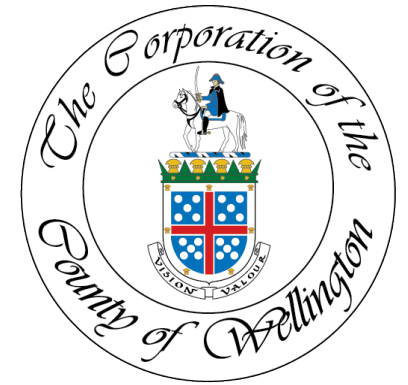




County of Wellington 2020 Budget and 10-Year Plan

January 6, 2020

Purpose of today's meeting

- ▶ Review 2020 Budget Process
- ▶ Provide a background of the County's finances
- ▶ To provide Council with an overview of the 2020 Budget and 10-Year Plan in advance of January Committee meetings
- ▶ Opportunity for Council to review and discuss service levels and proposed capital projects



Agenda

- ▶ Part 1: Introduction
 - ▶ Strategic Planning Processes
 - ▶ Strategic Action Plan
 - ▶ Long-Term Financial Sustainability Strategy
 - ▶ Service Efficiency Review
 - ▶ Integration with Budget and 10-Year Plan



Agenda

- ▶ Part 2: 2020 Budget and 10-Year Plan
 - ▶ 2020 Budget Process
 - ▶ Changes to the 10-Year Plan since November
 - ▶ Capital Financing
 - ▶ Reserves and Reserve Fund Balances & Activity
 - ▶ County Debt Management and Forecast
 - ▶ Capital Budget Details
 - ▶ Operating Budget Forecast
 - ▶ Recap and wrap-up



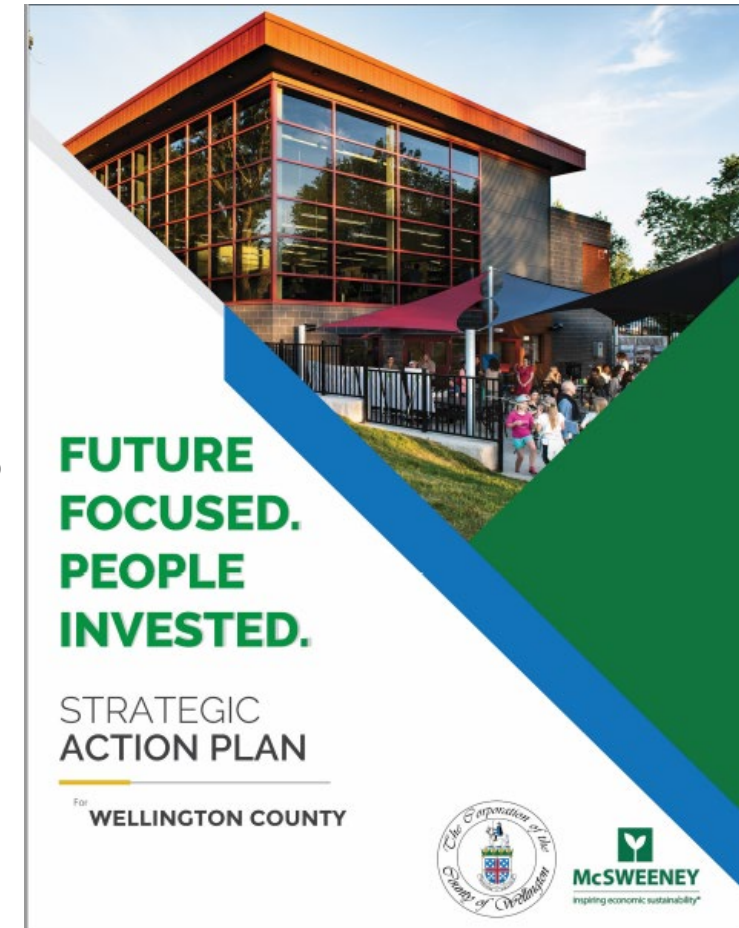
Strategic Planning Processes

- ▶ In 2019, the County undertook a number of strategic planning processes including:
 - ▶ Strategic Action Plan
 - ▶ Long-Term Financial Sustainability Strategy
 - ▶ Service Efficiency Review
- ▶ Resulted in a number of common themes that inform the 2020 Budget and 10-year plan



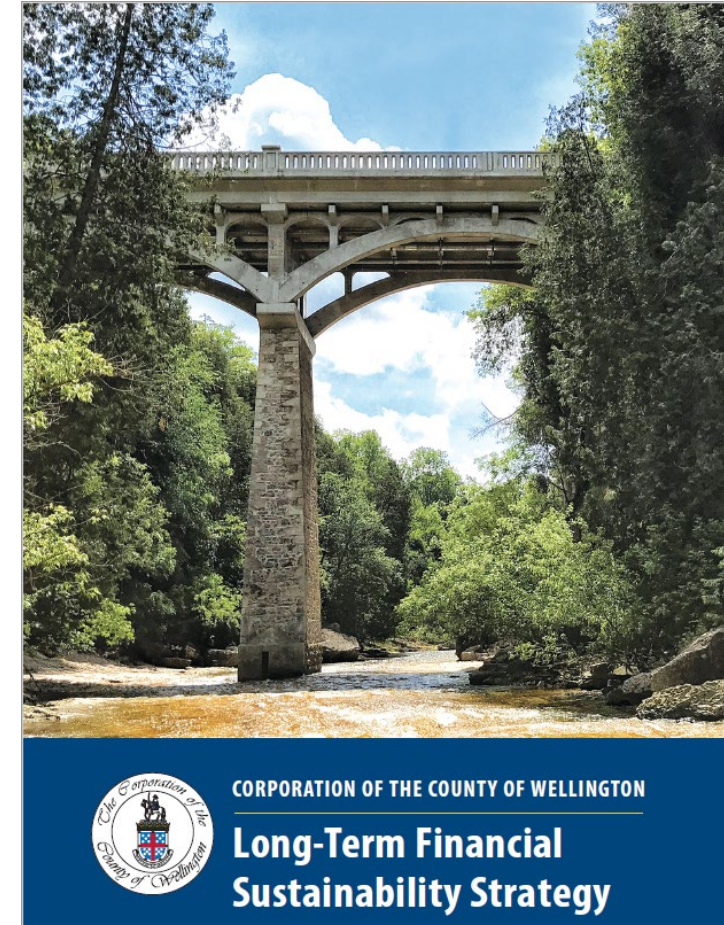
Strategic Action Plan

- ▶ Collaborative process involving elected officials and senior staff to provide direction that the County will be taking over the remaining term of Council
- ▶ “Future Focused. People Invested.”
 - ▶ To ensure the highest quality of life for residents and businesses
 - ▶ Recognizes great things already happening
 - ▶ Aim is not to change direction, but to offer suggestions to strengthen to County’s corporate culture, collaborative nature, cohesiveness and decision making processes
- ▶ Identifies four priority areas with strategic actions in each
 - ▶ Providing the Highest Level and Best Quality Services
 - ▶ Planning for and Providing the Best Physical Infrastructure
 - ▶ People as the Main Priority
 - ▶ Making the Best Decisions



Long-Term Financial Sustainability Strategy

- ▶ Purpose: to apply a prudent and integrated financial planning approach that identifies and manages risks to the County's long-term financial health and credit rating
 - ▶ Builds on existing financial planning practices
 - ▶ Applies a disciplined, comprehensive and integrated approach
 - ▶ Ensure Long-Term Financial Sustainability
- ▶ Standard & Poor's has recognized the document as a leading practice and that the County's financial management has been strengthening
- ▶ Guided by a set of nine financial principles that support the County's financial resiliency



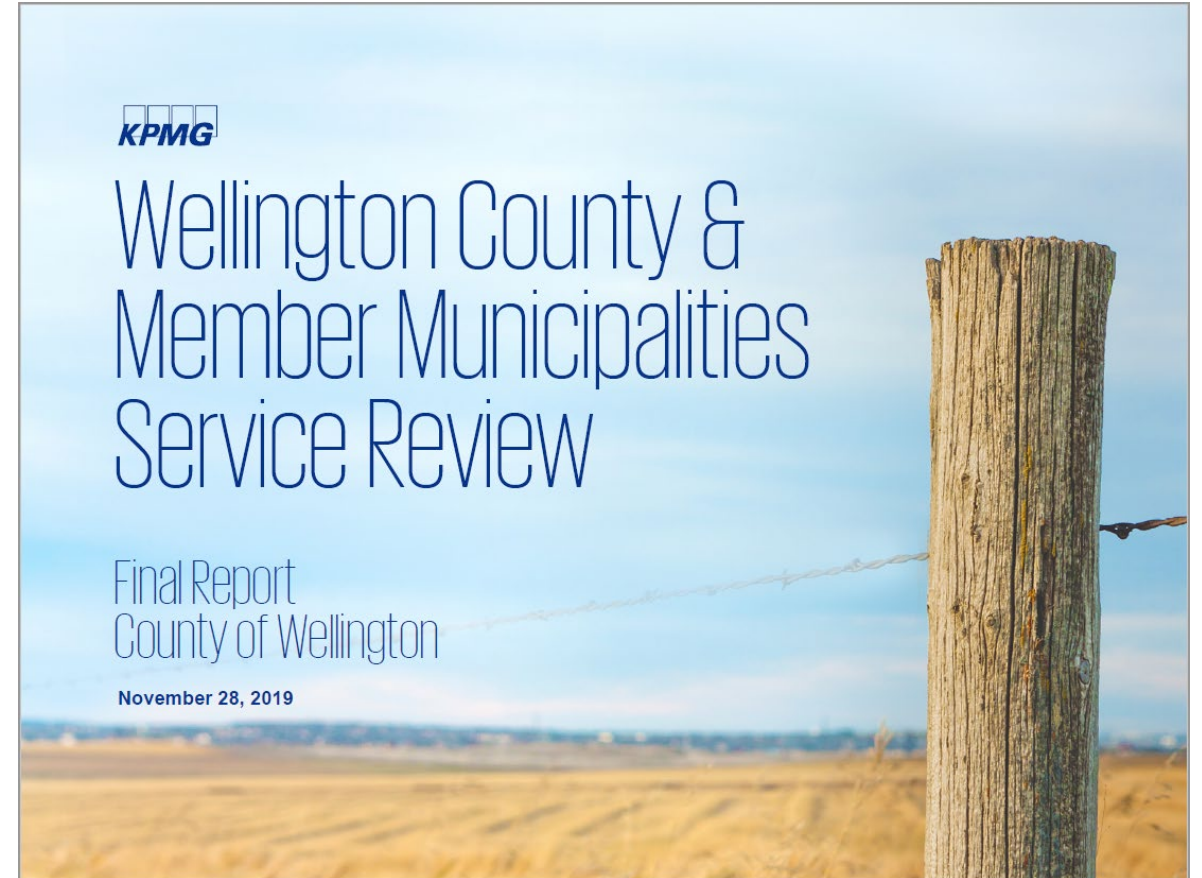
Long-Term Financial Sustainability Strategy



- ▶ These nine principles have been developed to guide County Council and staff when making decisions relating to service and programme planning

Service Efficiency Review

- ▶ Purpose: to conduct a review of operations within each municipality to find efficiencies and cost-savings without compromising services
- ▶ Top 20 in '20
 - ▶ Identified opportunities that may be able to be implemented realistically and practically to achieve greater efficiency and cost savings in service delivery
- ▶ In the approval process of the County's local municipalities



Integration with Budget and 10-Year Plan

Identified Priority	Strategic Actions
Providing the Highest Level and Best Quality Services	• Implementation of the Solid Waste Services Strategy • New collection contract • Weekly recycling and organics collection • Bi-weekly garbage collection • Collection on both sides of the road in urban and rural areas • Leaf and Yard Waste collection • Closure of Phase 1 of Riverstown Landfill and opening of Phase 2 • Taken measures to extend the life of the County's landfill site • More diversion opportunities curbside and at sites • Move towards full-cost recovery at sites through tipping fees • Improved resident care at Wellington Terrace Long-Term Care Home • Additional shifts to take care of increasing resident acuity • Design work for potential Continuum of Care facility • Future of this project to be decided at a later date



Integration with Budget and 10-Year Plan

Identified Priority	Strategic Actions
Planning for and Providing the Best Physical Infrastructure	• Continued investment in County infrastructure • Significant investment in roads, bridges and public works facilities • Building conditions audits lifecycle needs fully integrated into the County's 10-year plan • Rural broadband • Wellington County one of the first municipalities selected for funding from SWIFT for \$12.1 million • Investment in County's Asset Management Planning Resources • Additional staffing in Roads, Housing, Treasury and IT to meet departmental requirements in AM planning • New County Asset Management software with work orders • Provision for coordination of activities with member municipalities as a result of Service Efficiency Review



Integration with Budget and 10-Year Plan

Identified Priority	Strategic Actions
People as the Main Priority	• 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 • Here4Hope – a conversation about mental health and suicide prevention • Cheryl Pounder (2019) • Michael Landsberg and Jennifer Hedger (2018) • Guarding Minds at Work – employee survey initiative • Implementation of Be Well Committee • ASIST and Safe Talk training sessions • Corporate Tuition and Training grant



Integration with Budget and 10-Year Plan

Identified Priority	Strategic Actions
Making the Best Decisions	• Invested significant time and effort into: • Strategic Action Plan • Long-Term Financial Sustainability Strategy • Service Efficiency Review • Rest of term will be implementing these directions • Service Efficiency Review • Municipal Councils currently in approval process • CAOs, Treasurers, Public Works officials in discussions regarding service coordination and IT review • County and all seven local municipalities are moving forward with a common Asset Management software platform • Attainable Housing Strategy • Working group to be developed to review and evaluate recommendations in report



Agenda

- ▶ Part 2: 2020 Budget and 10-Year Plan
 - ▶ 2020 Budget Process
 - ▶ Changes to the 10-Year Plan since November
 - ▶ Capital Financing
 - ▶ Reserves and Reserve Fund Balances & Activity
 - ▶ County Debt Management and Forecast
 - ▶ Capital Budget Details
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 - ▶ Recap and wrap-up



County's Budget Process

- ▶ Year-round effort – budget monitoring takes place throughout the year
 - ▶ Monthly financial statements
 - ▶ Budget variance reporting
 - ▶ Capital budget amendments, as required
- ▶ 2020 Budget Schedule was approved by AF&HR in April
- ▶ Preliminary Budget and 10-Year Plan was presented to all committees in November
- ▶ CAO & Department Heads reviewed line-by-line budgets in December



Budget Schedule to Date

Description	Deadline/Date
Treasury staff update 10 year plan model and salary model	Summer 2019
Departments submit major 10 year operating budget items, draft 10 year capital forecast and proposed 2020 user fees to Treasury	September 9, 2019
Staff Advisory Committee review of preliminary 10 year plan	Early October 2019
Preliminary 10 year plan completed	Late October 2019
Staff develop detailed 2020 operating budgets	October - November 2019
Preliminary 10 year plan and 2020 user fees reviewed by all Standing Committees and Boards	November 2019
AF&HR Committee review of preliminary 10 year plan and 2020 user fees	November 19, 2019
County Council adopts 2020 user fees and receives 10 year plan for information	November 28, 2019
CAO & Department Head review of budgets	December 2019



2020 Budget Process - Next Steps

- ▶ January 6, 2020 presentation to Council
- ▶ Budget reviews at Committee and Board meetings next 2 weeks
- ▶ Full budget package circulated to Council by January 13, 2020
- ▶ AF&HR review of budget on January 16, 2020
- ▶ AF&HR recommendations considered by Council on January 30, 2020



10-Year Plan Outlook in November

- ▶ 10-Year Plan projected a 3.4% budget increase for 2020
- ▶ Increases from 3.8% to 4.1% in 2021-2029



Changes to the 10-Year Plan since November

- ▶ Ride Well budget has increased based on updated forecast (\$165K)
- ▶ Higher Social Housing costs because of increase in snow removal costs (\$100K), increase in network equipment costs (\$60K) and increase in security costs (\$30K).
- ▶ Lower ambulance costs based on deferral of planned 2020 service enhancements to 2021 budget (\$220K)
- ▶ Police costs are down based on two civilian position additions rather than uniformed officers in 2020 (\$170K)
- ▶ Added a provision for coordinating asset management activities with member municipalities (\$400K), funded by the Provincial Modernization Grant
- ▶ Effect: reduced tax levy by approx. \$40K

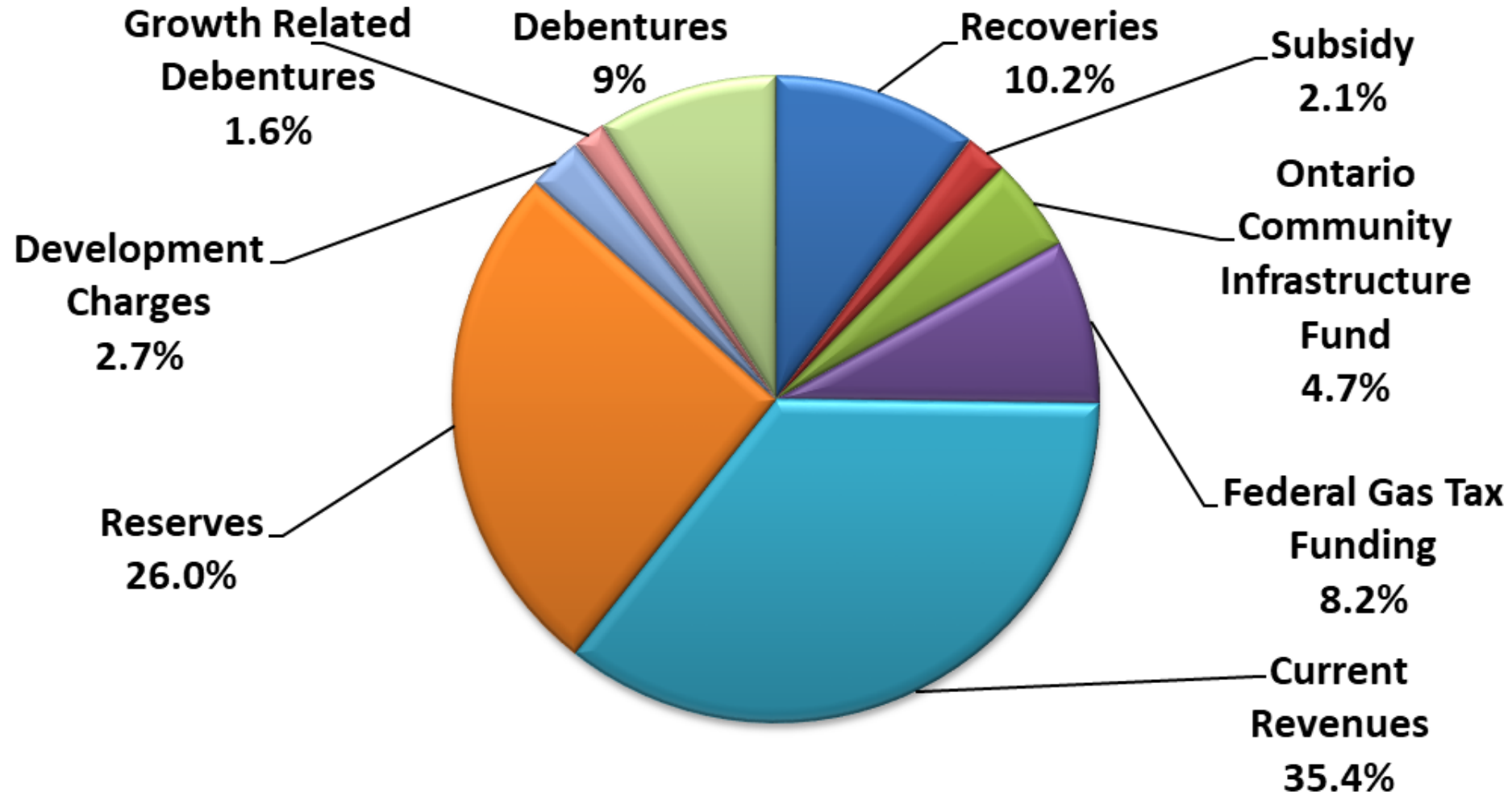


Highlights of the revised 10 year plan

- ▶ Projected tax increase of 3.3% in 2020 and a range of 3.8% to 4.3% from 2021-2029
- ▶ Estimated 2020 operating budget of \$229.8 million
- ▶ \$394.2 million capital investment over 10 years
 - ▶ \$38.8 million in 2020
- ▶ \$41.8 million in new debt issues over 10 years



2020-2029 Capital Financing



2020-2029 Capital Budget Highlights

- ▶ 61.4% of capital spending will be funded from tax levy and reserves
- ▶ \$59.3 million -15% funded through Federal and Provincial subsidies
 - ▶ \$32.3 million in Federal Gas Tax
 - ▶ \$18.6 million in OCIF (2021 - 2029 forecasted)
 - ▶ \$8.4 million provincial subsidy Social Housing, Roads
- ▶ \$41.8 million – 10.6% to be funded through Debt
 - ▶ \$35.5 million tax supported
 - ▶ \$6.3 million recovered from development charges
- ▶ \$11 million – 2.8% funded by Development Charges

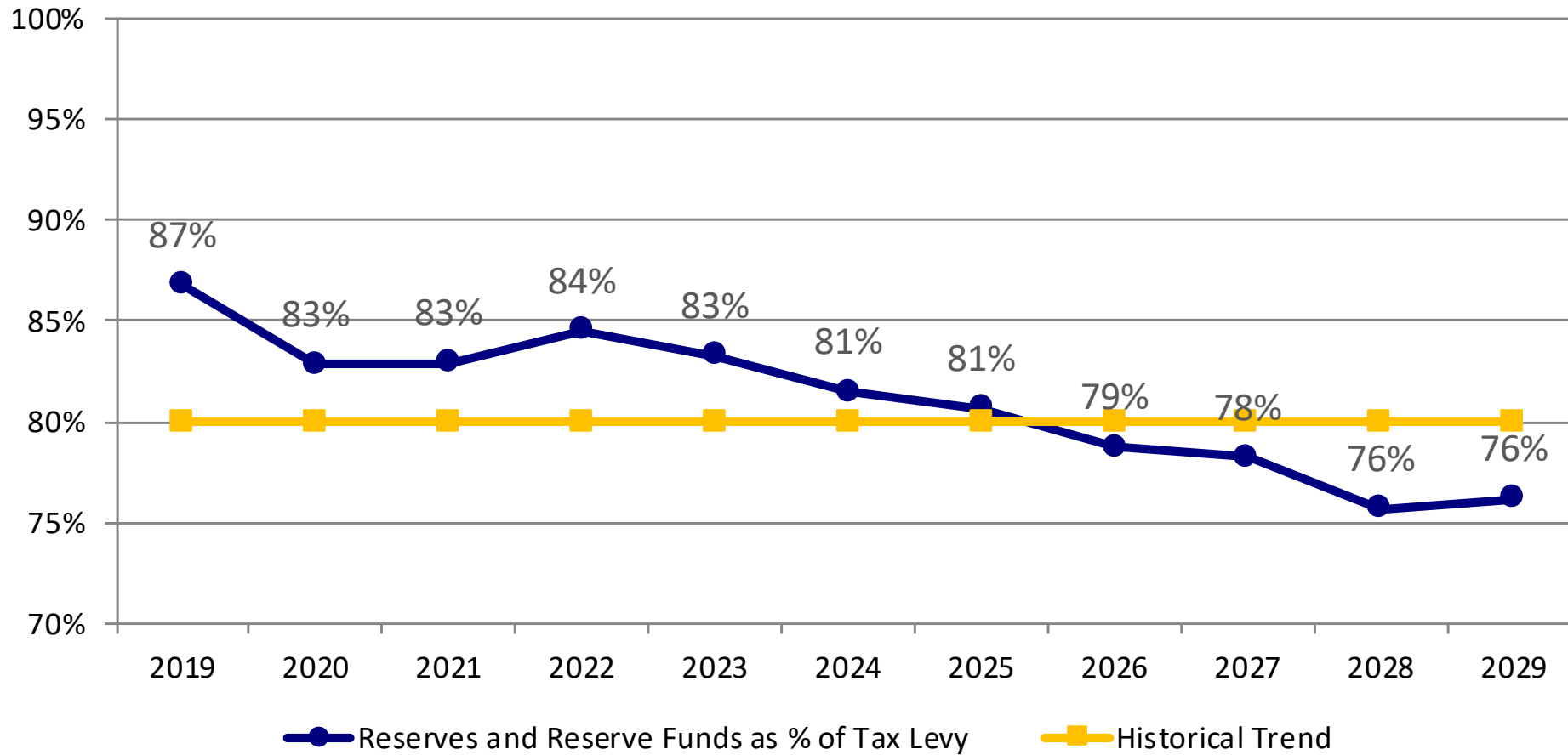


Reserves and Reserve Fund Balances

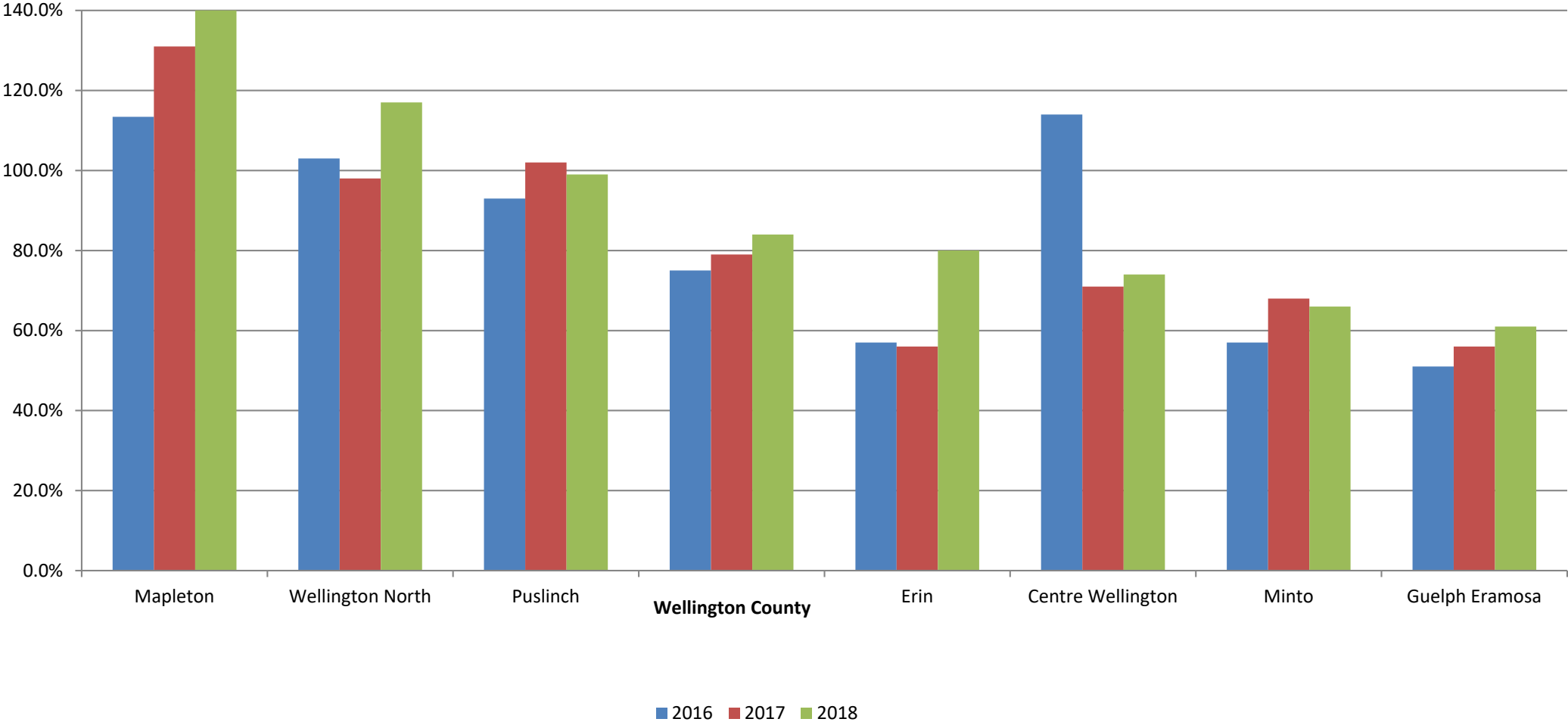
- ▶ County's reserve and reserve fund balances totalled \$82.7 million as of December 31, 2018
 - ▶ Reserves: \$64.8 million
 - ▶ Reserve Funds: \$17.9 million (more restrictive in use)
- ▶ Reserve and Reserve Fund balances currently sit at \$83.3 million in draft form
 - ▶ Interest earnings still to be allocated
 - ▶ Capital projects still to be closed
 - ▶ Projected surplus still to be allocated (\$1.2 to \$1.9 million)



Reserves and Reserve Funds as % of Tax Levy



Tax Discretionary Reserves as a % of Taxation County and Member Municipalities



Note: Does not include Water and Wastewater Reserves

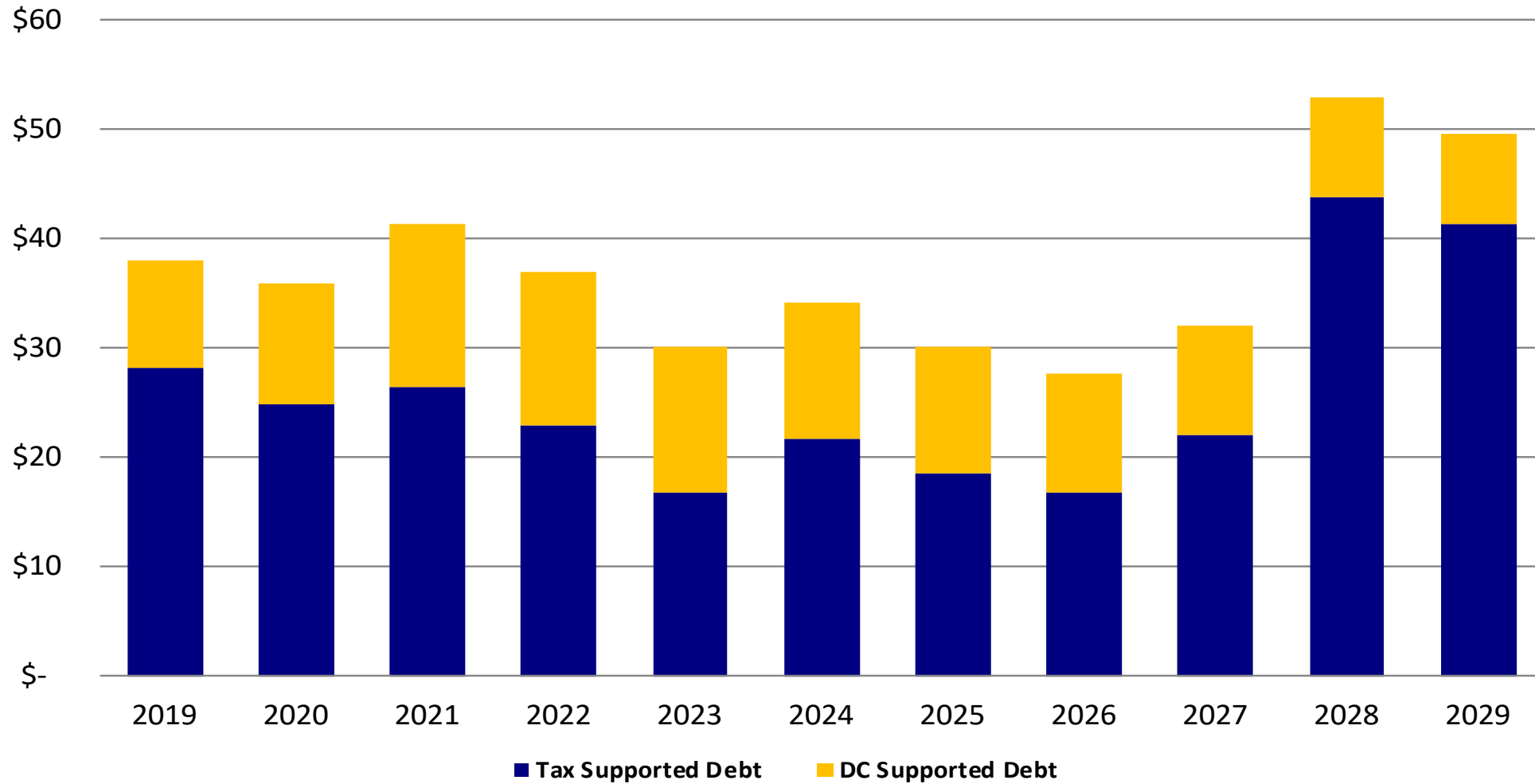


Projected long term borrowing

- ▶ \$41.8 million in new debt to be issued over the next ten years:
 - ▶ Roads Related Projects - \$20.8 million
 - ▶ Roads Growth Related Debt - \$6.3 million
 - ▶ WR 46, WR 34 to 401 (2020) widening
 - ▶ Rebuild Arthur Shop (2021)
 - ▶ Roads Tax Supported Debt - \$14.5 million
 - ▶ Arthur (2021), Erin/Brucedale (2024) and Harriston (2027) Garage Construction
 - ▶ Solid Waste Services - \$2.4 million for Riverstown Leachate Collection System (2021)
 - ▶ Ambulance - \$1.5 million for Delhi Street Station (COG project)
 - ▶ Property - \$17.1 million for Admin Centre Expansion (2028)

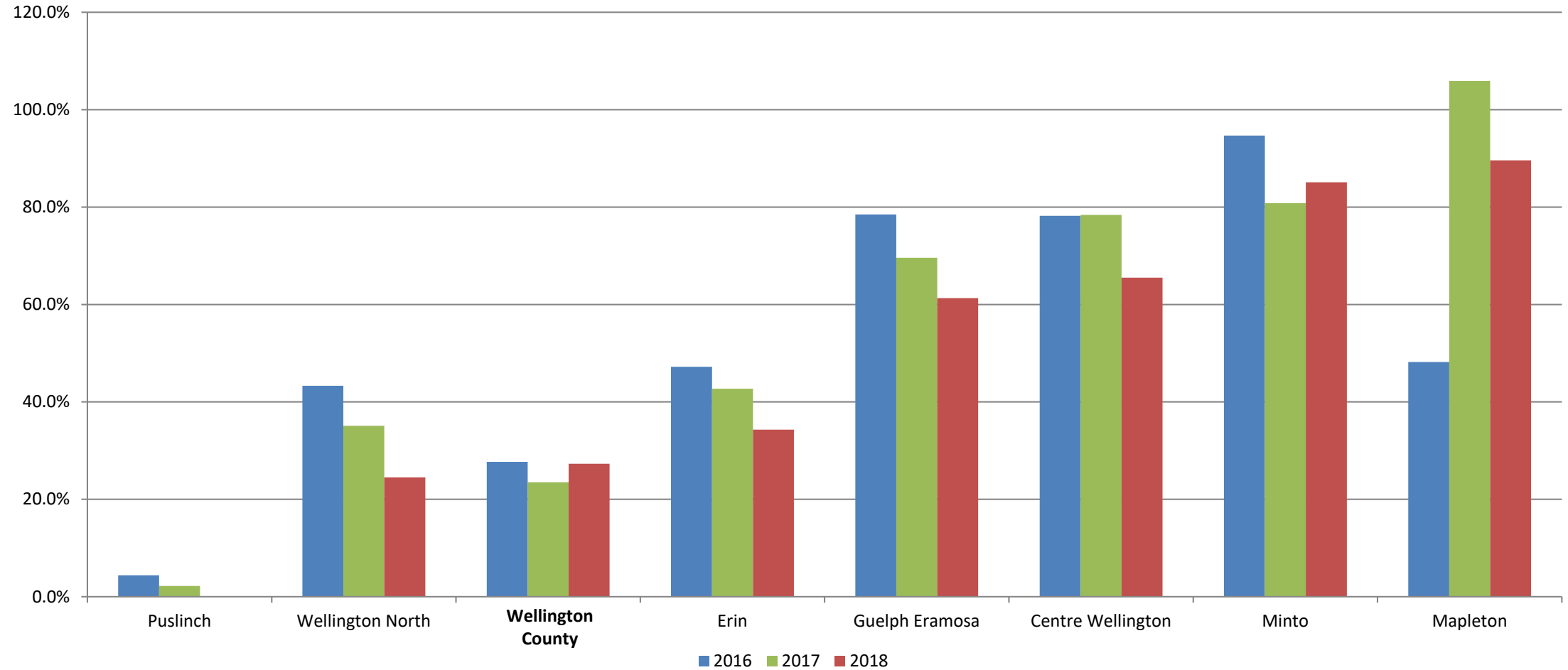


County of Wellington Debt Outstanding 2019-2029 (\$ Million)



Debt Outstanding per Own Source Revenues (not including Water & Wastewater)

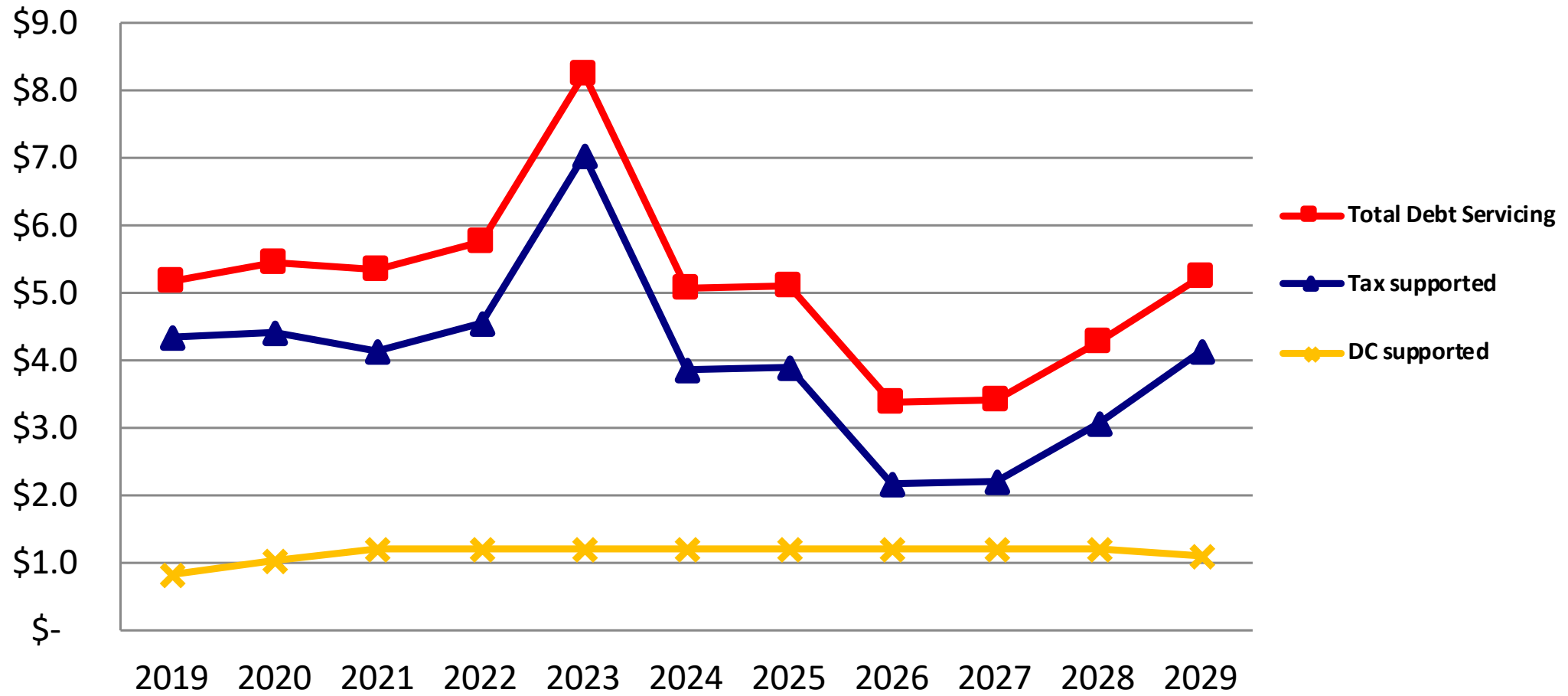
County and Member Municipalities



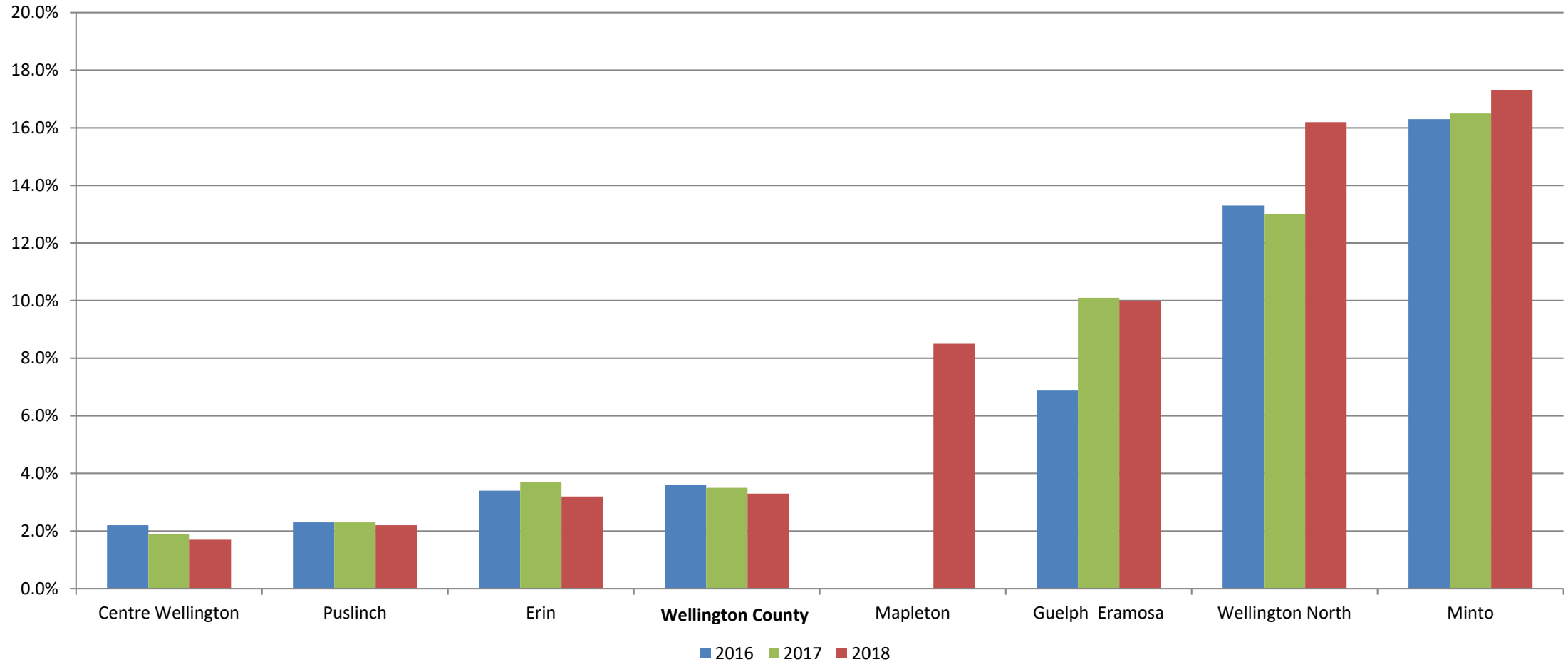
Note: Debt includes Tax Supported and DC supported debt; Own Source Revenue does not include DC revenue earned



County of Wellington Debt Servicing Charges 2019 - 2029 (\$ Millions)



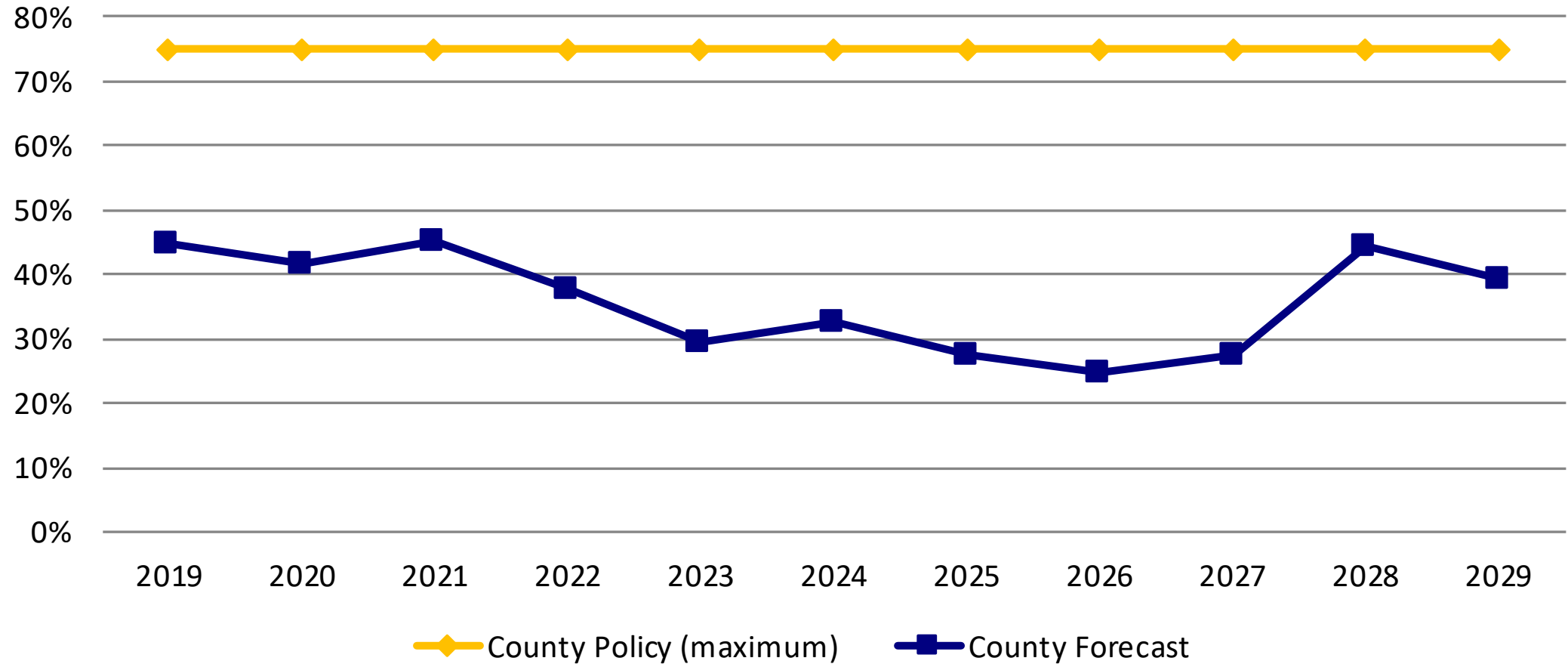
Debt Charges as % of Own Source Revenue (not including Water and Wastewater) County and Member Municipalities



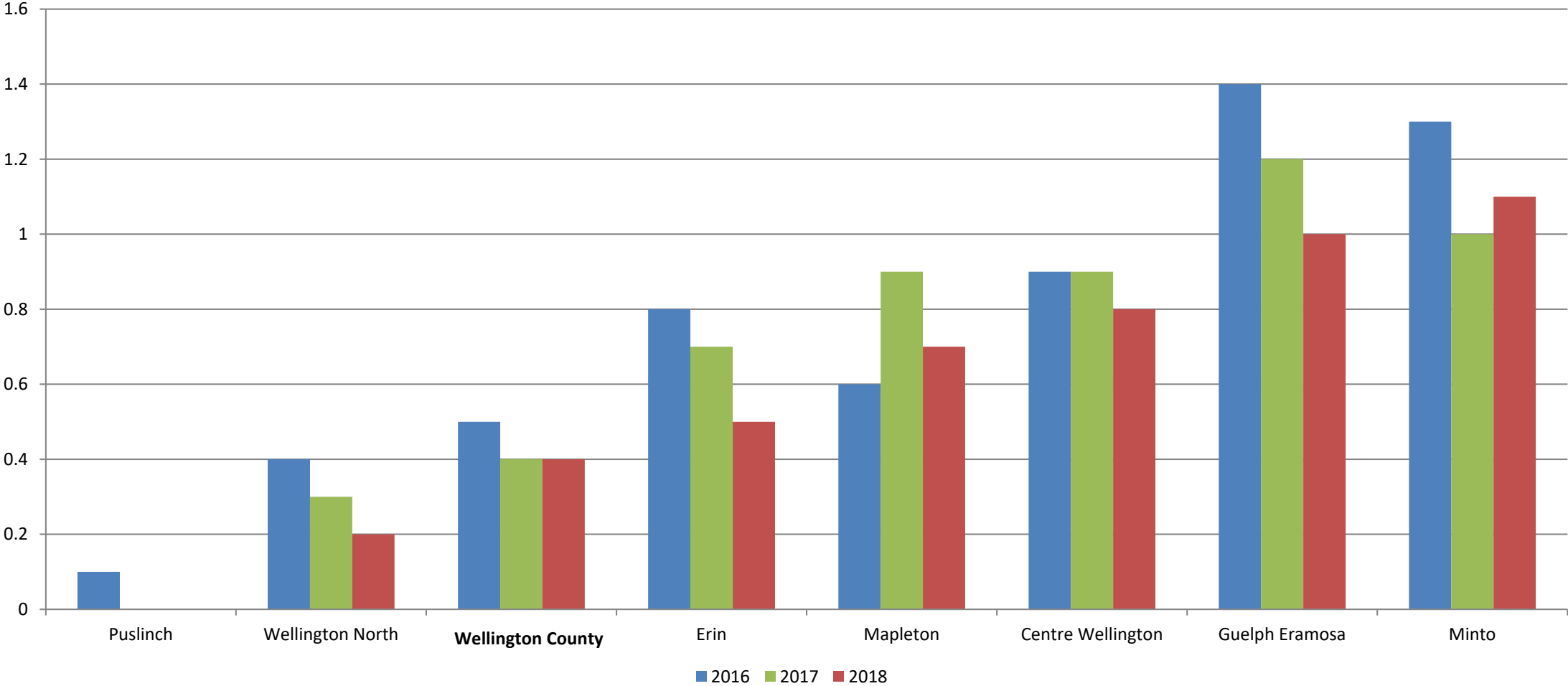
Note: Debt includes Tax Supported and DC Supported debt; Own Source Revenue does not include DC revenue earned



Debt Outstanding to Reserve Ratio



Debt to Reserve Ratio
County and Member Municipalities

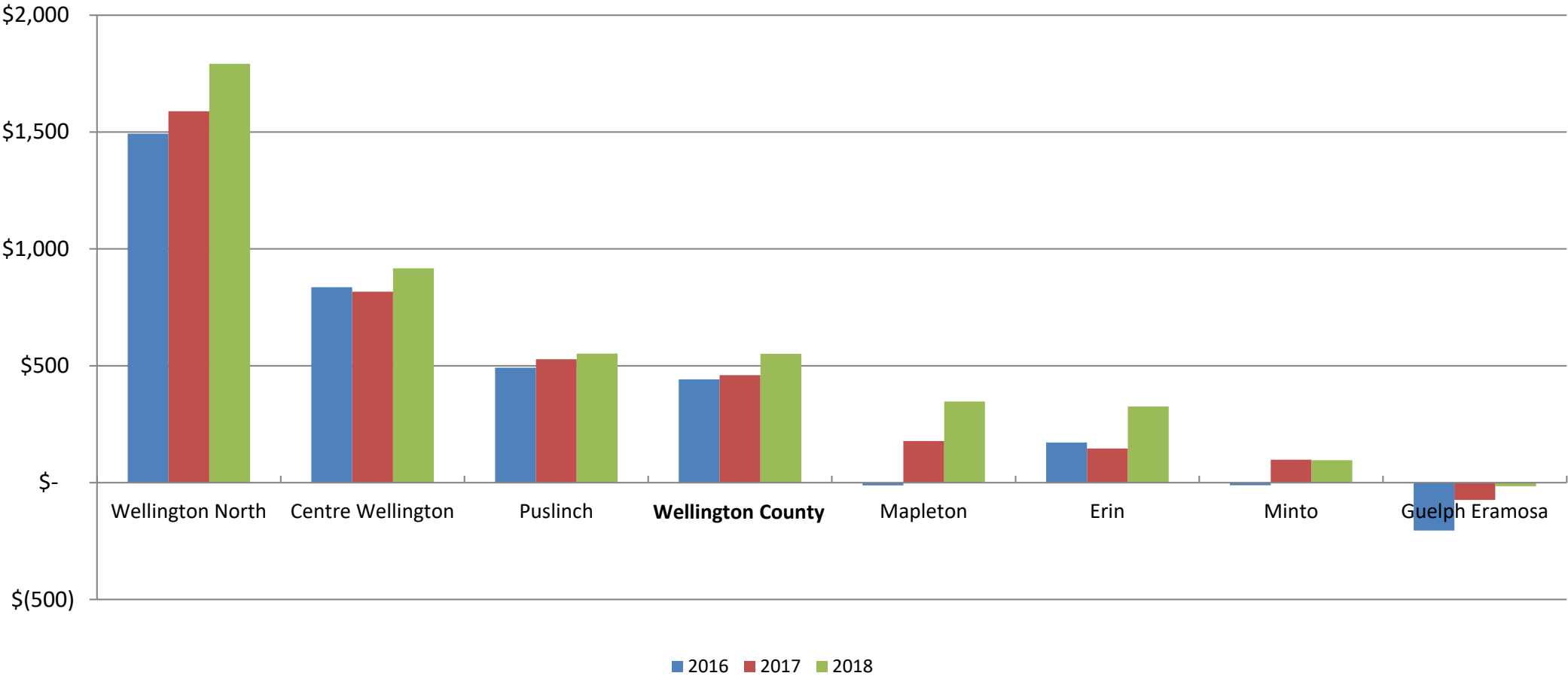


Note: Debt includes Tax Supported, Water and Wastewater and DC funded debt
Reserves include Water and Wastewater Reserves.



Financial Position per Capita

County and Member Municipalities

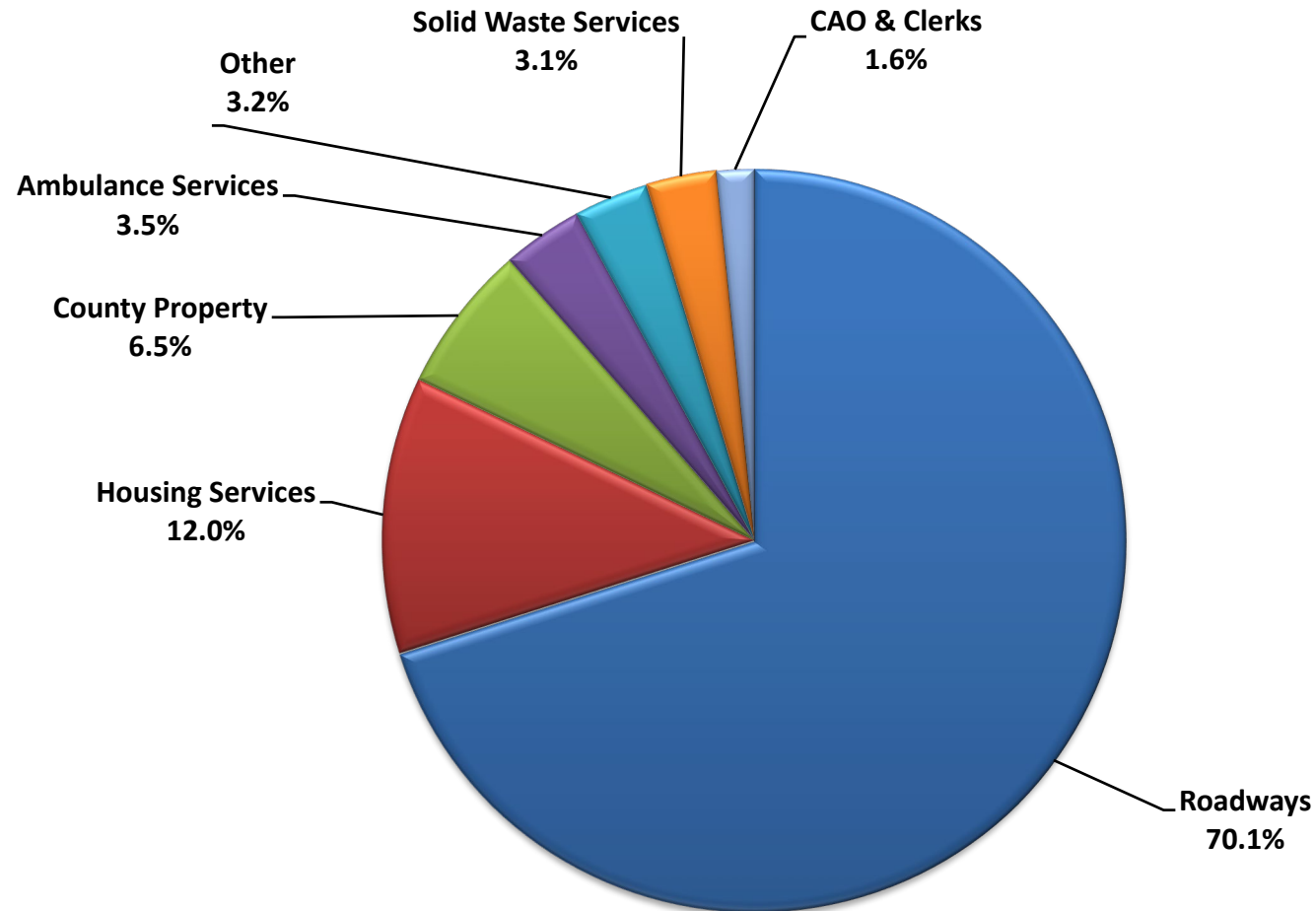


Debt summary

- ▶ Debt outstanding will top out at \$52.9 million in 2028
 - ▶ \$43.8 million tax supported, \$9.1 million DC supported
- ▶ Debt servicing costs will top out at \$8.2 million
 - ▶ \$7.1 million tax supported, \$1.2 million DC supported
 - ▶ Includes \$3.1 million balloon payment for Health Unit
- ▶ County's tax supported debt levels are slowly declining in the first half of the ten-year plan before climbing in the later half when the Admin Centre debt is added
- ▶ Debt servicing costs are generally maintained over the ten-year plan with two notable dips and spikes
- ▶ Leaves some capacity for the potential Continuum of Care project to move ahead



2020-2029 Capital Expenditures (\$394.2 million)



Other includes;
Ontario Works, Children's Early
Years, Museum, Library, POA, Police
Services, Planning, Emergency
Management, Green Legacy,
Hospital Capital Grants and
Economic Development.



10 Year Capital Plan Highlights - Infrastructure

- ▶ Investment in County roads network
 - ▶ Roads Garages –the replacement of Arthur, Erin / Brucedale and Harriston throughout the forecast
 - ▶ Approximately 280 kilometres of road improvements
 - ▶ Replacement or rehabilitation of 35 bridges and 14 culverts
 - ▶ 13 intersection improvements
- ▶ Social and Affordable Housing Capital Improvements
 - ▶ Increased investment in County owned social and affordable housing units
- ▶ Development of Riverstown Landfill Site
 - ▶ Closure of phase I and preparation for phase II
- ▶ Expansion of the Administration Centre
 - ▶ Increase office and parking space for administration staff located in downtown Guelph



10 Year Capital Plan Highlights – Health Care

- ▶ Ambulance Station Improvements
 - ▶ Proposed construction of 6 sites located throughout the County (5 locations identified over the forecast)
 - ▶ Construction delayed one year in the forecast due to provincial review for funding and service delivery
- ▶ Hospital Capital Grants
 - ▶ Completion of \$14.4 million commitment to local hospitals
 - ▶ Final installment to Louise Marshall Hospital in 2020
- ▶ Continuum of Care
 - ▶ \$1 million project carry-over from 2019 to complete class “D” design and retain a cost consultant
 - ▶ Provision in operating budget to fund further costs should project proceed



Capital Plan: Roads

Investment in County roads network including bridges and culverts

- ▶ \$276.5 million investment over 10 years including:
 - ▶ \$67.7 million in roads construction projects
 - ▶ \$61.9 million in bridges and culverts
 - ▶ \$87.1 million in resurfacing projects
 - ▶ \$12.0 million in asset management activities
- ▶ Facility Construction - \$25.2 million:
 - ▶ Arthur Shop (2021) - \$6.5 million
 - ▶ Erin / Brucedale Shop (2022-2024) - \$11.2 million
 - ▶ Harriston Shop (2025-2027) - \$6 million
 - ▶ Aberfoyle Shop (2029) - \$500,000
 - ▶ \$1 million in various facility repairs over the 10 years
- ▶ Roads Equipment Replacements - \$22.6 million



Capital Plan: Roads

- ▶ Internal funding (74%):
 - ▶ \$132 million from the tax levy
 - ▶ \$51.3 million from County Reserves
 - ▶ \$22.6 million funded from the Roads Equipment Reserve
 - ▶ \$28.7 million funded from the Roads Capital Reserve
 - ▶ \$20.8 million in debt
- ▶ External funding (26%):
 - ▶ \$54.7 million in Federal and Provincial Subsidies
 - ▶ \$4.2 million funded from Investing in Canada Infrastructure Fund
 - ▶ \$31.9 million funded from Federal Gas Tax
 - ▶ \$18.6 million funded from Ontario Community Infrastructure Fund (OCIF)
 - ▶ \$10.4 million funded through Development Charges
 - ▶ \$7 million in municipal recoveries



Capital Plan: Solid Waste Services

- ▶ \$12 million in capital investment over 10 years
- ▶ \$800,000 for Green Bin and Kitchen Catchers to roll out the organics collection programme
- ▶ \$6.6 million in improvements at active landfill sites and transfer stations
 - ▶ Riverstown Landfill (\$6.1 million) - close Phase I and prepare for Phase II
 - ▶ Phase 1: Compliance Mitigation Measures – now \$500,000
 - ▶ Phase 2: Cell Development, Leachate Collection System, Storm Water Retention Pond
- ▶ \$4 million for equipment
- ▶ \$567,000 work at closed sites



Capital Plan: Social and Affordable Housing

- ▶ \$42 million investment in the County's 1189 Social Housing units for improvements and upgrades (increase of \$6.5 million over last year's 10-year plan)
 - ▶ Cost shared with City of Guelph (75.4% based on 3 year historical average of previous residence)
 - ▶ County share funded from Housing Capital Reserve
- ▶ Provincial Funding Initiatives
 - ▶ Community Housing Initiatives (COCHI) \$1.2 million (repair of existing community housing)
 - ▶ Ontario Priorities Housing Initiatives (OPHI) \$3.1 million (new rental housing development)
- ▶ County owned Affordable Housing Buildings (131 units):
 - ▶ Retrofit projects for each building total \$1 million over the forecast
 - ▶ Funded by Housing Capital Reserve



Capital Plan: Property Services

- ▶ Facility improvements to County-owned buildings:
 - ▶ Total \$3.2 million over the forecast
- ▶ Vehicle and equipment replacements
 - ▶ Total \$225,000 over the forecast
- ▶ Expansion of the Administration Centre in Guelph (2028)
 - ▶ Concept Plan at this stage
 - ▶ To provide for additional office and parking space
 - ▶ Estimated cost at \$22.1 million
 - ▶ Funding split between debt (\$17.1 million) and reserve (\$5 million)



Capital Plan: Land Ambulance

- ▶ Ambulance Station Redevelopment – projects delayed one year in the forecast due to Provincial uncertainty in funding and service delivery
 - ▶ Erin (2019 - 2021 - \$1.5 million)
 - ▶ Guelph/Eramosa (2022-2023 - \$1.5 million)
 - ▶ Arthur (2024-2025 - \$3 million)
 - ▶ Drayton (2026-2027 - \$1.5 million)
 - ▶ Mount Forest (2028-2029 - \$1.5 million)
 - ▶ Funded through County Property Reserve - to be leased back to ambulance service
- ▶ Other Land Ambulance Capital (County share approx. 40%)
 - ▶ Ambulances and related equipment - \$3.6 million (County portion) over 10 years
 - ▶ Emergency Services joint training facility – 2028 - \$383,000 (County portion)
 - ▶ Delhi Street Station – 2028 - \$1.5 million (County portion)
 - ▶ Funded through Ambulance Reserve, development charges and debt issue.



Capital Plan: Wellington Terrace

- ▶ Lifecycle replacements of building components total \$2.1 million over the ten years
- ▶ \$1.4 million for equipment and technology replacements
 - ▶ Network equipment (2020 & 2026)
 - ▶ Wireless Phones replacements (2025)
 - ▶ Dishwasher replacement (2020)
 - ▶ Additional funds for Resident van (2020)
 - ▶ Last year of resident lift installations
 - ▶ Nursing equipment throughout the forecast



Capital Plan: Library

- ▶ Total of \$2.6 million in capital investment over 10 years
 - ▶ Lifecycle replacements of building components of \$1.5 million
 - ▶ Programming related projects for \$1.1 million
 - ▶ Software, Technology and Collection Enhancements
 - ▶ Library Master Plan
 - ▶ Review all aspects of library services and inform future programme initiatives



Capital Plan: Museum and Wellington Place

- ▶ Upgrades to the Museum and outbuildings
 - ▶ Farm House Archeological dig to turn the site into an interpretive exhibit (2020-21)
 - ▶ Various facility improvements total \$900,000 over 10 years
- ▶ Wellington Place investments include:
 - ▶ Construction of Samuel Honey Drive in 2021 - \$1.2 million
 - ▶ Driveway resurfacing (2025-26) - \$500,000
 - ▶ Equipment purchases total \$110,000 over the forecast



Capital Plan: Emergency Management

- ▶ Rural Addressing Signage Project
 - ▶ For the replacement of rural green property signs to include the municipal road name
 - ▶ Approx. 13,500 signs across the County
 - ▶ Work being completed on behalf of member municipalities
 - ▶ \$300,000 in 2020 funded by the tax levy
- ▶ Vehicle and equipment replacements totalling \$160,000 over 10 years

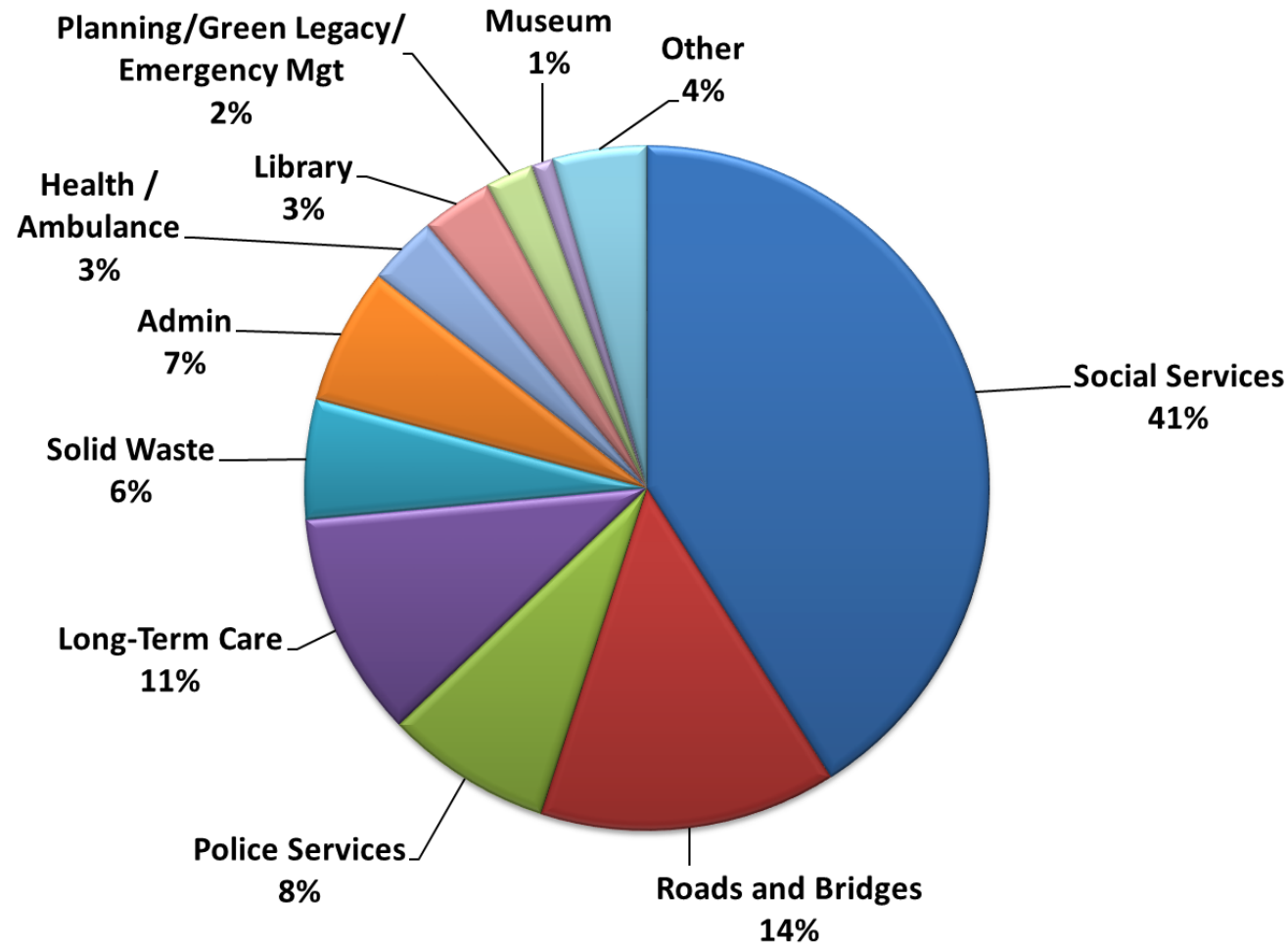


Operating Budget Forecast

- ▶ \$229.8 million in expenditures and transfers in 2020
- ▶ Forecast to grow to \$304.6 million by 2029
 - ▶ Average annual increase of 3.2% over 10 years
 - ▶ Mainly driven by infrastructure requirements (capital transfers)
- ▶ Totals just over \$2.6 billion in projected spending over 10 years
- ▶ In 2020 -1% tax increase/decrease = \$1,022,000
- ▶ 2020 Assessment growth = 2.42%

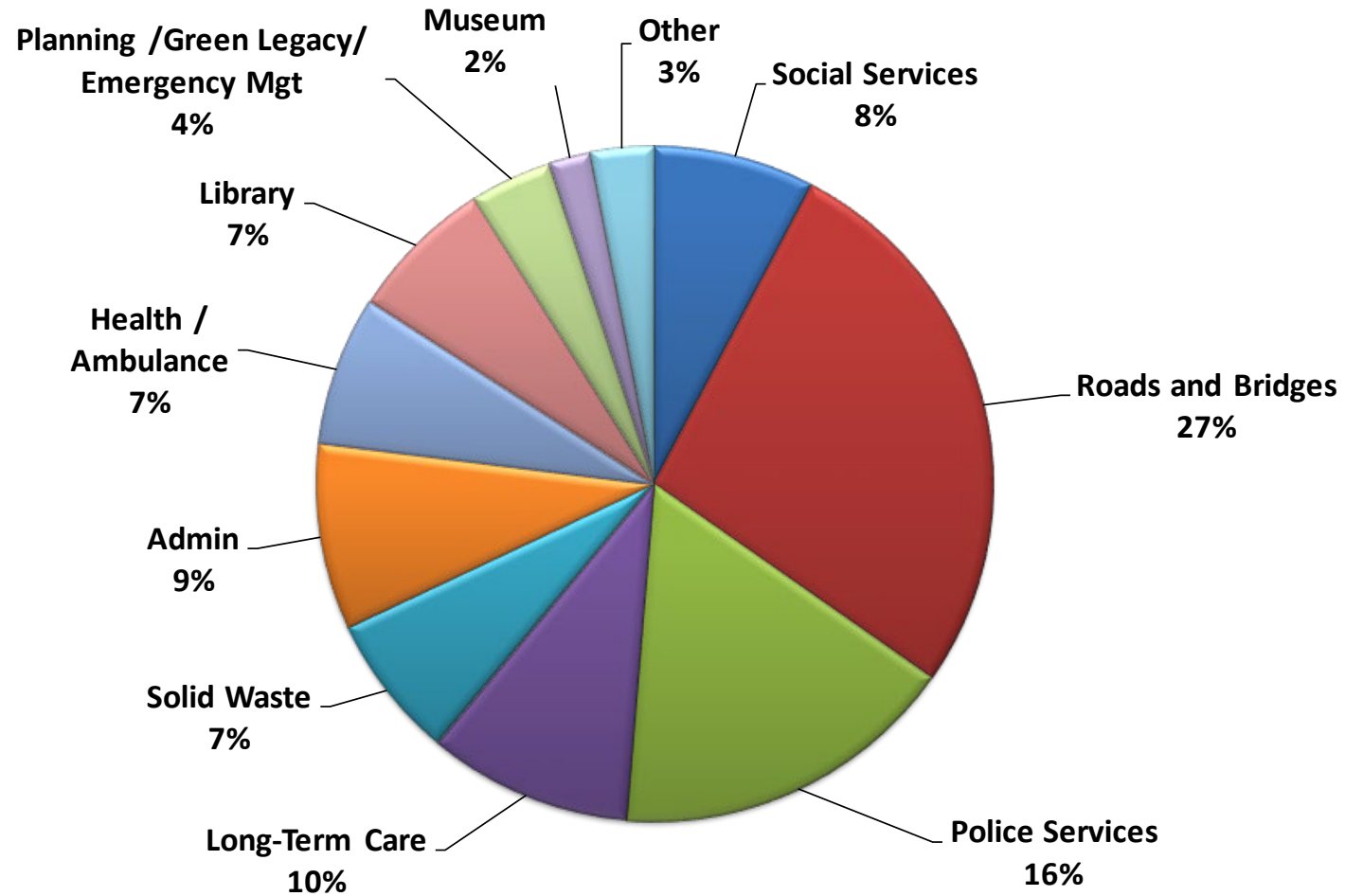


Operating Budget By Department



Other includes: Property Assessment, Economic Development, Tax Write-offs, Corporate Legal, Transfer of Interest to Reserves, Provincial Offences, Debt and Grants to Organizations.

Levy Requirement By Department



Operating Budget: Roads

- ▶ Staffing changes include:
 - ▶ Two positions added:
 - ▶ Infrastructure Technical Analyst – Asset Management related duties
 - ▶ Construction Technologist – assist with design and construction of roads
 - ▶ One position removed
 - ▶ Mechanic at Drayton garage 50% funded by Mapleton
 - ▶ Decrease to Roads staffing construction recovery (\$100,000)
 - ▶ Reflects less staff time spent on capital construction – reallocated to operating activities
- ▶ Fuel and Parts budgets have increased (\$250,000)
 - ▶ Largely offset by increase to municipal recoveries (\$180,000) – Mapleton's use of the Drayton Garage facility
- ▶ Winter control budget of \$6.5 million in 2020



Operating Budget: Solid Waste Services

- ▶ New collection contract as of July 1, 2020
 - ▶ Weekly recycling and organics collection
 - ▶ Bi-weekly user pay garbage collection
 - ▶ Collection on both sides of the road in both urban and rural areas
 - ▶ Leaf and yard waste collection
 - ▶ Collection fleet will be fueled by natural gas
 - ▶ Fewer greenhouse gas emissions and improved air quality
 - ▶ \$2.4 million in additional operating costs phased in over 2 years
 - ▶ \$1.2 million (or 1.2% impact on the tax levy in 2020)
- ▶ Staffing changes: Elimination of the Operations Superintendent Position
 - ▶ Additional responsibilities and hours for existing managers
 - ▶ Net savings of \$53,600 in 2020



Operating Budget: Solid Waste Services

- ▶ Tipping fees increasing from \$80/tonne to \$97.50/tonne in 2020
 - ▶ Plan to go to \$115/tonne in 2021 (comparator avg)
 - ▶ Move to full cost recovery within 5 years
- ▶ Tipping fees and user pay bag sales estimated to increase by \$160,000 in 2020
- ▶ Sales from recyclable materials have decreased by \$200,000
 - ▶ Result of weaker commodity markets



Operating Budget: Police

- ▶ O.P.P. contract
 - ▶ \$16.5 million in 2020 (net of \$350,000 provision to account for expected savings from the annual contract reconciliation)
 - ▶ 10 year forecast includes projected contract amounts and 1 new officer/year beginning in 2021

	2019 budget	2020 estimate	2021 estimate	2022 estimate	2023 estimate	2024 estimate	2025 estimate	2026 estimate	2027 estimate	2028 estimate	2029 estimate	2020/19 change
OPP Base Contract	\$16,221,000	\$16,520,000	\$17,194,200	\$17,884,700	\$18,614,400	\$19,348,300	\$20,123,700	\$20,929,500	\$21,779,100	\$22,637,700	\$23,542,600	1.84%
1 new officer cost	\$0	\$0	\$172,200	\$350,900	\$536,300	\$728,600	\$928,100	\$1,134,900	\$1,349,200	\$1,567,600	\$1,790,100	
OPP Contract with 1 new Officer	\$16,221,000	\$16,520,000	\$17,366,400	\$18,235,600	\$19,150,700	\$20,076,900	\$21,051,800	\$22,064,400	\$23,128,300	\$24,205,300	\$25,332,700	1.84%

- ▶ Budget also includes a provision to hire two civilian positions in 2020
 - ▶ Special Constable and a Detachment Administration Clerk
 - ▶ Net cost of \$170,900



Operating Budget: Social Housing

- ▶ Staffing changes include:
 - ▶ Asset Management Coordinator (April 1st start date)
 - ▶ Position fully recovered through OPHI & COCHI administration funding for 2020-22.
 - ▶ Thereafter to be split between City and County
 - ▶ Manager of Guelph Non-Profit
 - ▶ Cost is partially offset by regrading Manager of Operations from a grade 12 to 11
 - ▶ Net cost of \$72K (\$68K City, \$4K County)
- ▶ Wellington Housing Corporation:
 - ▶ Additional subsidy to accommodate capital needs of \$100,000
- ▶ Provincially-funded Programmes (no municipal cost):
 - ▶ Mental Health (\$388K) – programme introduced late 2018
 - ▶ Survivors of Domestic Violence (\$25K)
 - ▶ Affordable Home Ownership Programme (\$80K) – from revolving fund



Operating Budget: Children's Early Years

- ▶ Impacts of Provincial Funding Changes

- ▶ Expansion Plan Funding

- ▶ Now requires 20% municipal cost sharing (previously 100% funded by province)

- ▶ Disproportionately affects the County – much of the Expansion Plan funding was spent on the directly operated centres, including Wellington Place and Palmerston

Year of Impact	Child Care Expansion Cost-Share		Wage Enhancement Grant Administration Cost-Share		Provincial Admin Funding Cap Reduction from 10% to 5%	
	County	City	County	City	County	City
2020	\$372,000	\$213,000				
2021			\$10,000	\$38,000		
2022					\$179,000	\$476,000
Total	\$585,000		\$48,000		\$655,000	

- ▶ Wellington Place Child Care Centre (opened September 1st 2019)

- ▶ Staffing, expenses and parent fee revenue annualized
 - ▶ Net cost of \$192K to the County



Operating Budget: Wellington Terrace

- ▶ Staffing changes (increase of 7.6 FTE):
 - ▶ Nursing (6.4 FTE)
 - ▶ Personal Support Workers and Terrace Aides – additional shifts for increased acuity of residents
 - ▶ Staffing Coordinator – administrative support for managers and oversee Terrace scheduler and software
 - ▶ Nutritional Services (1.2 FTE)
 - ▶ Nutritional Supervisor increased to FT (from 3 days/week)
 - ▶ Meals on Wheels Terrace Aide – fully offset by revenues from this programme
 - ▶ Net cost of \$445K
- ▶ Revenue Changes:
 - ▶ Provincial funding updates - overall decrease of \$55K
 - ▶ Due to decrease in funded CMI (smaller overall provincial funding pot)
 - ▶ Resident revenue increase of \$230K
 - ▶ Increases to private room rental revenue offset by lower basic room rental revenue
- ▶ Transfer to reserve of \$1 million for Continuum of Care



Operating Budget: Planning

▶ **Planning**

- ▶ Annualization of Senior Planner and Planner positions added in 2019
- ▶ Source Water Protection – Risk Management Official
 - ▶ Contract with Centre Wellington
 - ▶ Funding increase (\$75,000) to support a 'Source Protection Coordinator' 3-year contract position for Rural Water Quality on behalf of all member municipalities
- ▶ Local Trails Grant Programme
 - ▶ All applications are approved – all seven member municipalities fully utilized the funds available
 - ▶ \$106,700 remaining to be paid out, which is funded by the Local Trails Grant Reserve

▶ **Emergency Management**

- ▶ New Emergency Management Co-ordinator, removal of student position
 - ▶ To improve support for member municipalities with mandatory training requirements, annual exercises and public education



Operating Budget: Library

- ▶ Staffing Changes:
 - ▶ Additional Assistant Branch Supervisor and Page hours at the Mt. Forest, Palmerston, Harriston and Erin branches
 - ▶ Change Mt. Forest Branch Supervisor to FT
- ▶ Provision starting in 2021 for a capital lease (to own) payment for the Rockwood Library Branch, owned by the Township of Guelph/Eramosa
 - ▶ Dependent on the timing of the Township building a new Community Centre
 - ▶ Estimated at \$100,000
 - ▶ Discussions ongoing



Operating Budget: Economic Development

- ▶ Smart Cities – “Our Food Future” - Canada’s first circular food economy
 - ▶ Partnership with the City of Guelph
 - ▶ County to receive \$845,000 in funding over the next four years to fund a number of initiatives
 - ▶ The County is hiring a Smart Cities Lead for this programme as an in-kind contribution
 - ▶ Partially offset by Rural Economic Development (RED) grant (\$52,500 in 2020)
 - ▶ \$40K to fund position, remainder for other initiatives
 - ▶ Net cost of \$93,800 in 2020
- ▶ Ride Well Community Transportation initiative
 - ▶ First full-year of programme in 2020
 - ▶ Passenger revenue assumptions are down to \$40,000 annually
 - ▶ Contract costs are \$327,000 – committee to review service levels
 - ▶ Net cost of initiative is \$192,600 in 2020, expected to reduce over time



Operating Budget: Treasury

- ▶ Staffing changes include:
 - ▶ New Asset Management position in Treasury to assist with the coordination of Asset Management activities internally with the County
- ▶ KPMG Service Efficiency Review identified the opportunity to establish a County-wide Asset Management service delivery approach
 - ▶ \$400,000 provision added in 2020 as a placeholder to address this need
 - ▶ Discussions have been taking place with local Treasurers
 - ▶ Could include:
 - ▶ Shared/dedicated Asset Management expertise at County and/or local level
 - ▶ Coordinating software implementation and expertise
 - ▶ Additional GIS licensing and resources
 - ▶ Staff to report back
 - ▶ Fully funded from the Provincial Modernization Grant in 2020



Operating Budget: Administration

- ▶ Staffing changes include:
 - ▶ IT: Asset Management Systems Analyst
 - ▶ Assist with the implementation of a new corporate asset management software system, including work orders
 - ▶ Work with County departments to integrate systems and provide new software and technologies to enhance management of County's assets
 - ▶ Communications: Student position
 - ▶ Assist with ongoing projects for the various departments
 - ▶ Property: increased Cleaners hours from PT to FT (including benefits and coverage)
 - ▶ Cover cleaning requirements of additional facilities at 133 Wyndham and 25-27 Douglas



Operating Budget: General Rev and Exp.

- ▶ General Revenues:
 - ▶ OMPF Funding - \$1.28 million
 - ▶ Interest earnings - \$2.7 million
 - ▶ PIL's and supplementary taxes - \$2.2 million
- ▶ General Expenses:
 - ▶ Contribution to MPAC for property assessment - \$1.5 million
 - ▶ Tax write-offs - \$1.3 million



Operating Budget: OMPF

- ▶ Province has announced the 2020 OMPF allocation amounts early
- ▶ County's 2020 OMPF allocation dropped by \$226,200, actual budget impact is \$132,300 as the 2019 allocation was higher than budgeted
- ▶ County's OMPF allocation was \$4.7 million in 2012
- ▶ County has lost \$3.4 million in annual funding since 2012

Total OMPF Entitlements	2012	2016	2017	2018	2019	2020
Centre Wellington	\$ 999,700	\$ 520,200	\$ 442,200	\$ 375,900	\$ 319,600	\$ 271,700
Erin	\$ 654,000	\$ 595,300	\$ 590,100	\$ 593,400	\$ 593,300	\$ 591,100
Guelph/Eramosa	\$ 579,700	\$ 469,400	\$ 497,000	\$ 490,200	\$ 490,300	\$ 494,200
Mapleton	\$ 1,321,800	\$ 714,500	\$ 735,500	\$ 835,500	\$ 837,400	\$ 832,700
Minto	\$ 1,354,300	\$ 1,680,700	\$ 1,802,900	\$ 1,630,700	\$ 1,604,600	\$ 1,540,800
Puslinch	\$ 447,800	\$ 405,400	\$ 370,200	\$ 413,600	\$ 415,700	\$ 417,400
Wellington North	\$ 1,088,600	\$ 1,176,200	\$ 1,379,700	\$ 1,317,000	\$ 1,296,800	\$ 1,283,700
County of Wellington	\$ 4,720,200	\$ 2,455,500	\$ 2,087,200	\$ 1,774,200	\$ 1,508,100	\$ 1,281,900
County Total	\$ 11,166,100	\$ 8,017,200	\$ 7,904,800	\$ 7,430,500	\$ 7,065,800	\$ 6,713,500



Operating Budget: Staffing Changes

2020 Staffing Summary				
2019 Approved staff complement (expressed as full time equivalents)	680.1			
Annualization of positions approved in the 2019 budget	11.5			
Adjusted 2019 staff complement	691.6			
2020 Budget Changes	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
Long-Term Care Staffing Changes				
Nursing: add 3.5 additional hours per day x 3 positions (plus backfill) for 7 days/week to existing 4 hour Personal Support Worker (PSW) shifts on Maple Ridge, Cedar Gorge and Walnut Grove	1.8	144,800		144,800
Nursing: add 1 new FT PSW shift (with backfill) for 7 days/week for Apple Valley	1.3	94,400		94,400
Nursing: add 1 new 4 hour PSW shift on Apple Valley (7 days/week)	0.7	46,200		46,200
Nursing: Terrace Aide - add an additional 3.5 hours/day to 3 shifts to change the daily Terrace Aide shifts from 8am - 11am to 7am - 1:30pm.	1.8	74,000		74,000
Nursing: New Staffing Co-ordinator	0.8	81,900		81,900
Director of Care and Nutrition Services Manager reduction from 1950 to 1820 FT hours	-		(21,200)	(21,200)
Nutritional Services: Change Nutritional Supervisor Position to FT (currently 3 days/week)	0.4	25,700		25,700
Nutritional Services: Meals on Wheels Terrace Aide	0.8	35,900	(35,900)	-
Subtotal Long-Term Care Staffing Changes	7.6	\$ 502,900	\$ (57,100)	\$ 445,800
County Asset Management-Related Positions				
Roads: Infrastructure Technical Analyst	0.75	74,800		74,800
Housing: Asset Management Coordinator	0.75	70,100	(70,100)	-
Treasury: Asset Management Analyst	0.75	74,800		74,800
IT: Asset Management Systems Analyst	0.75	80,600		80,600
Subtotal County Asset Management-Related Positions	3.0	\$ 300,300	\$ (70,100)	\$ 230,200



Operating Budget: Staffing Changes

2020 Staffing Summary				
2020 Budget Changes	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
Other County Staffing Changes				
Economic Development: Smart Cities Project Coordinator	1.0	116,600	(40,000)	76,600
Roads: Construction Technologist	0.75	67,300		67,300
Roads: Remove Mapleton Mechanic and Funding	(0.75)	(85,800)	42,900	(42,900)
SWS: Remove Operations Superintendent, Re-grade current supervisors increase hours	(1.0)	(116,600)	63,000	(53,600)
Housing: Manager of Guelph Non-Profit	0.75	95,000	(91,200)	3,800
Ontario Works: Employer Engagement Position (IRCC)	0.5	33,100	(33,100)	-
Ontario Works: Remove Fergus Receptionist Coverage	(0.3)	(20,000)	9,400	(10,600)
CEM: Emergency Management Co-ordinator	0.75	61,000		61,000
CEM: remove Student	(0.3)	(10,300)		(10,300)
Communications: Student	0.3	10,300		10,300
Property: increased Cleaners hours from PT to FT (including benefits), including coverage	0.9	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
Subtotal all Other Changes	3.4	\$ 284,200	\$ (49,000)	\$ 235,200
Proposed changes to Staff Complement	13.9	\$ 1,087,400	\$ (176,200)	\$ 911,200
2020 Proposed Staff Complement (full time equivalents)	705.6			

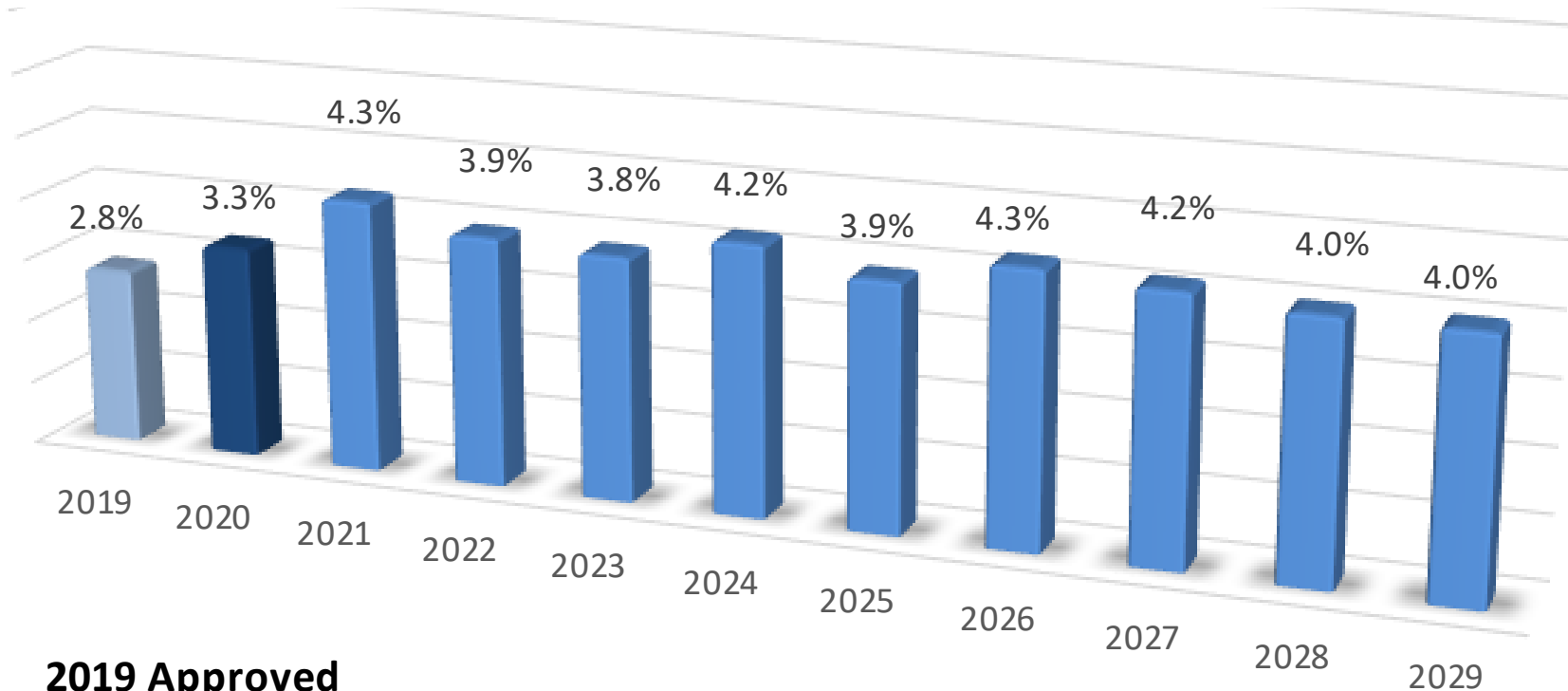


2020 Operating Budget Summary

- ▶ Standardized Weekly Organics and Recycling Collection (1.2% on tax levy)
- ▶ Provincial funding changes to Children's Early Years and OMPF (0.5% on tax levy)
- ▶ Improved Resident Care at Wellington Terrace (0.4% on tax levy)
- ▶ Rural addressing signage project (0.3% on tax levy)
- ▶ County asset management resources (0.2% on tax levy)
- ▶ Hospital Capital Grant debt charges (0.2% on tax levy)
- ▶ Ride Well Community Transportation (0.2% on tax levy)
- ▶ Current tax impact at 3.3%



County of Wellington Tax Impact (2020-2029)



**2019 Approved
Budget**

**2020 Proposed Budget
and 2021-2029 Forecast**

