough Electric Heat Conversion							10,000	170,000			180,000
232 Delhi Electric Heat Conversion							10,000	170,000			180,000
232 Delhi Bathroom Refurbishment								11,000	500,000		511,000
33 Marlborough Bathroom Refurbishment										20,000	20,000
<b>Total 232 Delhi/33 Marlborough - 109 Apartments</b>	157,000	560,000	541,000	675,000	910,000	707,000	32,000	1,124,000	500,000	20,000	5,226,000
Willow/Dawson - 85 Townhomes											
Willow/Dawson Shingle Replace		18,000	478,000								496,000
Willow Dawson Site Dev			15,000	133,000							148,000
Willow/Dawson Siding Replacement			15,000	436,000							451,000
Willow/Dawson Furnace Replace									15,000	559,000	574,000
<b>Total Willow/Dawson - 85 Townhomes</b>		18,000	508,000	569,000					15,000	559,000	1,669,000
229 Dublin - 74 Apartments											
229 Dublin Elevator Modernization			10,000	165,000							175,000
229 Dublin Carport Ceiling Replacement					15,000	280,000					295,000
229 Dublin Lighting Replacement						168,000					168,000
229 Dublin Electric Heat Conversion						15,000	300,000				315,000
229 Dublin Kitchen Refurbishment						10,000	574,000				584,000
229 Dublin Balcony Replacement								413,000			413,000
229 Dublin Bathroom Refurb										10,000	10,000
<b>Total 229 Dublin - 74 Apartments</b>			10,000	165,000	15,000	473,000	874,000	413,000		10,000	1,960,000
387 Waterloo - 72 Apartments											
387 Waterloo Make up Air Repl	170,000										170,000
387 Waterloo Lghtng/Clng/Rcrc Replace		230,000									230,000

**County of Wellington**  
**2020-2029 Housing Capital Details**  
**County Owned Units**

Project Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
387 Waterloo Siding Replacement								10,000	280,000		290,000
387 Waterloo Kitchen Refurbishments				10,000	521,000						531,000
387 Waterloo Window Replacement					15,000	627,000					642,000
387 Waterloo Roofing Replacement								25,000	868,000		893,000
387 Waterloo Parking Lot										20,000	20,000
387 Waterloo Bathroom Refurb										20,000	20,000
<b>Total 387 Waterloo - 72 Apartments</b>	170,000	230,000		10,000	536,000	627,000		35,000	1,148,000	40,000	2,796,000
130 Grange - 72 Apartments											
130 Grange Kitchen Refurbishments						10,000	558,000				568,000
130 Grange Lghtng/Clng/Rcrc Line				323,000							323,000
130 Grange Window Replacement				20,000	374,000						394,000
130 Grange Parking Lot							108,000				108,000
130 Grange Bathroom Refurb									10,000	582,000	592,000
130 Grange Site Improvements								12,000	354,000		366,000
<b>Total 130 Grange - 72 Apartments</b>				343,000	374,000	10,000	666,000	12,000	364,000	582,000	2,351,000
411 Waterloo - 41 Apartments											
411 Waterloo Lghtng/Clng/Rcrc Replace	190,000										190,000
411 Waterloo Window Replacement						10,000	354,000				364,000
411 Waterloo Kitchen Cupboard Replacement							10,000	334,000			344,000
411 Waterloo Roofing Replacement					10,000	353,000					363,000
411 Waterloo Elevator Modernization								13,000	211,000		224,000
411 Waterloo Bathroom Replacement										15,000	15,000
<b>Total 411 Waterloo - 41 Apartments</b>	190,000				10,000	363,000	364,000	347,000	211,000	15,000	1,500,000
32 Hadati - 89 Apartments											
32 Hadati Make up Air Replace			250,000								250,000
32 Hadati Lghtng/Clng/Rcrc Replacement			10,000	426,000							436,000
32 Hadati Electric Heat Conversion								17,000	322,000		339,000
32 Hadati Elevator Modernization							10,000	201,000			211,000
32 Hadati Retaining Wall									511,000		511,000
<b>Total 32 Hadati - 89 Apartments</b>			260,000	426,000			10,000	218,000	833,000		1,747,000
Edward St. Arthur - 14 Apartments											
110 Edward Roofing Replacement							10,000	123,000			133,000
<b>Total Edward St. Arthur - 14 Apartments</b>							10,000	123,000			133,000
221 Mary St. Elora - 20 Apartments											
221 Mary Window Replacement				10,000	211,000						221,000
221 Mary Roofing Replacement										20,000	20,000
221 Mary Elevator Mod										20,000	20,000

**County of Wellington**  
**2020-2029 Housing Capital Details**  
**County Owned Units**

Project Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
<b>Total 221 Mary St. Elora - 20 Apartments</b>				10,000	211,000					40,000	261,000
14 Centre St. Erin - 16 Apartments											
14 Centre Window Replacement				10,000	151,000						161,000
14 Centre Elevator Modernization								13,000	211,000		224,000
14 Centre St Kitchen Refurbishments									10,000	144,000	154,000
<b>Total 14 Centre St. Erin - 16 Apartments</b>				10,000	151,000			13,000	221,000	144,000	539,000
450 Ferrier Ct. Fergus - 41 Apartments											
450 Ferrier Elevator Modernization				10,000	174,000						184,000
<b>Total 450 Ferrier Ct. Fergus - 41 Apartments</b>				10,000	174,000						184,000
500 Ferrier Ct. Fergus - 41 Apartments											
500 Ferrier Window Replacement	10,000	281,000									291,000
500 Ferrier Bathroom Refurbishments									10,000	331,000	341,000
500 Ferrier Elevator Modernization								13,000	211,000		224,000
<b>Total 500 Ferrier Ct. Fergus - 41 Apartments</b>	10,000	281,000						13,000	221,000	331,000	856,000
51 John St. Harriston - 16 Apartments											
51 John St Window Replacement									190,000		190,000
51 John Balcony Replacement		110,000									110,000
<b>Total 51 John St. Harriston - 16 Apartments</b>		110,000							190,000		300,000
450 Albert St. Mt. Forest - 31 Apartments											
450 Albert Balcony Rehab		140,000									140,000
450 Albert Elevator Modernization						11,000	191,000				202,000
450 Albert Lighting Replacement										140,000	140,000
<b>Total 450 Albert St. Mt. Forest - 31 Apartments</b>		140,000				11,000	191,000			140,000	482,000
212 Whites Rd. Palmerston -32 Apartments											
212 Whites Lghtng/Clng/Rcrc Replace				198,000							198,000
212 Whites Roofing Replacement				25,000	382,000						407,000
212 Whites Elevator Modernization						11,000	191,000				202,000
<b>Total 212 Whites Rd. Palmerston -32 Apartments</b>				223,000	382,000	11,000	191,000				807,000
Social Housing Various Locations											
Adult Bldg Fob System Upgrade	582,000										582,000
Housing Building Retrofit	849,000	1,008,000	1,015,000	740,000	833,000	1,430,000	1,532,000	2,352,000	1,080,000	1,635,000	12,474,000
Various Full Fire Alarm System Replace	430,000	320,000									750,000
<b>Total Social Housing Various Locations</b>	1,861,000	1,328,000	1,015,000	740,000	833,000	1,430,000	1,532,000	2,352,000	1,080,000	1,635,000	13,806,000
<b>Total County Owned Units</b>	3,250,000	3,500,000	3,750,000	4,000,000	4,200,000	4,350,000	4,500,000	4,650,000	4,800,000	4,950,000	41,950,000



## Programme Overview

<b>Programme/Service:</b>	<b>Affordable Housing</b>
<b>Department:</b>	<b>Social Services</b>
<b>Governance:</b>	<b>Social Services Committee</b>

## 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

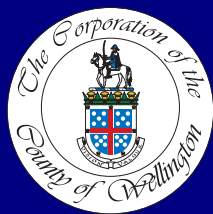
Operating Budget:

- 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

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & 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 & Charges	\$22,855	\$ -	\$26,738	\$18,000	\$20,000	\$2,000	11.1%
<b>Total Revenue</b>	<b>\$1,411,777</b>	<b>\$1,386,200</b>	<b>\$1,465,460</b>	<b>\$1,436,300</b>	<b>\$1,448,800</b>	<b>\$12,500</b>	<b>0.9%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$84,833	\$83,600	\$91,636	\$86,000	\$88,100	\$2,100	2.4%
Supplies, Material & Equipment	\$35,431	\$80,300	\$50,664	\$82,700	\$68,300	(\$14,400)	(17.4%)
Purchased Services	\$518,706	\$632,700	\$477,023	\$639,500	\$596,100	(\$43,400)	(6.8%)
Insurance & Financial	\$24,612	\$25,000	\$24,700	\$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	\$ -	\$ -	\$60	\$82,700	\$87,700	\$5,000	6.0%
<b>Total Expenditure</b>	<b>\$961,480</b>	<b>\$1,120,200</b>	<b>\$939,376</b>	<b>\$1,213,300</b>	<b>\$1,165,300</b>	<b>(\$48,000)</b>	<b>(4.0%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$450,297)</b>	<b>(\$266,000)</b>	<b>(\$526,084)</b>	<b>(\$223,000)</b>	<b>(\$283,500)</b>	<b>(\$60,500)</b>	<b>27.1%</b>
<b>Transfers</b>							
Transfers to Reserve	\$950,298	\$766,000	\$500,000	\$723,000	\$783,500	\$60,500	8.4%
<b>Total Transfers</b>	<b>\$950,298</b>	<b>\$766,000</b>	<b>\$500,000</b>	<b>\$723,000</b>	<b>\$783,500</b>	<b>\$60,500</b>	<b>8.4%</b>
<b>NET COST / (REVENUE)</b>	<b>\$500,001</b>	<b>\$500,000</b>	<b>(\$26,084)</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$ -</b>	<b>-</b>





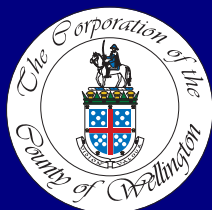
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Affordable Housing**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	202,000	201,400	176,700	176,100	175,200	174,000	172,500	170,600	168,400	170,800	167,700
Licenses, Permits and Rents	1,216,300	1,227,400	1,252,100	1,277,100	1,302,500	1,328,700	1,355,200	1,382,400	1,409,900	1,438,400	1,467,000
User Fees & Charges	18,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Revenue</b>	<b>1,436,300</b>	<b>1,448,800</b>	<b>1,448,800</b>	<b>1,473,200</b>	<b>1,497,700</b>	<b>1,522,700</b>	<b>1,547,700</b>	<b>1,573,000</b>	<b>1,598,300</b>	<b>1,629,200</b>	<b>1,654,700</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	86,000	88,100	90,600	92,600	94,900	97,600	100,400	103,900	107,100	110,300	113,600
Supplies, Material & Equipment	82,700	68,300	70,400	72,600	74,900	77,200	79,600	82,000	84,600	87,200	89,800
Purchased Services	639,500	596,100	613,300	631,200	678,800	691,000	688,500	708,700	729,400	787,700	800,700
Insurance & Financial	26,300	30,300	31,300	32,300	33,400	34,500	35,600	36,600	37,800	38,800	39,800
Debt Charges	296,100	294,800	176,700	176,100	175,200	174,000	172,500	170,600	168,400	170,800	167,700
Internal Charges	82,700	87,700	90,300	93,000	95,800	98,700	101,700	104,800	107,900	111,100	114,400
<b>Total Expenditures</b>	<b>1,213,300</b>	<b>1,165,300</b>	<b>1,072,600</b>	<b>1,097,800</b>	<b>1,153,000</b>	<b>1,173,000</b>	<b>1,178,300</b>	<b>1,206,600</b>	<b>1,235,200</b>	<b>1,305,900</b>	<b>1,326,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(223,000)</b>	<b>(283,500)</b>	<b>(376,200)</b>	<b>(375,400)</b>	<b>(344,700)</b>	<b>(349,700)</b>	<b>(369,400)</b>	<b>(366,400)</b>	<b>(363,100)</b>	<b>(323,300)</b>	<b>(328,700)</b>
yr/yr % change		27.1%	32.7%	(0.2%)	(8.2%)	1.5%	5.6%	(0.8%)	(0.9%)	(11.0%)	1.7%
<b>TRANSFERS</b>											
Transfer to Reserves	723,000	783,500	876,200	875,400	844,700	849,700	869,400	866,400	863,100	823,300	828,700
<b>Total Transfers</b>	<b>723,000</b>	<b>783,500</b>	<b>876,200</b>	<b>875,400</b>	<b>844,700</b>	<b>849,700</b>	<b>869,400</b>	<b>866,400</b>	<b>863,100</b>	<b>823,300</b>	<b>828,700</b>
<b>TAX LEVY REQUIREMENT</b>											
<b>TAX LEVY REQUIREMENT</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
yr/yr % change											



**County of Wellington**  
**10 Year Capital Budget**  
**Affordable Housing**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Social Services											
Affordable Housing											
250 Daly St Capital Retrofits (11 units)	28,000	8,000	8,000	10,000	13,000	11,000	11,000	12,000	13,000	14,000	128,000
182 George St Capital Retrofits (10 units)	45,000	49,000	9,000	11,000	11,000	52,000	22,000	13,000	14,000	15,000	241,000
169 Gordon Capital Retrofits (55 units)	20,000	30,000	20,000	20,000	22,000	22,000	24,000	24,000	26,000	32,000	240,000
165 Gordon St Capital Retrofits (55 units)	54,000	32,000	33,000	36,000	36,000	54,000	40,000	44,000	44,000	48,000	421,000
<b>Total Affordable Housing</b>	147,000	119,000	70,000	77,000	82,000	139,000	97,000	93,000	97,000	109,000	1,030,000
<b>Total</b>	<b>147,000</b>	<b>119,000</b>	<b>70,000</b>	<b>77,000</b>	<b>82,000</b>	<b>139,000</b>	<b>97,000</b>	<b>93,000</b>	<b>97,000</b>	<b>109,000</b>	<b>1,030,000</b>
<b>Sources of Financing</b>											
Reserves	147,000	119,000	70,000	77,000	82,000	139,000	97,000	93,000	97,000	109,000	1,030,000
<b>Total Financing</b>	<b>147,000</b>	<b>119,000</b>	<b>70,000</b>	<b>77,000</b>	<b>82,000</b>	<b>139,000</b>	<b>97,000</b>	<b>93,000</b>	<b>97,000</b>	<b>109,000</b>	<b>1,030,000</b>



## Programme Overview

<b>Programme/Service:</b>	<b>Ontario Works</b>
<b>Department:</b>	<b>Social Services</b>
<b>Governance:</b>	<b>Social Services Committee</b>

## 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 the previous three year average of programme expenditures.

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



## COUNTY OF WELLINGTON

## 2020 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$24,229,438	\$24,545,600	\$22,424,278	\$25,189,500	\$25,681,800	\$492,300	2.0%
Municipal Recoveries	\$2,468,485	\$2,728,700	\$2,696,016	\$2,764,100	\$3,054,100	\$290,000	10.5%
Internal Recoveries	\$23,906	\$11,000	\$17,570	\$11,000	\$43,500	\$32,500	295.5%
<b>Total Revenue</b>	<b>\$26,721,829</b>	<b>\$27,285,300</b>	<b>\$25,137,864</b>	<b>\$27,964,600</b>	<b>\$28,779,400</b>	<b>\$814,800</b>	<b>2.9%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$5,994,997	\$6,286,900	\$6,199,722	\$6,373,100	\$6,537,800	\$164,700	2.6%
Supplies, Material & Equipment	\$162,799	\$148,500	\$175,653	\$157,700	\$152,300	(\$5,400)	(3.4%)
Purchased Services	\$532,368	\$481,300	\$383,295	\$511,100	\$481,500	(\$29,600)	(5.8%)
Social Assistance	\$19,825,328	\$20,337,200	\$20,063,805	\$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 & Financial	\$81,140	\$88,900	\$101,861	\$110,700	\$112,300	\$1,600	1.4%
Internal Charges	\$1,439,314	\$1,433,100	\$1,410,574	\$1,407,800	\$1,396,300	(\$11,500)	(0.8%)
<b>Total Expenditure</b>	<b>\$28,061,779</b>	<b>\$28,801,200</b>	<b>\$28,361,260</b>	<b>\$29,471,100</b>	<b>\$30,153,900</b>	<b>\$682,800</b>	<b>2.3%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,339,950</b>	<b>\$1,515,900</b>	<b>\$3,223,396</b>	<b>\$1,506,500</b>	<b>\$1,374,500</b>	<b>(\$132,000)</b>	<b>(8.8%)</b>
<b>Transfers</b>							
<b>NET COST / (REVENUE)</b>	<b>\$1,339,950</b>	<b>\$1,515,900</b>	<b>\$3,223,396</b>	<b>\$1,506,500</b>	<b>\$1,374,500</b>	<b>(\$132,000)</b>	<b>(8.8%)</b>



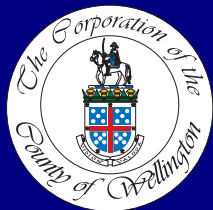
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Ontario Works**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	25,189,500	25,681,800	26,332,100	26,980,800	27,638,500	28,312,500	29,004,200	29,715,900	30,448,600	31,202,900	31,979,100
Municipal Recoveries	2,764,100	3,054,100	3,191,900	3,351,900	3,520,300	3,708,800	3,946,600	4,108,700	4,331,100	4,520,900	4,737,100
Internal Recoveries	11,000	43,500	55,800	76,000	76,200	72,100	68,500	75,200	70,900	66,600	62,700
<b>Total Revenue</b>	<b>27,964,600</b>	<b>28,779,400</b>	<b>29,579,800</b>	<b>30,408,700</b>	<b>31,235,000</b>	<b>32,093,400</b>	<b>33,019,300</b>	<b>33,899,800</b>	<b>34,850,600</b>	<b>35,790,400</b>	<b>36,778,900</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	6,373,100	6,537,800	6,716,100	6,920,000	7,135,300	7,362,300	7,594,000	7,836,500	8,082,500	8,336,600	8,597,800
Supplies, Material & Equipment	157,700	152,300	161,500	156,900	160,300	163,900	167,800	171,500	175,600	179,500	182,000
Purchased Services	511,100	481,500	465,600	457,100	470,100	484,800	500,500	503,500	521,000	535,800	546,200
Social Assistance	20,884,400	21,283,000	21,898,600	22,516,300	23,130,900	23,759,600	24,403,000	25,075,600	25,755,300	26,466,600	27,200,000
Transfer Payments	26,300	190,700	194,500	198,400	202,300	206,300	210,400	214,700	219,000	223,300	227,600
Insurance & Financial	110,700	112,300	116,100	120,300	124,400	129,200	134,000	138,900	144,100	149,800	155,200
Minor Capital Expenses								12,400	6,000		
Internal Charges	1,407,800	1,396,300	1,451,900	1,520,700	1,551,800	1,592,600	1,695,300	1,690,600	1,767,100	1,785,000	1,830,500
<b>Total Expenditures</b>	<b>29,471,100</b>	<b>30,153,900</b>	<b>31,004,300</b>	<b>31,889,700</b>	<b>32,775,100</b>	<b>33,698,700</b>	<b>34,705,000</b>	<b>35,643,700</b>	<b>36,670,600</b>	<b>37,676,600</b>	<b>38,739,300</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,506,500</b>	<b>1,374,500</b>	<b>1,424,500</b>	<b>1,481,000</b>	<b>1,540,100</b>	<b>1,605,300</b>	<b>1,685,700</b>	<b>1,743,900</b>	<b>1,820,000</b>	<b>1,886,200</b>	<b>1,960,400</b>
yr/yr % change		(8.8%)	3.6%	4.0%	4.0%	4.2%	5.0%	3.5%	4.4%	3.6%	3.9%
<b>TRANSFERS</b>											
<b>Total Transfers</b>											
<b>TAX LEVY REQUIREMENT</b>											
<b>Tax Levy Requirement</b>	<b>1,506,500</b>	<b>1,374,500</b>	<b>1,424,500</b>	<b>1,481,000</b>	<b>1,540,100</b>	<b>1,605,300</b>	<b>1,685,700</b>	<b>1,743,900</b>	<b>1,820,000</b>	<b>1,886,200</b>	<b>1,960,400</b>
yr/yr % change		(8.8%)	3.6%	4.0%	4.0%	4.2%	5.0%	3.5%	4.4%	3.6%	3.9%



**County of Wellington**  
**10 Year Capital Budget**  
**Ontario Works**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Social Services											
Ontario Works											
129 Wyndham Generator Upgrade										90,000	90,000
129 Wyndham: Flooring Replacements	35,000										35,000
Fergus OW: Roof Replacement								75,000			75,000
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						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
<b>Total Ontario Works</b>	<b>85,000</b>	<b>140,000</b>	<b>85,000</b>			<b>54,000</b>		<b>201,000</b>	<b>100,000</b>	<b>90,000</b>	<b>755,000</b>
<b>Total</b>	<b>85,000</b>	<b>140,000</b>	<b>85,000</b>			<b>54,000</b>		<b>201,000</b>	<b>100,000</b>	<b>90,000</b>	<b>755,000</b>
<b>Sources of Financing</b>											
Recoveries	68,000	110,500	67,000			43,000		100,000	79,000	71,000	538,500
Reserves	17,000	29,500	18,000			11,000		101,000	21,000	19,000	216,500
<b>Total Financing</b>	<b>85,000</b>	<b>140,000</b>	<b>85,000</b>			<b>54,000</b>		<b>201,000</b>	<b>100,000</b>	<b>90,000</b>	<b>755,000</b>



## Programme Overview

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

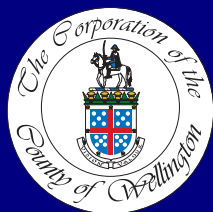
## Programme Description

- **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 life cycle replacements at the Guelph administrative office and the Mount Forest Child Care. Guelph facilities are cost shared with the City of Guelph based on the previous three year average of programme expenditures.

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



## COUNTY OF WELLINGTON

## 2020 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$23,176,321	\$22,278,600	\$22,297,781	\$21,599,300	\$21,860,000	\$260,700	1.2%
Municipal Recoveries	\$2,951,233	\$3,334,800	\$3,239,138	\$3,602,400	\$3,278,000	(\$324,400)	(9.0%)
User Fees & Charges	\$589,896	\$429,500	\$905,015	\$960,000	\$1,163,000	\$203,000	21.1%
Other Revenue	\$3,200	\$ -	\$11,700	\$ -	\$ -	\$ -	-
Internal Recoveries	\$19,295	\$39,000	\$5,170	\$30,000	\$439,600	\$409,600	1,365.3%
<b>Total Revenue</b>	<b>\$26,739,945</b>	<b>\$26,081,900</b>	<b>\$26,458,804</b>	<b>\$26,191,700</b>	<b>\$26,740,600</b>	<b>\$548,900</b>	<b>2.1%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$4,960,147	\$4,810,800	\$6,271,334	\$6,550,300	\$7,747,600	\$1,197,300	18.3%
Supplies, Material & Equipment	\$598,757	\$250,200	\$600,481	\$528,700	\$563,500	\$34,800	6.6%
Purchased Services	\$442,481	\$861,900	\$548,628	\$532,000	\$782,500	\$250,500	47.1%
Social Assistance	\$20,884,669	\$20,495,700	\$19,786,126	\$18,826,600	\$17,588,700	(\$1,237,900)	(6.6%)
Insurance & Financial	\$67,912	\$76,400	\$108,803	\$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	\$816,217	\$843,200	\$1,383,300	\$540,100	64.1%
<b>Total Expenditure</b>	<b>\$27,651,739</b>	<b>\$27,222,900</b>	<b>\$28,176,543</b>	<b>\$27,411,900</b>	<b>\$28,216,100</b>	<b>\$804,200</b>	<b>2.9%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$911,794</b>	<b>\$1,141,000</b>	<b>\$1,717,739</b>	<b>\$1,220,200</b>	<b>\$1,475,500</b>	<b>\$255,300</b>	<b>20.9%</b>
<b>Transfers</b>							
<b>NET COST / (REVENUE)</b>	<b>\$911,794</b>	<b>\$1,141,000</b>	<b>\$1,717,739</b>	<b>\$1,220,200</b>	<b>\$1,475,500</b>	<b>\$255,300</b>	<b>20.9%</b>





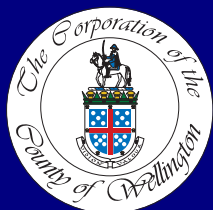
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Children's Early Years Division**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	21,599,300	21,860,000	21,812,300	21,812,300	21,812,300	21,812,300	21,812,300	21,812,300	21,812,300	21,812,300	21,812,300
Municipal Recoveries	3,602,400	3,278,000	3,473,600	3,949,200	4,078,800	4,226,200	4,363,900	4,521,700	4,661,700	4,784,400	4,971,400
User Fees & Charges	960,000	1,163,000	1,186,300	1,210,000	1,234,300	1,259,100	1,284,200	1,309,800	1,336,100	1,362,900	1,390,100
Internal Recoveries	30,000	439,600	439,600	219,800	219,800	219,800	219,800	219,800	219,800	219,800	219,800
<b>Total Revenue</b>	<b>26,191,700</b>	<b>26,740,600</b>	<b>26,911,800</b>	<b>27,191,300</b>	<b>27,345,200</b>	<b>27,517,400</b>	<b>27,680,200</b>	<b>27,863,600</b>	<b>28,029,900</b>	<b>28,179,400</b>	<b>28,393,600</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	6,550,300	7,747,600	8,004,600	8,272,200	8,518,400	8,796,400	9,077,600	9,368,800	9,664,600	9,886,100	10,283,400
Supplies, Material & Equipment	528,700	563,500	559,100	572,300	585,800	599,700	614,100	628,800	644,000	659,600	675,300
Purchased Services	532,000	782,500	798,000	814,000	830,200	846,700	863,900	881,700	899,900	918,700	939,500
Social Assistance	18,826,600	17,588,700	17,485,000	17,867,800	17,774,800	17,660,600	17,546,600	17,429,000	17,308,500	17,233,300	17,051,100
Insurance & Financial	121,100	150,500	156,300	162,300	168,200	174,200	180,800	187,200	194,300	201,300	209,100
Minor Capital Expenses	10,000					13,000					33,000
Internal Charges	843,200	1,383,300	1,469,600	1,242,200	1,272,500	1,306,400	1,352,500	1,405,100	1,429,900	1,451,900	1,478,700
<b>Total Expenditures</b>	<b>27,411,900</b>	<b>28,216,100</b>	<b>28,472,600</b>	<b>28,930,800</b>	<b>29,149,900</b>	<b>29,397,000</b>	<b>29,635,500</b>	<b>29,900,600</b>	<b>30,141,200</b>	<b>30,350,900</b>	<b>30,670,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,220,200</b>	<b>1,475,500</b>	<b>1,560,800</b>	<b>1,739,500</b>	<b>1,804,700</b>	<b>1,879,600</b>	<b>1,955,300</b>	<b>2,037,000</b>	<b>2,111,300</b>	<b>2,171,500</b>	<b>2,276,500</b>
yr/yr % change		20.9%	5.8%	11.4%	3.7%	4.2%	4.0%	4.2%	3.6%	2.9%	4.8%
<b>TRANSFERS</b>											
<b>Total Transfers</b>											
<b>TAX LEVY REQUIREMENT</b>											
<b>Tax Levy Requirement</b>	<b>1,220,200</b>	<b>1,475,500</b>	<b>1,560,800</b>	<b>1,739,500</b>	<b>1,804,700</b>	<b>1,879,600</b>	<b>1,955,300</b>	<b>2,037,000</b>	<b>2,111,300</b>	<b>2,171,500</b>	<b>2,276,500</b>
yr/yr % change		20.9%	5.8%	11.4%	3.7%	4.2%	4.0%	4.2%	3.6%	2.9%	4.8%



**County of Wellington**  
**10 Year Capital Budget**  
**Children's Early Years Division**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Social Services											
Children's Early Years Division											
133 Wyndham: Heat Recovery Ventilator			45,000								45,000
MFCC: Flooring Replacement										54,000	54,000
<b>Total Children's Early Years Division</b>			45,000							54,000	99,000
<b>Total</b>			<b>45,000</b>							<b>54,000</b>	<b>99,000</b>
<b>Sources of Financing</b>											
Recoveries			35,500								35,500
Reserves			9,500							54,000	63,500
<b>Total Financing</b>			<b>45,000</b>							<b>54,000</b>	<b>99,000</b>



## Programme Overview

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

## 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	<b>198.5</b>	<b>208.1</b>
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

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$9,458,245	\$9,092,200	\$9,450,560	\$9,400,400	\$9,346,200	(\$54,200)	(0.6%)
User Fees & 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	\$ -	\$104,889	\$ -	\$27,800	\$27,800	-
<b>Total Revenue</b>	<b>\$14,063,058</b>	<b>\$13,563,200</b>	<b>\$14,271,728</b>	<b>\$13,946,400</b>	<b>\$14,187,200</b>	<b>\$240,800</b>	<b>1.7%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$15,934,977	\$15,849,600	\$16,221,661	\$16,146,700	\$17,423,700	\$1,277,000	7.9%
Supplies, Material & Equipment	\$1,368,104	\$1,314,200	\$1,335,574	\$1,326,500	\$1,451,500	\$125,000	9.4%
Purchased Services	\$995,789	\$1,153,100	\$1,018,209	\$1,137,300	\$1,209,800	\$72,500	6.4%
Insurance & Financial	\$214,237	\$224,200	\$301,128	\$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	\$1,265,716	\$1,304,800	\$961,700	(\$343,100)	(26.3%)
<b>Total Expenditure</b>	<b>\$21,670,198</b>	<b>\$21,725,000</b>	<b>\$21,982,631</b>	<b>\$22,071,000</b>	<b>\$23,230,100</b>	<b>\$1,159,100</b>	<b>5.3%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$7,607,140</b>	<b>\$8,161,800</b>	<b>\$7,710,903</b>	<b>\$8,124,600</b>	<b>\$9,042,900</b>	<b>\$918,300</b>	<b>11.3%</b>
<b>Transfers</b>							
Transfer to Capital	\$ -	\$ -	\$1,000,000	\$1,000,000	\$ -	(\$1,000,000)	(100.0%)
Transfers to Reserve	\$254,218	\$250,000	\$252,860	\$250,000	\$1,250,000	\$1,000,000	400.0%
<b>Total Transfers</b>	<b>\$254,218</b>	<b>\$250,000</b>	<b>\$1,252,860</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>	<b>\$ -</b>	<b>-</b>
<b>NET COST / (REVENUE)</b>	<b>\$7,861,358</b>	<b>\$8,411,800</b>	<b>\$8,963,763</b>	<b>\$9,374,600</b>	<b>\$10,292,900</b>	<b>\$918,300</b>	<b>9.8%</b>



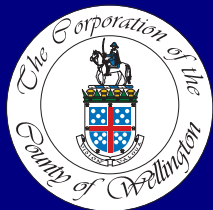
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Long-Term Care Homes**

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
	9 400 400	9 346 200	9 387 700	9 428 700	9 469 500	9 509 900	9 549 900	8 924 600	8 963 800	9 002 400	9 040 700
	4 546 000	4 776 800	4 871 400	4 967 900	5 066 400	5 166 800	5 269 200	5 373 600	5 480 100	5 588 800	5 699 600
		36 400	54 600	74 300	92 000	98 200	101 700	104 700	108 100	111 800	113 300
		27 800	27 800	27 800	27 800	27 800	27 800	27 800	27 800	27 800	27 800
<b>Total Revenue</b>	<b>13,946,400</b>	<b>14,187,200</b>	<b>14,341,500</b>	<b>14,498,700</b>	<b>14,655,700</b>	<b>14,802,700</b>	<b>14,948,600</b>	<b>14,430,700</b>	<b>14,579,800</b>	<b>14,730,800</b>	<b>14,881,400</b>
<b>EXPENDITURES</b>											
	16 146 700	17 423 700	18 088 800	18 630 100	19 203 600	19 817 700	20 442 800	21 098 300	21 763 100	22 450 500	23 163 100
	1 326 500	1 451 500	1 501 500	1 554 200	1 607 100	1 655 200	1 703 100	1 752 100	1 802 300	1 854 700	1 907 100
	1 137 300	1 209 800	1 241 900	1 285 300	1 330 000	1 371 700	1 420 500	1 470 800	1 522 400	1 552 800	1 607 100
	306 000	333 700	347 900	358 400	368 900	380 800	393 000	405 800	419 200	432 800	448 800
	1 849 700	1 849 700	1 849 700	1 849 700	1 849 700	1 849 700	1 713 000				
	1 304 800	961 700	990 600	1 020 300	1 050 900	1 082 400	1 114 900	1 148 300	1 182 700	1 218 200	1 254 700
<b>Total Expenditures</b>	<b>22,071,000</b>	<b>23,230,100</b>	<b>24,020,400</b>	<b>24,698,000</b>	<b>25,410,200</b>	<b>26,157,500</b>	<b>26,787,300</b>	<b>25,875,300</b>	<b>26,689,700</b>	<b>27,509,000</b>	<b>28,380,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>8,124,600</b>	<b>9,042,900</b>	<b>9,678,900</b>	<b>10,199,300</b>	<b>10,754,500</b>	<b>11,354,800</b>	<b>11,838,700</b>	<b>11,444,600</b>	<b>12,109,900</b>	<b>12,778,200</b>	<b>13,499,400</b>
		11 3	7 0	5 4	5 4	5 6	4 3	3 3	5 8	5 5	5 6
<b>TRANSFERS</b>											
	1 000 000										
	250 000	1 250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000
<b>Total Transfers</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>9,374,600</b>	<b>10,292,900</b>	<b>9,928,900</b>	<b>10,449,300</b>	<b>11,004,500</b>	<b>11,604,800</b>	<b>12,088,700</b>	<b>11,694,600</b>	<b>12,359,900</b>	<b>13,028,200</b>	<b>13,749,400</b>
		9 8	3 5	5 2	5 3	5 5	4 2	3 3	5 7	5 4	5 5



**County of Wellington**  
**10 Year Capital Budget**  
**Long-Term Care Homes**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10
	50 000						50 000	50 000			150 000
	30 000										30 000
			60 000								60 000
	20 000							60 000			80 000
						75 000					75 000
	60 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	960 000
	60 000										60 000
<b>Total Equipment and Technology</b>	<b>220 000</b>	<b>100 000</b>	<b>160 000</b>	<b>100 000</b>	<b>100 000</b>	<b>175 000</b>	<b>150 000</b>	<b>210 000</b>	<b>100 000</b>	<b>100 000</b>	<b>1 415 000</b>
		50 000	50 000								100 000
	60 000										60 000
		108 000	108 000								216 000
	30 000										30 000
			90 000								90 000
				695 000							695 000
							500 000				500 000
	35 000	35 000	35 000	35 000	35 000	35 000	35 000	35 000	35 000	45 000	360 000
<b>Total Facility Improvements</b>	<b>125 000</b>	<b>193 000</b>	<b>283 000</b>	<b>730 000</b>	<b>35 000</b>	<b>35 000</b>	<b>535 000</b>	<b>35 000</b>	<b>35 000</b>	<b>45 000</b>	<b>2 051 000</b>
<b>Total</b>	<b>345,000</b>	<b>293,000</b>	<b>443,000</b>	<b>830,000</b>	<b>135,000</b>	<b>210,000</b>	<b>685,000</b>	<b>245,000</b>	<b>135,000</b>	<b>145,000</b>	<b>3,466,000</b>
<b>Sources of Financing</b>											
	345 000	293 000	443 000	830 000	135 000	210 000	685 000	245 000	135 000	145 000	3 466 000
<b>Total Financing</b>	<b>345,000</b>	<b>293,000</b>	<b>443,000</b>	<b>830,000</b>	<b>135,000</b>	<b>210,000</b>	<b>685,000</b>	<b>245,000</b>	<b>135,000</b>	<b>145,000</b>	<b>3,466,000</b>



## Programme Overview

<b>Programme/Service:</b>	<b>County Library System</b>
<b>Department:</b>	<b>Library Services</b>
<b>Governance:</b>	<b>Library Board</b>

## 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:

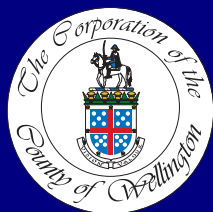
- Various replacements at the Fergus, Clifford, Aboyne, Elora and Drayton Branches are scheduled throughout the forecast.
- Capital Retrofits: New to the capital plan starting in 2020, retrofit projects are a pool of lifecycle replacements of building components that would not meet the capital threshold 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
<b>Total</b>	<b>58.9</b>	<b>59.7</b>
Current employee count: 109		



## COUNTY OF WELLINGTON

## 2020 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & 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	\$51,440	\$50,000	\$50,000	\$ -	-
User Fees & Charges	\$88,834	\$88,000	\$75,908	\$88,700	\$86,200	(\$2,500)	(2.8%)
Sales Revenue	\$8,614	\$8,100	\$7,329	\$8,100	\$8,100	\$ -	-
Other Revenue	\$56,967	\$ -	\$3,953	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$411,039</b>	<b>\$325,600</b>	<b>\$317,225</b>	<b>\$336,300</b>	<b>\$322,800</b>	<b>(\$13,500)</b>	<b>(4.0%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$4,228,733	\$4,345,000	\$4,346,066	\$4,440,600	\$4,627,600	\$187,000	4.2%
Supplies, Material & Equipment	\$900,849	\$848,000	\$838,720	\$916,000	\$878,200	(\$37,800)	(4.1%)
Purchased Services	\$1,098,852	\$1,073,900	\$1,038,622	\$1,122,300	\$1,196,100	\$73,800	6.6%
Insurance & Financial	\$85,238	\$86,600	\$100,349	\$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%
<b>Total Expenditure</b>	<b>\$7,088,605</b>	<b>\$7,153,200</b>	<b>\$7,055,997</b>	<b>\$7,364,300</b>	<b>\$7,381,900</b>	<b>\$17,600</b>	<b>0.2%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$6,677,566</b>	<b>\$6,827,600</b>	<b>\$6,738,772</b>	<b>\$7,028,000</b>	<b>\$7,059,100</b>	<b>\$31,100</b>	<b>0.4%</b>
<b>Transfers</b>							
Transfer from Reserve	(\$289,356)	(\$298,000)	(\$1,720)	(\$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	\$ -	-
<b>Total Transfers</b>	<b>(\$45,364)</b>	<b>(\$98,000)</b>	<b>\$513,280</b>	<b>\$195,600</b>	<b>\$316,500</b>	<b>\$120,900</b>	<b>61.8%</b>
<b>NET COST / (REVENUE)</b>	<b>\$6,632,202</b>	<b>\$6,729,600</b>	<b>\$7,252,052</b>	<b>\$7,223,600</b>	<b>\$7,375,600</b>	<b>\$152,000</b>	<b>2.1%</b>





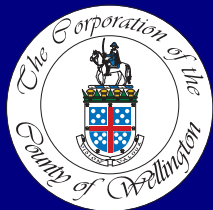
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Library Services**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	159,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500
Municipal Recoveries	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Licenses, Permits and Rents	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,300	50,700
User Fees & Charges	88,700	86,200	88,300	88,300	88,300	88,300	88,300	88,300	88,300	88,400	88,600
Sales Revenue	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100
<b>Total Revenue</b>	<b>336,300</b>	<b>322,800</b>	<b>324,900</b>	<b>324,900</b>	<b>324,900</b>	<b>324,900</b>	<b>324,900</b>	<b>324,900</b>	<b>324,900</b>	<b>325,300</b>	<b>325,900</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	4,440,600	4,627,600	4,759,200	4,909,200	5,048,900	5,207,800	5,370,800	5,541,800	5,716,800	5,896,400	6,083,000
Supplies, Material & Equipment	916,000	878,200	867,700	895,600	1,000,300	953,800	984,200	1,015,600	1,123,700	1,077,400	1,107,800
Purchased Services	1,122,300	1,196,100	1,320,400	1,356,400	1,393,500	1,428,900	1,468,600	1,509,500	1,552,000	1,581,200	1,628,900
Insurance & Financial	103,900	108,500	112,600	114,900	118,300	120,900	124,000	128,100	130,600	134,600	139,500
Minor Capital Expenses	69,000										
Debt Charges	709,900	568,500	568,000	506,600	371,800	231,000	231,000	231,500	230,800	231,600	
Internal Charges	2,600	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditures</b>	<b>7,364,300</b>	<b>7,381,900</b>	<b>7,630,900</b>	<b>7,785,700</b>	<b>7,935,800</b>	<b>7,945,400</b>	<b>8,181,600</b>	<b>8,429,500</b>	<b>8,756,900</b>	<b>8,924,200</b>	<b>8,962,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>7,028,000</b>	<b>7,059,100</b>	<b>7,306,000</b>	<b>7,460,800</b>	<b>7,610,900</b>	<b>7,620,500</b>	<b>7,856,700</b>	<b>8,104,600</b>	<b>8,432,000</b>	<b>8,598,900</b>	<b>8,636,300</b>
yr/yr % change		0.4%	3.5%	2.1%	2.0%	0.1%	3.1%	3.2%	4.0%	2.0%	0.4%
<b>TRANSFERS</b>											
Transfer from Reserves	(319,400)	(178,500)	(50,300)								
Transfer to Capital	155,000	135,000	142,000	197,000	60,000	119,000	64,000	89,000	135,000	165,000	85,000
Transfer to Reserves	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
<b>Total Transfers</b>	<b>195,600</b>	<b>316,500</b>	<b>451,700</b>	<b>557,000</b>	<b>420,000</b>	<b>479,000</b>	<b>424,000</b>	<b>449,000</b>	<b>495,000</b>	<b>525,000</b>	<b>445,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>7,223,600</b>	<b>7,375,600</b>	<b>7,757,700</b>	<b>8,017,800</b>	<b>8,030,900</b>	<b>8,099,500</b>	<b>8,280,700</b>	<b>8,553,600</b>	<b>8,927,000</b>	<b>9,123,900</b>	<b>9,081,300</b>
yr/yr % change		2.1%	5.2%	3.4%	0.2%	0.9%	2.2%	3.3%	4.4%	2.2%	(0.5%)



**County of Wellington**  
**10 Year Capital Budget**  
**Library Services**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
<b>Library Services</b>											
Programming											
Catalogue Software Enhancement					30,000					30,000	60,000
Collection Enhancement	60,000										60,000
2020 Branch Impr: Technology	75,000										75,000
Library Master Plan		30,000								35,000	65,000
Library Catalogue Replacement		80,000									80,000
Library Courier Van			75,000					75,000			150,000
Branch Improvements FFE		55,000	35,000	55,000		55,000		35,000	55,000		290,000
Future Technology Advancements			75,000		75,000		75,000		75,000		300,000
<b>Total Programming</b>	<b>135,000</b>	<b>165,000</b>	<b>185,000</b>	<b>55,000</b>	<b>105,000</b>	<b>55,000</b>	<b>75,000</b>	<b>110,000</b>	<b>130,000</b>	<b>65,000</b>	<b>1,080,000</b>
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	70,000	70,000	70,000	70,000	70,000	670,000
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							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
<b>Total Facilities</b>	<b>275,000</b>	<b>40,000</b>	<b>40,000</b>	<b>84,000</b>	<b>270,000</b>	<b>70,000</b>	<b>130,000</b>	<b>70,000</b>	<b>170,000</b>	<b>390,000</b>	<b>1,539,000</b>
<b>Total</b>	<b>410,000</b>	<b>205,000</b>	<b>225,000</b>	<b>139,000</b>	<b>375,000</b>	<b>125,000</b>	<b>205,000</b>	<b>180,000</b>	<b>300,000</b>	<b>455,000</b>	<b>2,619,000</b>
<b>Sources of Financing</b>											
Current Revenues	135,000	138,000	185,000	55,000	105,000	55,000	75,000	110,000	130,000	65,000	1,053,000
Reserves	275,000	40,000	40,000	84,000	270,000	70,000	130,000	70,000	170,000	390,000	1,539,000
Development Charges		27,000									27,000
<b>Total Financing</b>	<b>410,000</b>	<b>205,000</b>	<b>225,000</b>	<b>139,000</b>	<b>375,000</b>	<b>125,000</b>	<b>205,000</b>	<b>180,000</b>	<b>300,000</b>	<b>455,000</b>	<b>2,619,000</b>



## Programme Overview

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

## 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

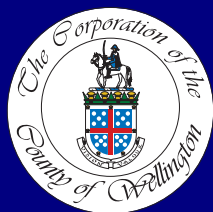
### Operating Budget

- 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

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$57,304	\$54,800	\$56,184	\$54,800	\$54,800	\$ -	-
Licenses, Permits and Rents	\$53,381	\$50,000	\$50,381	\$52,100	\$52,100	\$ -	-
User Fees & Charges	\$81,756	\$99,000	\$79,716	\$84,300	\$75,000	(\$9,300)	(11.0%)
Sales Revenue	\$8,114	\$8,700	\$8,607	\$8,900	\$10,000	\$1,100	12.4%
Other Revenue	\$7,031	\$ -	\$1,946	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$207,586</b>	<b>\$212,500</b>	<b>\$196,834</b>	<b>\$200,100</b>	<b>\$191,900</b>	<b>(\$8,200)</b>	<b>(4.1%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,478,258	\$1,501,400	\$1,485,741	\$1,519,200	\$1,584,600	\$65,400	4.3%
Supplies, Material & Equipment	\$160,193	\$191,100	\$152,366	\$196,300	\$143,100	(\$53,200)	(27.1%)
Purchased Services	\$335,568	\$416,100	\$385,808	\$415,500	\$432,900	\$17,400	4.2%
Transfer Payments	\$ -	\$ -	\$500	\$ -	\$ -	\$ -	-
Insurance & Financial	\$45,890	\$50,700	\$51,303	\$57,200	\$59,400	\$2,200	3.8%
Minor Capital Expenses	\$ -	\$ -	\$19,151	\$ -	\$ -	\$ -	-
Internal Charges	\$ -	\$ -	\$195	\$ -	\$ -	\$ -	-
<b>Total Expenditure</b>	<b>\$2,019,909</b>	<b>\$2,159,300</b>	<b>\$2,095,064</b>	<b>\$2,188,200</b>	<b>\$2,220,000</b>	<b>\$31,800</b>	<b>1.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,812,323</b>	<b>\$1,946,800</b>	<b>\$1,898,230</b>	<b>\$1,988,100</b>	<b>\$2,028,100</b>	<b>\$40,000</b>	<b>2.0%</b>
<b>Transfers</b>							
Transfer from Reserve	\$ -	\$ -	\$ -	(\$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	\$ -	\$25,000	\$27,000	\$2,000	8.0%
<b>Total Transfers</b>	<b>\$122,982</b>	<b>\$115,000</b>	<b>\$75,000</b>	<b>\$96,400</b>	<b>\$77,000</b>	<b>(\$19,400)</b>	<b>(20.1%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,935,305</b>	<b>\$2,061,800</b>	<b>\$1,973,230</b>	<b>\$2,084,500</b>	<b>\$2,105,100</b>	<b>\$20,600</b>	<b>1.0%</b>



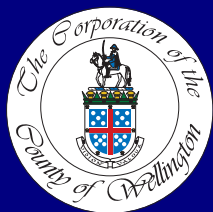
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Museum & Archives at WP**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
Licenses, Permits and Rents	52,100	52,100	54,200	54,200	54,200	54,200	54,200	54,200	54,200	55,900	57,600
User Fees & Charges	84,300	75,000	76,600	76,600	76,600	76,600	76,600	76,600	76,600	79,300	81,700
Sales Revenue	8,900	10,000	10,300	10,500	10,700	10,900	11,100	11,300	11,300	11,500	11,700
<b>Total Revenue</b>	<b>200,100</b>	<b>191,900</b>	<b>195,900</b>	<b>196,100</b>	<b>196,300</b>	<b>196,500</b>	<b>196,700</b>	<b>196,900</b>	<b>196,900</b>	<b>201,500</b>	<b>205,800</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	1,519,200	1,584,600	1,644,700	1,709,600	1,775,600	1,836,300	1,897,400	1,961,200	2,027,000	2,095,100	2,165,800
Supplies, Material & Equipment	196,300	143,100	146,400	151,500	179,500	162,600	168,200	173,900	202,300	186,000	192,900
Purchased Services	415,500	432,900	406,100	422,700	439,700	455,900	474,100	493,000	512,600	523,500	543,400
Insurance & Financial	57,200	59,400	61,800	63,300	65,000	66,400	68,000	69,800	71,400	73,200	75,900
<b>Total Expenditures</b>	<b>2,188,200</b>	<b>2,220,000</b>	<b>2,259,000</b>	<b>2,347,100</b>	<b>2,459,800</b>	<b>2,521,200</b>	<b>2,607,700</b>	<b>2,697,900</b>	<b>2,813,300</b>	<b>2,877,800</b>	<b>2,978,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,988,100</b>	<b>2,028,100</b>	<b>2,063,100</b>	<b>2,151,000</b>	<b>2,263,500</b>	<b>2,324,700</b>	<b>2,411,000</b>	<b>2,501,000</b>	<b>2,616,400</b>	<b>2,676,300</b>	<b>2,772,200</b>
yr/yr % change		2.0%	1.7%	4.3%	5.2%	2.7%	3.7%	3.7%	4.6%	2.3%	3.6%
<b>TRANSFERS</b>											
Transfer from Reserves	(3,600)										
Transfer to Capital	75,000	50,000	31,000	244,000	114,000	198,000	29,000	42,000	264,000	178,000	65,000
Transfer to Reserves	25,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
<b>Total Transfers</b>	<b>96,400</b>	<b>77,000</b>	<b>58,000</b>	<b>271,000</b>	<b>141,000</b>	<b>225,000</b>	<b>56,000</b>	<b>69,000</b>	<b>291,000</b>	<b>205,000</b>	<b>92,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>2,084,500</b>	<b>2,105,100</b>	<b>2,121,100</b>	<b>2,422,000</b>	<b>2,404,500</b>	<b>2,549,700</b>	<b>2,467,000</b>	<b>2,570,000</b>	<b>2,907,400</b>	<b>2,881,300</b>	<b>2,864,200</b>
yr/yr % change		1.0%	0.8%	14.2%	(0.7%)	6.0%	(3.2%)	4.2%	13.1%	(0.9%)	(0.6%)



**County of Wellington**  
**10 Year Capital Budget**  
**Museum & Archives at WP**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Museum & Archives at WP											
Museum and Archives											
Farm House Archeological Dig	100,000	50,000									150,000
Museum Air Conditioning	50,000							180,000			230,000
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						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
<b>Total Museum and Archives</b>	<b>150,000</b>	<b>80,000</b>	<b>230,000</b>	<b>105,000</b>	<b>100,000</b>	<b>25,000</b>	<b>35,000</b>	<b>180,000</b>	<b>140,000</b>	<b>50,000</b>	<b>1,095,000</b>
Wellington Place											
Resurface Driveways						250,000	250,000				500,000
Samuel Honey Drive Construction		1,200,000									1,200,000
Museum Tractor					75,000						75,000
New Kubota Lawn Mower								35,000			35,000
<b>Total Wellington Place</b>		<b>1,200,000</b>			<b>75,000</b>	<b>250,000</b>	<b>250,000</b>	<b>35,000</b>			<b>1,810,000</b>
<b>Total</b>	<b>150,000</b>	<b>1,280,000</b>	<b>230,000</b>	<b>105,000</b>	<b>175,000</b>	<b>275,000</b>	<b>285,000</b>	<b>215,000</b>	<b>140,000</b>	<b>50,000</b>	<b>2,905,000</b>
<b>Sources of Financing</b>											
Current Revenues	50,000	30,000	230,000	105,000	175,000	25,000	35,000	215,000	140,000	50,000	1,055,000
Reserves	100,000	1,250,000				250,000	250,000				1,850,000
<b>Total Financing</b>	<b>150,000</b>	<b>1,280,000</b>	<b>230,000</b>	<b>105,000</b>	<b>175,000</b>	<b>275,000</b>	<b>285,000</b>	<b>215,000</b>	<b>140,000</b>	<b>50,000</b>	<b>2,905,000</b>



## Programme Overview

<b>Programme/Service:</b>	<b>Planning and Land Division</b>
<b>Department:</b>	<b>Planning</b>
<b>Governance:</b>	<b>Planning and Land Division Committee</b>

## 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

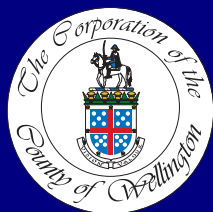
### Operating Budget:

- 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
<b>Total</b>	<b>16.8</b>	<b>17.5</b>
Current employee count: 19		



## COUNTY OF WELLINGTON

## 2020 OPERATING BUDGET

Programme/Service:

Planning and Land Division

Department:

Planning

Governance:

Planning and Land Division Committee

	2018	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & 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 & Charges	\$387,602	\$292,300	\$714,627	\$809,800	\$809,800	\$ -	-
Other Revenue	\$15,562	\$ -	\$9,438	\$ -	\$ -	\$ -	-
Internal Recoveries	\$ -	\$500	\$ -	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$482,078</b>	<b>\$334,800</b>	<b>\$833,942</b>	<b>\$962,300</b>	<b>\$1,052,300</b>	<b>\$90,000</b>	<b>9.4%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,632,985	\$1,648,100	\$1,806,818	\$1,957,900	\$2,120,800	\$162,900	8.3%
Supplies, Material & Equipment	\$45,790	\$57,700	\$38,510	\$38,500	\$39,100	\$600	1.6%
Purchased Services	\$383,241	\$362,700	\$274,652	\$391,800	\$392,700	\$900	0.2%
Transfer Payments	\$639,516	\$848,000	\$672,730	\$756,000	\$831,700	\$75,700	10.0%
Insurance & Financial	\$27,734	\$30,200	\$36,238	\$41,700	\$44,900	\$3,200	7.7%
Internal Charges	\$4,718	\$6,600	\$6,051	\$6,400	\$6,600	\$200	3.1%
<b>Total Expenditure</b>	<b>\$2,733,984</b>	<b>\$2,953,300</b>	<b>\$2,834,999</b>	<b>\$3,192,300</b>	<b>\$3,435,800</b>	<b>\$243,500</b>	<b>7.6%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,251,906</b>	<b>\$2,618,500</b>	<b>\$2,001,057</b>	<b>\$2,230,000</b>	<b>\$2,383,500</b>	<b>\$153,500</b>	<b>6.9%</b>
<b>Transfers</b>							
Transfer from Reserve	(\$37,232)	(\$244,000)	\$ -	(\$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	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Transfers</b>	<b>\$20,205</b>	<b>(\$235,000)</b>	<b>\$56,000</b>	<b>(\$50,000)</b>	<b>(\$98,200)</b>	<b>(\$48,200)</b>	<b>96.4%</b>
<b>NET COST / (REVENUE)</b>	<b>\$2,272,111</b>	<b>\$2,383,500</b>	<b>\$2,057,057</b>	<b>\$2,180,000</b>	<b>\$2,285,300</b>	<b>\$105,300</b>	<b>4.8%</b>





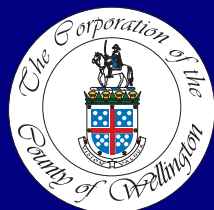
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Planning**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	62,500	62,500									
Municipal Recoveries	90,000	180,000	182,900	185,800	188,700	191,600	194,500	197,400	200,300	203,200	206,100
User Fees & Charges	809,800	809,800	817,900	826,100	834,300	842,600	850,900	859,300	865,600	874,100	900,200
<b>Total Revenue</b>	<b>962,300</b>	<b>1,052,300</b>	<b>1,000,800</b>	<b>1,011,900</b>	<b>1,023,000</b>	<b>1,034,200</b>	<b>1,045,400</b>	<b>1,056,700</b>	<b>1,065,900</b>	<b>1,077,300</b>	<b>1,106,300</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	1,957,900	2,120,800	2,140,500	2,183,200	2,271,900	2,352,300	2,428,300	2,509,200	2,590,400	2,674,800	2,761,700
Supplies, Material & Equipment	38,500	39,100	40,100	41,100	42,100	43,300	44,500	45,700	46,900	47,900	48,700
Purchased Services	391,800	392,700	382,300	392,100	402,300	413,000	423,900	435,100	446,700	458,500	472,000
Transfer Payments	756,000	831,700	725,000	725,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000
Insurance & Financial	41,700	44,900	45,400	46,100	48,000	49,900	51,400	53,200	55,300	56,900	58,900
Internal Charges	6,400	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600
<b>Total Expenditures</b>	<b>3,192,300</b>	<b>3,435,800</b>	<b>3,339,900</b>	<b>3,394,100</b>	<b>3,435,900</b>	<b>3,530,100</b>	<b>3,619,700</b>	<b>3,714,800</b>	<b>3,810,900</b>	<b>3,909,700</b>	<b>4,012,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>2,230,000</b>	<b>2,383,500</b>	<b>2,339,100</b>	<b>2,382,200</b>	<b>2,412,900</b>	<b>2,495,900</b>	<b>2,574,300</b>	<b>2,658,100</b>	<b>2,745,000</b>	<b>2,832,400</b>	<b>2,906,600</b>
yr/yr % change		6.9%	(1.9%)	1.8%	1.3%	3.4%	3.1%	3.3%	3.3%	3.2%	2.6%
<b>TRANSFERS</b>											
Transfer from Reserves	(106,000)	(106,700)									
Transfer to Capital	56,000	8,500	9,000	5,000	10,000					13,000	
<b>Total Transfers</b>	<b>(50,000)</b>	<b>(98,200)</b>	<b>9,000</b>	<b>5,000</b>	<b>10,000</b>					<b>13,000</b>	
<b>TAX LEVY REQUIREMENT</b>											
	<b>2,180,000</b>	<b>2,285,300</b>	<b>2,348,100</b>	<b>2,387,200</b>	<b>2,422,900</b>	<b>2,495,900</b>	<b>2,574,300</b>	<b>2,658,100</b>	<b>2,745,000</b>	<b>2,845,400</b>	<b>2,906,600</b>
yr/yr % change		4.8%	2.7%	1.7%	1.5%	3.0%	3.1%	3.3%	3.3%	3.7%	2.2%



**County of Wellington**  
**10 Year Capital Budget**  
**Planning**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Planning											
Official Plan / MCR Update	85,000	85,000	50,000	90,000					100,000		410,000
Kissing Bridge Trail Resurface		42,000	40,000	40,000							122,000
Trestle Bridge Trail Resurfacing				40,000							40,000
<b>Total</b>	<b>85,000</b>	<b>127,000</b>	<b>90,000</b>	<b>170,000</b>					<b>100,000</b>		<b>572,000</b>
<b>Sources of Financing</b>											
Current Revenues	8,500	8,500	5,000	9,000					10,000		41,000
Reserves		42,000	40,000	80,000							162,000
Development Charges	76,500	76,500	45,000	81,000					90,000		369,000
<b>Total Financing</b>	<b>85,000</b>	<b>127,000</b>	<b>90,000</b>	<b>170,000</b>					<b>100,000</b>		<b>572,000</b>



## Programme Overview

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

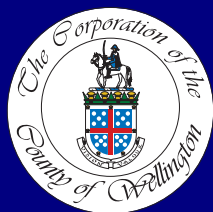
## Programme Description

- 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
<b>Total</b>	<b>7.9</b>	<b>7.9</b>
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
<b>Revenue</b>							
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	\$ -	-
<b>Total Revenue</b>	<b>\$5,435</b>	<b>\$2,000</b>	<b>\$7,586</b>	<b>\$2,500</b>	<b>\$3,500</b>	<b>\$1,000</b>	<b>40.0%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$537,222	\$573,100	\$555,338	\$582,000	\$604,800	\$22,800	3.9%
Supplies, Material & Equipment	\$94,549	\$105,100	\$84,856	\$98,800	\$103,600	\$4,800	4.9%
Purchased Services	\$79,602	\$95,100	\$63,293	\$89,200	\$92,300	\$3,100	3.5%
Insurance & Financial	\$16,654	\$19,700	\$17,458	\$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%
<b>Total Expenditure</b>	<b>\$732,714</b>	<b>\$798,300</b>	<b>\$723,795</b>	<b>\$805,600</b>	<b>\$834,400</b>	<b>\$28,800</b>	<b>3.6%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$727,279</b>	<b>\$796,300</b>	<b>\$716,209</b>	<b>\$803,100</b>	<b>\$830,900</b>	<b>\$27,800</b>	<b>3.5%</b>
<b>Transfers</b>							
Transfer from Reserve	\$ -	\$ -	\$ -	(\$8,000)	(\$5,000)	\$3,000	(37.5%)
Transfer to Capital	\$ -	\$ -	\$40,000	\$40,000	\$ -	(\$40,000)	(100.0%)
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$40,000</b>	<b>\$32,000</b>	<b>(\$5,000)</b>	<b>(\$37,000)</b>	<b>(115.6%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$727,279</b>	<b>\$796,300</b>	<b>\$756,209</b>	<b>\$835,100</b>	<b>\$825,900</b>	<b>(\$9,200)</b>	<b>(1.1%)</b>



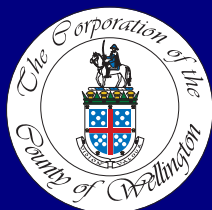
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Green Legacy**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Sales Revenue	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Other Revenue	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Revenue</b>	<b>2,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	582,000	604,800	621,600	641,500	661,000	683,000	705,500	728,700	752,600	777,000	802,300
Supplies, Material & Equipment	98,800	103,600	103,100	106,300	109,600	116,700	116,600	120,200	123,900	131,300	131,300
Purchased Services	89,200	92,300	95,000	97,800	100,800	103,900	107,100	110,300	113,600	116,300	119,600
Insurance & Financial	22,100	23,100	23,800	24,100	24,700	25,200	25,700	26,200	26,800	27,300	28,500
Minor Capital Expenses	8,000	5,000	25,000	16,000		13,000	9,000	15,000	23,000		7,200
Internal Charges	5,500	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600
<b>Total Expenditures</b>	<b>805,600</b>	<b>834,400</b>	<b>874,100</b>	<b>891,300</b>	<b>901,700</b>	<b>947,400</b>	<b>969,500</b>	<b>1,006,000</b>	<b>1,045,500</b>	<b>1,057,500</b>	<b>1,094,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>803,100</b>	<b>830,900</b>	<b>870,600</b>	<b>887,800</b>	<b>898,200</b>	<b>943,900</b>	<b>966,000</b>	<b>1,002,500</b>	<b>1,042,000</b>	<b>1,054,000</b>	<b>1,091,000</b>
yr/yr % change		3.5%	4.8%	2.0%	1.2%	5.1%	2.3%	3.8%	3.9%	1.2%	3.5%
<b>TRANSFERS</b>											
Transfer from Reserves	(8,000)	(5,000)	(25,000)	(16,000)		(13,000)	(9,000)	(15,000)	(23,000)		(7,200)
Transfer to Capital	40,000										
<b>Total Transfers</b>	<b>32,000</b>	<b>(5,000)</b>	<b>(25,000)</b>	<b>(16,000)</b>		<b>(13,000)</b>	<b>(9,000)</b>	<b>(15,000)</b>	<b>(23,000)</b>		<b>(7,200)</b>
<b>TAX LEVY REQUIREMENT</b>	<b>835,100</b>	<b>825,900</b>	<b>845,600</b>	<b>871,800</b>	<b>898,200</b>	<b>930,900</b>	<b>957,000</b>	<b>987,500</b>	<b>1,019,000</b>	<b>1,054,000</b>	<b>1,083,800</b>
yr/yr % change		(1.1%)	2.4%	3.1%	3.0%	3.6%	2.8%	3.2%	3.2%	3.4%	2.8%



**County of Wellington**  
**10 Year Capital Budget**  
**Green Legacy**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Green Legacy											
Northern Nursery Pickup Replacement	50,000							50,000			100,000
Skid Steer Replacement Northern			100,000								100,000
Green Legacy Van Replacement		36,000							36,000		72,000
Green Legacy Pick up Replacement				50,000							50,000
<b>Total</b>	<b>50,000</b>	<b>36,000</b>	<b>100,000</b>	<b>50,000</b>				<b>50,000</b>	<b>36,000</b>		<b>322,000</b>
<b>Sources of Financing</b>											
Reserves	50,000	36,000	100,000	50,000				50,000	36,000		322,000
<b>Total Financing</b>	<b>50,000</b>	<b>36,000</b>	<b>100,000</b>	<b>50,000</b>				<b>50,000</b>	<b>36,000</b>		<b>322,000</b>



## Programme Overview

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

## 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

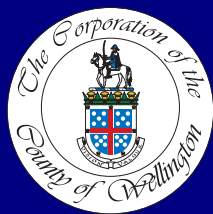
### Operating Budget

- 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 Management	3.3	3.8
<b>Total</b>	<b>3.3</b>	<b>3.8</b>
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
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$327,479	\$294,100	\$273,858	\$280,900	\$342,000	\$61,100	21.8%
Supplies, Material & Equipment	\$8,375	\$14,400	\$7,184	\$9,800	\$25,700	\$15,900	162.2%
Purchased Services	\$139,074	\$168,400	\$151,191	\$175,100	\$194,200	\$19,100	10.9%
Transfer Payments	\$142,314	\$153,000	\$104,783	\$145,900	\$151,200	\$5,300	3.6%
Insurance & Financial	\$6,924	\$7,500	\$7,675	\$8,300	\$9,800	\$1,500	18.1%
<b>Total Expenditure</b>	<b>\$624,166</b>	<b>\$637,400</b>	<b>\$544,691</b>	<b>\$620,000</b>	<b>\$722,900</b>	<b>\$102,900</b>	<b>16.6%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$624,166</b>	<b>\$637,400</b>	<b>\$544,691</b>	<b>\$620,000</b>	<b>\$722,900</b>	<b>\$102,900</b>	<b>16.6%</b>
<b>Transfers</b>							
Transfer to Capital	\$ -	\$ -	\$200,000	\$200,000	\$300,000	\$100,000	50.0%
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$300,000</b>	<b>\$100,000</b>	<b>50.0%</b>
<b>NET COST / (REVENUE)</b>	<b>\$624,166</b>	<b>\$637,400</b>	<b>\$744,691</b>	<b>\$820,000</b>	<b>\$1,022,900</b>	<b>\$202,900</b>	<b>24.7%</b>





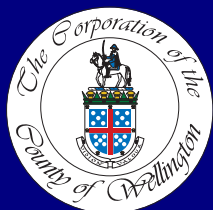
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Emergency Management**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
<b>Total Revenue</b>											
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	280,900	342,000	379,000	399,800	421,500	442,300	458,200	474,000	490,100	506,700	523,700
Supplies, Material & Equipment	9,800	25,700	10,000	10,100	10,200	26,100	10,400	10,500	10,600	26,500	10,800
Purchased Services	175,100	194,200	200,100	206,200	212,400	218,900	255,400	232,100	239,500	246,600	253,800
Transfer Payments	145,900	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200
Insurance & Financial	8,300	9,800	10,700	11,100	11,600	12,100	12,400	12,900	13,200	13,700	14,100
<b>Total Expenditures</b>	<b>620,000</b>	<b>722,900</b>	<b>751,000</b>	<b>778,400</b>	<b>806,900</b>	<b>850,600</b>	<b>887,600</b>	<b>880,700</b>	<b>904,600</b>	<b>944,700</b>	<b>953,600</b>
<b>Net Operating Cost / (Revenue)</b>	<b>620,000</b>	<b>722,900</b>	<b>751,000</b>	<b>778,400</b>	<b>806,900</b>	<b>850,600</b>	<b>887,600</b>	<b>880,700</b>	<b>904,600</b>	<b>944,700</b>	<b>953,600</b>
yr/yr % change		16.6%	3.9%	3.6%	3.7%	5.4%	4.3%	(0.8%)	2.7%	4.4%	0.9%
<b>TRANSFERS</b>											
Transfer to Capital	200,000	300,000									
<b>Total Transfers</b>	<b>200,000</b>	<b>300,000</b>									
<b>TAX LEVY REQUIREMENT</b>	<b>820,000</b>	<b>1,022,900</b>	<b>751,000</b>	<b>778,400</b>	<b>806,900</b>	<b>850,600</b>	<b>887,600</b>	<b>880,700</b>	<b>904,600</b>	<b>944,700</b>	<b>953,600</b>
yr/yr % change		24.7%	(26.6%)	3.6%	3.7%	5.4%	4.3%	(0.8%)	2.7%	4.4%	0.9%



**County of Wellington**  
**10 Year Capital Budget**  
**Emergency Management**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Emergency Management											
CEM Vehicle Replacement	50,000						60,000				110,000
Rural Addressing Signage	300,000										300,000
EM Portable and Mobile Radio replacement		25,000							25,000		50,000
<b>Total</b>	<b>350,000</b>	<b>25,000</b>					<b>60,000</b>		<b>25,000</b>		<b>460,000</b>
<b>Sources of Financing</b>											
Current Revenues	300,000										300,000
Reserves	50,000	25,000					60,000		25,000		160,000
<b>Total Financing</b>	<b>350,000</b>	<b>25,000</b>					<b>60,000</b>		<b>25,000</b>		<b>460,000</b>



## Programme Overview

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

## 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.

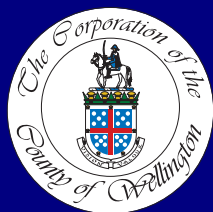
Officers are based out of County-owned facilities in Aboyne, Rockwood and Teviotdale. The Traffic Management Unit is staffed by one sergeant and six constables, and promotes an enhanced level of road safety throughout the County.

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	<b>2.1</b>	<b>2.1</b>
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	2018	2019	2019	2020	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$358,261	\$330,500	\$373,528	\$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	\$50,194	\$55,000	\$52,000	(\$3,000)	(5.5%)
User Fees & Charges	\$78,994	\$85,000	\$83,413	\$85,000	\$80,000	(\$5,000)	(5.9%)
Other Revenue	\$11,847	\$1,000	\$3,233	\$1,000	\$4,000	\$3,000	300.0%
<b>Total Revenue</b>	<b>\$617,274</b>	<b>\$586,900</b>	<b>\$632,876</b>	<b>\$454,700</b>	<b>\$521,900</b>	<b>\$67,200</b>	<b>14.8%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$156,074	\$166,600	\$132,802	\$140,600	\$144,500	\$3,900	2.8%
Supplies, Material & Equipment	\$47,319	\$56,400	\$40,856	\$58,100	\$58,800	\$700	1.2%
Purchased Services	\$430,406	\$487,200	\$436,458	\$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 & Financial	\$14,453	\$14,800	\$13,526	\$15,200	\$15,500	\$300	2.0%
Minor Capital Expenses	\$16,360	\$36,000	\$6,314	\$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	\$ -	-
<b>Total Expenditure</b>	<b>\$16,593,188</b>	<b>\$17,436,200</b>	<b>\$17,148,362</b>	<b>\$17,416,400</b>	<b>\$17,898,100</b>	<b>\$481,700</b>	<b>2.8%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$15,975,914</b>	<b>\$16,849,300</b>	<b>\$16,515,486</b>	<b>\$16,961,700</b>	<b>\$17,376,200</b>	<b>\$414,500</b>	<b>2.4%</b>
<b>Transfers</b>							
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%)
<b>Total Transfers</b>	<b>\$195,169</b>	<b>\$135,400</b>	<b>\$421,600</b>	<b>\$250,300</b>	<b>\$140,900</b>	<b>(\$109,400)</b>	<b>(43.7%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$16,171,083</b>	<b>\$16,984,700</b>	<b>\$16,937,086</b>	<b>\$17,212,000</b>	<b>\$17,517,100</b>	<b>\$305,100</b>	<b>1.8%</b>



**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Police Services**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Grants & Subsidies	198,300	270,500	270,500	135,500	90,500	90,500	90,500	90,500	90,500	90,500	90,500
Licenses, Permits and Rents	115,400	115,400	115,400	115,400	115,400	115,400	115,400	115,400	115,400	115,400	115,400
Fines and Penalties	55,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
User Fees & Charges	85,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Other Revenue	1,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total Revenue</b>	<b>454,700</b>	<b>521,900</b>	<b>521,900</b>	<b>386,900</b>	<b>341,900</b>	<b>341,900</b>	<b>341,900</b>	<b>341,900</b>	<b>341,900</b>	<b>341,900</b>	<b>341,900</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	140,600	144,500	148,000	152,500	156,500	161,700	166,800	172,200	178,100	183,600	189,800
Supplies, Material & Equipment	58,100	58,800	60,100	61,400	62,700	64,100	65,500	66,900	68,300	69,800	71,300
Purchased Services	485,000	685,600	706,200	592,400	569,300	589,700	613,500	638,400	664,100	673,200	699,100
Transfer Payments	16,261,000	16,560,000	17,406,000	18,276,000	19,191,000	20,117,000	21,092,000	22,104,000	23,168,000	24,245,000	25,373,000
Insurance & Financial	15,200	15,500	16,000	16,200	16,500	16,700	16,800	17,100	17,500	17,700	18,200
Minor Capital Expenses	50,000	30,000	34,000		39,000	22,000	68,000	60,000		34,000	67,600
Debt Charges	404,900	402,100	402,400	220,800	141,200						
Internal Charges	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
<b>Total Expenditures</b>	<b>17,416,400</b>	<b>17,898,100</b>	<b>18,774,300</b>	<b>19,320,900</b>	<b>20,177,800</b>	<b>20,972,800</b>	<b>22,024,200</b>	<b>23,060,200</b>	<b>24,097,600</b>	<b>25,224,900</b>	<b>26,420,600</b>
<b>Net Operating Cost / (Revenue)</b>	<b>16,961,700</b>	<b>17,376,200</b>	<b>18,252,400</b>	<b>18,934,000</b>	<b>19,835,900</b>	<b>20,630,900</b>	<b>21,682,300</b>	<b>22,718,300</b>	<b>23,755,700</b>	<b>24,883,000</b>	<b>26,078,700</b>
yr/yr % change		2.4%	5.0%	3.7%	4.8%	4.0%	5.1%	4.8%	4.6%	4.7%	4.8%
<b>TRANSFERS</b>											
Transfer from Reserves	(171,300)	(120,000)	(129,000)		(39,000)	(22,000)	(68,000)	(60,000)		(34,000)	(67,600)
Transfer to Reserves	421,600	260,900	264,100	267,400	270,800	274,200	277,700	281,300	284,900	288,600	292,400
<b>Total Transfers</b>	<b>250,300</b>	<b>140,900</b>	<b>135,100</b>	<b>267,400</b>	<b>231,800</b>	<b>252,200</b>	<b>209,700</b>	<b>221,300</b>	<b>284,900</b>	<b>254,600</b>	<b>224,800</b>
<b>TAX LEVY REQUIREMENT</b>	<b>17,212,000</b>	<b>17,517,100</b>	<b>18,387,500</b>	<b>19,201,400</b>	<b>20,067,700</b>	<b>20,883,100</b>	<b>21,892,000</b>	<b>22,939,600</b>	<b>24,040,600</b>	<b>25,137,600</b>	<b>26,303,500</b>
yr/yr % change		1.8%	5.0%	4.4%	4.5%	4.1%	4.8%	4.8%	4.8%	4.6%	4.6%



**County of Wellington**  
**10 Year Capital Budget**  
**Police Services**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Police Services											
Aboyne OPP: Furniture Replacem								75,000			75,000
Aboyne OPP: Plumbing Replacements										80,000	80,000
Aboyne OPP: Rehab Air Handling Units							50,000				50,000
Aboyne OPP: Replace HVAC Control System										95,000	95,000
Rockwood OPP HVAC Replacement		30,000									30,000
Rockwood OPP Lockup Cell Plumbing Fixtures									45,000		45,000
Rockwood OPP: Elevator Modernization							110,000				110,000
Rockwood OPP: Furniture Replacements		50,000									50,000
Teviotdale OPP: Furniture Replacements			50,000								50,000
<b>Total</b>		80,000	50,000				160,000	75,000	45,000	175,000	585,000
<b>Sources of Financing</b>											
Reserves		80,000	50,000				160,000	75,000	45,000	175,000	585,000
<b>Total Financing</b>		80,000	50,000				160,000	75,000	45,000	175,000	585,000



## Programme Overview

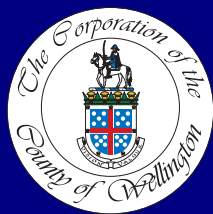
<b>Programme/Service:</b>	<b>Provincial Offences Act Administration</b>
<b>Department:</b>	<b>Administered by the City of Guelph</b>
<b>Governance:</b>	<b>Administration, Finance and Human Resources Committee</b>

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





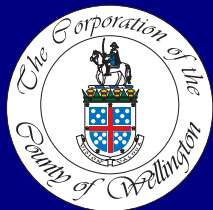
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**POA Administration**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
Municipal Recoveries	251,400	258,900	266,400	273,900	281,400	288,900	296,400	303,900	311,400	318,900	326,400
<b>Total Revenue</b>	<b>251,400</b>	<b>258,900</b>	<b>266,400</b>	<b>273,900</b>	<b>281,400</b>	<b>288,900</b>	<b>296,400</b>	<b>303,900</b>	<b>311,400</b>	<b>318,900</b>	<b>326,400</b>
<b>EXPENDITURES</b>											
Debt Charges	254,600	255,000									
<b>Total Expenditures</b>	<b>254,600</b>	<b>255,000</b>									
<b>Net Operating Cost / (Revenue)</b>	<b>3,200</b>	<b>(3,900)</b>	<b>(266,400)</b>	<b>(273,900)</b>	<b>(281,400)</b>	<b>(288,900)</b>	<b>(296,400)</b>	<b>(303,900)</b>	<b>(311,400)</b>	<b>(318,900)</b>	<b>(326,400)</b>
yr/yr % change		(221.9%)	6,730.8%	2.8%	2.7%	2.7%	2.6%	2.5%	2.5%	2.4%	2.4%
<b>TRANSFERS</b>											
Transfer to Capital	22,500										
<b>Total Transfers</b>	<b>22,500</b>										
<b>TAX LEVY REQUIREMENT</b>	<b>25,700</b>	<b>(3,900)</b>	<b>(266,400)</b>	<b>(273,900)</b>	<b>(281,400)</b>	<b>(288,900)</b>	<b>(296,400)</b>	<b>(303,900)</b>	<b>(311,400)</b>	<b>(318,900)</b>	<b>(326,400)</b>
yr/yr % change		(115.2%)	6,730.8%	2.8%	2.7%	2.7%	2.6%	2.5%	2.5%	2.4%	2.4%



**County of Wellington**  
**10 Year Capital Budget**  
**POA Administration**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
POA Administration											
POA Replacements	40,000	41,000	22,000	72,000	37,000	117,000	83,000	42,000	52,000	122,000	628,000
<b>Total</b>	<b>40,000</b>	<b>41,000</b>	<b>22,000</b>	<b>72,000</b>	<b>37,000</b>	<b>117,000</b>	<b>83,000</b>	<b>42,000</b>	<b>52,000</b>	<b>122,000</b>	<b>628,000</b>
<b>Sources of Financing</b>											
Reserves	40,000	41,000	22,000	72,000	37,000	117,000	83,000	42,000	52,000	122,000	628,000
<b>Total Financing</b>	<b>40,000</b>	<b>41,000</b>	<b>22,000</b>	<b>72,000</b>	<b>37,000</b>	<b>117,000</b>	<b>83,000</b>	<b>42,000</b>	<b>52,000</b>	<b>122,000</b>	<b>628,000</b>



## Programme Overview

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

## 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.

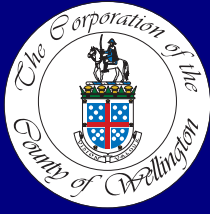
## 2020 Budget Highlights

### 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
<b>Expenditure</b>							
Transfer Payments	\$4,357,831	\$4,214,400	\$4,176,499	\$4,521,100	\$4,445,800	(\$75,300)	(1.7%)
<b>Total Expenditure</b>	<b>\$4,357,831</b>	<b>\$4,214,400</b>	<b>\$4,176,499</b>	<b>\$4,521,100</b>	<b>\$4,445,800</b>	<b>(\$75,300)</b>	<b>(1.7%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$4,357,831</b>	<b>\$4,214,400</b>	<b>\$4,176,499</b>	<b>\$4,521,100</b>	<b>\$4,445,800</b>	<b>(\$75,300)</b>	<b>(1.7%)</b>
<b>Transfers</b>							
Transfers to Reserve	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$ -	-
<b>Total Transfers</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$ -</b>	<b>-</b>
<b>NET COST / (REVENUE)</b>	<b>\$4,757,831</b>	<b>\$4,614,400</b>	<b>\$4,576,499</b>	<b>\$4,921,100</b>	<b>\$4,845,800</b>	<b>(\$75,300)</b>	<b>(1.5%)</b>



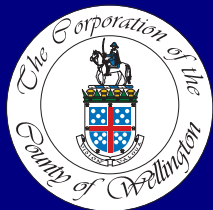
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Land Ambulance**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
<b>Total Revenue</b>											
<b>EXPENDITURES</b>											
Transfer Payments	4,521,100	4,445,800	5,508,700	5,688,000	6,205,400	6,816,800	7,155,900	7,881,500	8,694,400	9,187,100	9,628,800
Debt Charges										32,800	219,700
<b>Total Expenditures</b>	<b>4,521,100</b>	<b>4,445,800</b>	<b>5,508,700</b>	<b>5,688,000</b>	<b>6,205,400</b>	<b>6,816,800</b>	<b>7,155,900</b>	<b>7,881,500</b>	<b>8,694,400</b>	<b>9,219,900</b>	<b>9,848,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>4,521,100</b>	<b>4,445,800</b>	<b>5,508,700</b>	<b>5,688,000</b>	<b>6,205,400</b>	<b>6,816,800</b>	<b>7,155,900</b>	<b>7,881,500</b>	<b>8,694,400</b>	<b>9,219,900</b>	<b>9,848,500</b>
yr/yr % change		(1.7%)	23.9%	3.3%	9.1%	9.9%	5.0%	10.1%	10.3%	6.0%	6.8%
<b>TRANSFERS</b>											
Transfer to Reserves	400,000	400,000	400,000	400,000	400,000	450,000	450,000	500,000	500,000	500,000	500,000
<b>Total Transfers</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>450,000</b>	<b>450,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>4,921,100</b>	<b>4,845,800</b>	<b>5,908,700</b>	<b>6,088,000</b>	<b>6,605,400</b>	<b>7,266,800</b>	<b>7,605,900</b>	<b>8,381,500</b>	<b>9,194,400</b>	<b>9,719,900</b>	<b>10,348,500</b>
yr/yr % change		(1.5%)	21.9%	3.0%	8.5%	10.0%	4.7%	10.2%	9.7%	5.7%	6.5%



**County of Wellington**  
**10 Year Capital Budget**  
**Land Ambulance**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Land Ambulance											
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	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
<b>Total County of Wellington Led Projects</b>		1,000,000	500,000	1,000,000	500,000	2,500,000	500,000	1,000,000	500,000	1,000,000	8,500,000
City of Guelph Led Projects											
COG Amb Facilities & Studies	105,000	283,000					47,000				435,000
Ambulance Equipment	15,000	17,000	23,000	10,000	10,000	38,000	15,000	40,000	170,000		338,000
Replacement Ambulances	160,000	250,000	150,000	215,000	375,000	177,000	275,000	165,000	361,000	414,000	2,542,000
Ambulance IT Implementations	25,000	46,000	22,000	30,000	20,000	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
<b>Total City of Guelph Led Projects</b>	305,000	596,000	195,000	255,000	405,000	245,000	367,000	241,000	2,426,000	456,000	5,491,000
<b>Total</b>	<b>305,000</b>	<b>1,596,000</b>	<b>695,000</b>	<b>1,255,000</b>	<b>905,000</b>	<b>2,745,000</b>	<b>867,000</b>	<b>1,241,000</b>	<b>2,926,000</b>	<b>1,456,000</b>	<b>13,991,000</b>
<b>Sources of Financing</b>											
Reserves	305,000	1,596,000	695,000	1,255,000	905,000	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
<b>Total Financing</b>	<b>305,000</b>	<b>1,596,000</b>	<b>695,000</b>	<b>1,255,000</b>	<b>905,000</b>	<b>2,745,000</b>	<b>867,000</b>	<b>1,241,000</b>	<b>2,926,000</b>	<b>1,456,000</b>	<b>13,991,000</b>



## Programme Overview

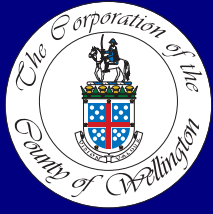
<b>Programme/Service:</b>	<b>Public Health</b>
<b>Department:</b>	<b>Wellington-Dufferin-Guelph Public Health</b>
<b>Governance:</b>	<b>Board of Health</b>

## 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
<b>Expenditure</b>							
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%
<b>Total Expenditure</b>	<b>\$2,594,809</b>	<b>\$2,595,200</b>	<b>\$2,648,018</b>	<b>\$2,648,400</b>	<b>\$2,705,100</b>	<b>\$56,700</b>	<b>2.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,594,809</b>	<b>\$2,595,200</b>	<b>\$2,648,018</b>	<b>\$2,648,400</b>	<b>\$2,705,100</b>	<b>\$56,700</b>	<b>2.1%</b>
<b>Transfers</b>							
<b>NET COST / (REVENUE)</b>	<b>\$2,594,809</b>	<b>\$2,595,200</b>	<b>\$2,648,018</b>	<b>\$2,648,400</b>	<b>\$2,705,100</b>	<b>\$56,700</b>	<b>2.1%</b>





**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Public Health Unit**

	Approved 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>REVENUE</b>											
<b>Total Revenue</b>											
<b>EXPENDITURES</b>											
Transfer Payments	2,305,000	2,359,500	2,470,600	2,586,200	2,706,400	2,947,000	3,380,500	3,515,700	3,656,300	3,802,600	3,954,700
Debt Charges	343,400	345,600	347,100	345,900	3,054,100						
<b>Total Expenditures</b>	<b>2,648,400</b>	<b>2,705,100</b>	<b>2,817,700</b>	<b>2,932,100</b>	<b>5,760,500</b>	<b>2,947,000</b>	<b>3,380,500</b>	<b>3,515,700</b>	<b>3,656,300</b>	<b>3,802,600</b>	<b>3,954,700</b>
<b>Net Operating Cost / (Revenue)</b>	<b>2,648,400</b>	<b>2,705,100</b>	<b>2,817,700</b>	<b>2,932,100</b>	<b>5,760,500</b>	<b>2,947,000</b>	<b>3,380,500</b>	<b>3,515,700</b>	<b>3,656,300</b>	<b>3,802,600</b>	<b>3,954,700</b>
yr/yr % change		2.1%	4.2%	4.1%	96.5%	(48.8%)	14.7%	4.0%	4.0%	4.0%	4.0%
<b>TRANSFERS</b>											
Transfer from Reserves					(3,054,100)						
<b>Total Transfers</b>					<b>(3,054,100)</b>						
<b>TAX LEVY REQUIREMENT</b>	<b>2,648,400</b>	<b>2,705,100</b>	<b>2,817,700</b>	<b>2,932,100</b>	<b>2,706,400</b>	<b>2,947,000</b>	<b>3,380,500</b>	<b>3,515,700</b>	<b>3,656,300</b>	<b>3,802,600</b>	<b>3,954,700</b>
yr/yr % change		2.1%	4.2%	4.1%	(7.7%)	8.9%	14.7%	4.0%	4.0%	4.0%	4.0%