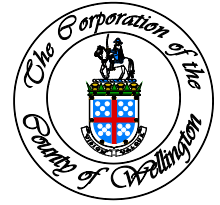


County of Wellington

2021 Budget Review Package



County Council
January 28, 2021

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COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, January 26, 2021
Subject: **2021 Budget and 2021-2030 Ten-Year Plan**

Background:

The proposed 2021 Operating and Capital Budgets and 2021-2030 Ten-Year Plan are attached for the Committee's consideration. The current status of the 2021 operating budget is summarized as follows:

- ❑ 2021 tax levy requirement = \$108,828,100
- ❑ Proposed County tax increase = 1.2%
- ❑ Tax impact per \$100,000 of assessment = \$8

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 2021 Budget reports have been reviewed by all Committees and Boards. At the budget special meeting on January 11, 2021 a motion was passed to direct staff to look for possible adjustments to the 2021 budget to bring the tax levy down to 1.25%. The numbers included within the package reflect budget amendments recommended by County staff to meet the desired levy amount. Highlights of the 2021 Budgets for programme areas that report directly to the Administration, Finance and Human Resources Committee are set out below.

County Council

- The 2021 budget provides for salaries, and benefits for Council members and various Council and Committee expenses

Office of the CAO and Clerk

- Staffing changes include:
 - The annualization of the Asset Management Systems Analyst added in 2020
 - The addition of a System Administrator position is included in the 2022 forecast. This position is to be added in order to address increased system analysis and maintenance within the IT department as software programmes continue to be added and enhanced for various departments. The position will also allow for increased security monitoring.
- Increases have been made to software maintenance and licensing in 2021 (\$180,000). This change relates to increases in Microsoft and Adobe licensing costs as well as an increase to the number of users of these programmes across the County. Additional changes include licensing for the email spam gateway improvements made in 2020 and softphone licenses to aid staff in working from home and provide for Business Continuity.

Treasury

- Staffing changes include:
 - The annualization of two full-time permanent Asset Management Analyst positions added in 2020 as well as the annualization of a two-year contract GIS Technician for Asset Management; the GIS position will continue to be funded by the Provincial Modernization grant received in 2019.
 - The cost of these positions is offset by removing the \$200,000 provision for staffing positions for Asset Management that was included in the 2020 budget
- Software licensing includes an enterprise software licensing agreement with ESRI for a common GIS system platform across the County, including costs on behalf of the County's member municipalities (\$65K), which will save funds at the lower-tier level. There is also \$22K in licensing costs for the County's new Asset Management software (City Wide).
- Costs related to the coordination of Asset Management activities with our member municipalities are funded using the County's Provincial Modernization grant. The amount to be transferred for 2021 is \$182,000.
- A Development Charge Background Study Update is scheduled over 2021 and 2022.

Human Resources

- Staffing changes include:
 - The addition of a Health and Safety Assistant position is included in the forecast for 2022. This position is to be added in order to address increasing disability claims and mental health initiatives being undertaken by the County and is currently the responsibility of one staff member.
- Human Resources Information System (HRIS) Software Implementation:
 - The 2022 forecasted budget includes an increase to the software maintenance and licensing line item under purchased services.
 - The HR department, along with IT is planning to implement a new HR Information System (HRIS) in early 2022 to address several inefficiencies with their current systems and processes.
 - Today, the HR team uses multiple systems to track employee history, job performance and payroll. Additionally, manual processes are used for employee recruitment, incident reporting, managing employee training and updating employee records. Having a single HRIS system will dramatically reduce the amount of double entry that is required today.
 - It will also enable statistical tracking to provide more information to AF&HR committee through enhanced reporting, incident report tracking, WSIB form 7 completion, staff surveying capabilities, leave tracking and performance management tracking.
 - HR and IT will be completing a systems review project in 2021 to address these gaps. It is expected that a new solution will be selected and will be able to save considerable staff time and allow employees to update and manage their own information (where appropriate).

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 include:
 - The addition of a one-year contract Property Services Coordinator position in order to develop and maintain asset registry/database in City Wide (location, age, condition, replacement cost, GIS information, and required technical information). This information will aid the Construction

Manager and property staff in determining short-term and long-term infrastructure needs across the County. This position will be funded by the Provincial Modernization grant.

- Additional cleaning hours for 2021 in order to maintain the extra cleaning currently in place for all County buildings during the ongoing pandemic. This position will be fully funded from grant funding provided from upper levels of government during the pandemic.
- New Maintenance Worker to attend to County roads garages maintenance and upkeep
- Capital projects identified over the forecast period relate to major repairs or renovations to County owned facilities along with replacement vehicles. Projects total \$3.1 million funded from the Property Reserve, which receives an annual contribution from the operating budget.
- A provision for the Administration Centre Expansion is included in the forecast at \$23.1 million in 2028 and is based on growth projections and a concept plan that was discussed during the last term of Council. 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 \$6 million contribution from the Property Reserve.

Ambulance

- Service expansions planned for 2021 originally included increasing services in Rockwood to 24/7 (\$607,300) and enhancement to the Dispatch Information System (\$46,600). In order to best utilize resources in response to the current pandemic, the increased hours will be based out of Guelph rather than Rockwood. Once the ambulance system is able to return to pre-pandemic operations these resources may be reassigned to Rockwood. The net County cost is estimated to be \$241,900.
- Provincial funding estimates have been adjusted to reflect a small increase on 2020 approved funding levels. These assumptions are in line with estimates provided by the City.
- Transfer to reserve has been increased by \$200,000 for a total annual transfer of \$600,000 in order to ensure sufficient funding is available for significant capital expenditures over the forecast.
- The cost-sharing ratio for land ambulance services has been adjusted from 63% City/37% County to 61.9% City/38.1% County in the 2021 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 2021 is \$5.3 million, which is an increase of \$459,700 over 2020.
- 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 additional year throughout the forecast awaiting Provincial announcements on the future of funding and service delivery.
 - Erin (2019-2022)
 - Guelph/Eramosa (2023-2024)
 - Arthur (2025-2026)
 - Drayton (2027-2028)
 - Mount Forest (2029-2030)
- 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 \$4.1 million is funded through the Ambulance Reserve.
- The City has also identified projects relating to facilities including an Emergency Services Joint Training Facility and Delhi Street Station Rehabilitation project in 2028. The County's share of facilities projects totals \$2.1 million and funded through a mix of reserve and development charges.

Public Health

- The 2021 budget reflects a 2.41% increase in funding for Public Health which aligns with the request that staff have received. This results in an increase in costs of approximately \$69,000. Future years have been adjusted as follows: 2022 – 2.43%, 2023 – 2.44%, 2024 – 2.45%, all other years – 4%.
- 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.

Provincial Offenses Act Administration

- 2020 was the final year of debt charges in the amount of \$255,000. Although it is estimated that revenues of approximately \$266,000 will be generated, the impacts of COVID are unknown at this time. Variances of a temporary nature like this can be funded through the Safe Restart funds or the County's Tax Levy Stabilization Reserve.

General Expenditures and Revenues

- The Ontario Municipal Partnership Fund grant for 2021 is budgeted at \$1,089,700, which represents a reduction of \$192,200 (or 15%) from 2020
- Interest revenue on investments is projected to be \$2.8 million which is transferred to reserves and reserve funds
- Payments-in-lieu of taxes (PILs) and supplementary tax revenue are estimated at \$2.3 million
- The County's share of MPAC's 2021 budget for property assessment services is \$1,519,100
- A transfer of \$800,000 from the Tax Levy Stabilization Reserve from anticipated 2020 year-end surplus funds is recommended in order to meet Council's target to get the overall tax impact below 1.25% in 2021 to assist residents and businesses during the COVID-19 pandemic. However, staff recommend that this is not a sustainable strategy over the long-term and should only be used in extraordinary circumstances such as this year. Removing the surplus transfer in future years will (and has had) have a negative impact on future years' projected tax impacts.

Staffing Summary

The 2021 budget incorporates a number of staffing adjustments which are summarized on pages 21-22 of the budget package.

Recommended Budget Adjustments

As directed by County Council, staff have met to determine the best way to reduce the County tax impact to under 1.25%. Staff's recommendations are on page 13 of the budget package. We have tried to prioritize changes that will not substantially negatively impact future budgets (ie: more aggressive revenue estimates, so long as we're able to meet those targets). Some changes (delaying the hiring of the Sergeant, temporarily removing the Safe Communities funding), have some impacts on the following year's budget because they either annualize or return in the following year.

The biggest impact is utilizing the projected surplus for 2020. Staff are recommending utilizing the surplus as an exception only. We can justify it because the projected surplus is higher in 2020 because of the one-time COVID funding that has been provided by the provincial and federal governments. We propose to "phase-out" this additional surplus over 3-years so as not to have a substantial impact on any one-year. The resulting changes to the tax impacts are 1.2% in 2021 (was 2.5%); 4.2% in 2022 (was 3.9%); 4.1% in 2023 (was 3.9%) and 4.3% in 2024 (was 3.8%).

Ten-year levy and tax projection

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

	2021	2022	2023	2024	2025
County Tax Levy (\$000's)	\$108,828	\$114,547	\$120,441	\$126,922	\$133,198
Residential tax impact	1.2%	4.2%	4.1%	4.3%	3.9%
	2026	2027	2028	2029	2030
County Tax Levy (\$000's)	\$139,766	\$146,097	\$152,554	\$159,802	\$167,379
Residential tax impact	3.9%	3.5%	3.4%	3.7%	3.7%

Capital Summary

The 2021-2030 Capital Plan contemplates a \$441.1 million investment in infrastructure, facilities and equipment.

- Roads and bridges accounts for 67% of projected capital spending
- Social Services (Housing, Children's Early Years and Ontario Works) accounts for an additional 15.3%
- Property Services 5.9%
- Ambulance Services 3.3%
- Solid Waste Services 2.5%
- The remaining areas of investment include technology, library, POA, police, museum, long-term care homes, economic development, emergency management, green legacy and planning.

Facility development projects include:

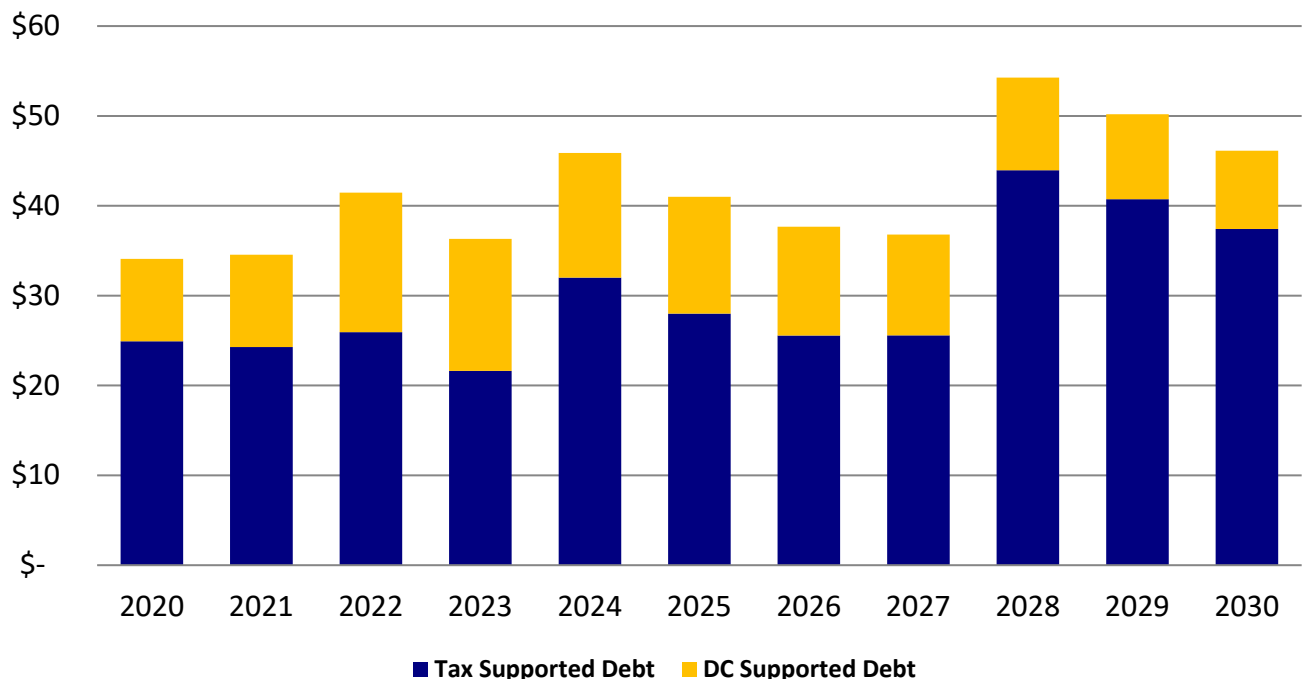
- Proposed construction of five ambulance facilities located throughout the County that will be leased back to the City
- Design and construction of the roads garages located in Arthur, Erin / Brucedale, Harriston and Aberfoyle
- Proposed construction of a new Erin Library Branch
- Ongoing improvements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

Long-Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with \$46.6 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 (62.7%).

County debt outstanding is projected at \$34.6 million in 2021, consisting of \$24.3 million in tax-supported debt and \$10.3 million in growth supported debt. Debt outstanding is projected to peak at \$54.3 million in 2028 when the Admin Centre Expansion debt is forecasted to be issued. Debt servicing costs will top out at \$8.6 million (\$7.4 million tax supported, \$1.3 million growth supported) and includes a \$3.1 million balloon payment for the health unit debt. Debt charges do not exceed 7.2% of the County tax levy over the ten-year plan.

County of Wellington Debt Outstanding 2020-2030 (\$ Million)



Summary

The COVID-19 pandemic has brought upon unique challenges to municipalities. Fortunately, the upper levels of government have been very supportive in providing sufficient funding for municipalities to manage the operational impacts experienced by the County and its member municipalities. County Council also recognizes the unique challenges that this pandemic has had on the community. Council has been supportive through a number of programmes to support residents and businesses in the past year, which has included a variety of measures, including waiving penalties and interest on property tax payments for 60 days; doubling the low-income seniors and persons with disabilities rebate; and providing support to businesses with low-interest loans through the County's Keep Well – Business Sustainability Fund. County Council also expressed a desire to bring the County's tax impact to its residents and businesses at a lower-level in 2021.

As a result, staff have made a number of adjustments to the originally proposed 2021 Budget and 10-Year Plan to meet that target. While staff would not recommend using temporary financial measures to reduce the levy in most years (ie: by utilizing a projected surplus), staff are supportive of County Council's direction to support the community financially in such an extraordinary year when many are facing financial hardships. County staff are confident that the measures used in the 2021 Budget and 10-Year Plan will not substantially affect the future years of the forecast and are grateful for Council's support and trust in providing us with the flexibility to make these adjustments in this manner.

Recommendation:

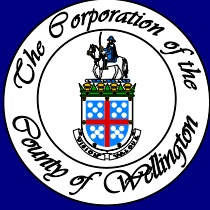
That the 2021 Operating and Capital Budget and 2021-2030 Ten-Year Plan be approved; and

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ken DeHart", with a long horizontal flourish extending to the right.

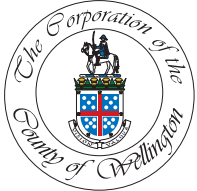
Ken DeHart, CPA, CGA
County Treasurer



COUNTY OF WELLINGTON

2019-2021 OPERATING BUDGET SUMMARY

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Property Taxation	\$102,762,079	\$101,943,800	\$106,479,835	\$107,834,900	\$111,160,900	\$3,326,000	3.1%
Grants and Subsidies	\$69,314,324	\$67,639,600	\$61,483,004	\$68,918,000	\$67,537,100	(\$1,380,900)	(2.0%)
Municipal Recoveries	\$21,585,147	\$21,433,400	\$20,123,878	\$22,074,200	\$21,305,500	(\$768,700)	(3.5%)
Licenses, Permits and Rents	\$8,351,000	\$8,047,900	\$8,304,135	\$8,188,100	\$8,439,300	\$251,200	3.1%
Fines and Penalties	\$54,689	\$55,000	\$49,868	\$52,000	\$52,000	\$ -	-
User Fees and Charges	\$10,591,777	\$10,570,300	\$10,651,808	\$11,048,400	\$11,398,000	\$349,600	3.2%
Sales Revenue	\$1,010,594	\$1,269,200	\$538,701	\$1,108,100	\$1,006,000	(\$102,100)	(9.2%)
Other Revenue	\$3,758,751	\$3,504,700	\$2,069,656	\$3,177,300	\$3,302,600	\$125,300	3.9%
Internal Recoveries	\$6,937,359	\$6,830,300	\$7,201,169	\$7,384,000	\$7,534,800	\$150,800	2.0%
Other Financing	\$45,412	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$224,411,132	\$221,294,200	\$216,902,054	\$229,785,000	\$231,736,200	\$1,951,200	0.8%
Expenditure							
Salaries, Wages and Benefits	\$59,911,452	\$60,109,800	\$62,873,287	\$64,572,900	\$66,509,300	\$1,936,400	3.0%
Supplies, Material and Equipment	\$12,284,153	\$11,669,000	\$11,042,981	\$12,631,400	\$12,828,900	\$197,500	1.6%
Purchased Services	\$24,435,288	\$24,265,900	\$25,092,160	\$27,348,600	\$29,689,900	\$2,341,300	8.6%
Social Assistance	\$60,027,205	\$59,092,200	\$59,008,376	\$59,105,000	\$55,799,400	(\$3,305,600)	(5.6%)
Transfer Payments	\$24,964,577	\$25,512,200	\$24,949,044	\$25,891,800	\$26,546,100	\$654,300	2.5%
Insurance and Financial	\$3,950,544	\$3,750,600	\$2,254,736	\$4,238,200	\$4,202,400	(\$35,800)	(0.8%)
Minor Capital Expenses	\$1,308,402	\$1,249,000	\$409,977	\$535,500	\$676,500	\$141,000	26.3%
Debt Charges	\$5,029,667	\$5,300,300	\$5,240,310	\$5,319,900	\$4,968,000	(\$351,900)	(6.6%)
Internal Charges	\$6,829,273	\$6,715,200	\$6,863,006	\$7,253,600	\$7,385,400	\$131,800	1.8%
Total Expenditure	\$198,740,561	\$197,664,200	\$197,733,877	\$206,896,900	\$208,605,900	\$1,709,000	0.8%
Net Operating Cost / (Revenue)	(\$25,670,571)	(\$23,630,000)	(\$19,168,177)	(\$22,888,100)	(\$23,930,300)	(\$1,042,200)	1.1%
Transfers							
Transfer from Reserve	(\$3,475,724)	(\$2,157,500)	(\$451,508)	(\$2,941,600)	(\$3,882,200)	(\$940,600)	32.0%
Transfer to Capital	\$12,293,000	\$12,293,000	\$11,080,500	\$11,080,500	\$10,691,000	(\$389,500)	(3.5%)
Transfers to Reserve	\$16,853,295	\$13,494,500	\$11,905,950	\$14,749,200	\$16,321,500	\$1,572,300	10.7%
Total Transfers	\$25,670,571	\$23,630,000	\$22,534,942	\$22,888,100	\$23,130,300	\$242,200	1.1%
NET COST / (REVENUE)	\$ -	\$ -	\$3,366,765	\$ -	\$ -	\$ -	-

	THE COUNTY OF WELLINGTON 2021 OPERATING BUDGET						
	2019 Net Budget	2020 Net Budget	2021 Expenditure	2021 Revenue	2021 Net Budget	Net Change \$	Net Change %
Programmes and Services							
Roads and Bridges	27,663,400	28,557,300	33,916,300	3,731,000	30,185,300	1,628,000	5.7%
Police Services	17,212,000	17,517,100	18,250,200	526,700	17,723,500	206,400	1.2%
Wellington Terrace Long-Term Care	9,374,600	10,292,900	23,761,300	14,455,200	9,306,100	(986,800)	-9.6%
Solid Waste Services	5,644,900	7,335,100	14,761,800	6,187,700	8,574,100	1,239,000	16.9%
County Library System	7,223,600	7,375,600	7,719,300	322,800	7,396,500	20,900	0.3%
Ambulance Services	4,921,100	4,845,800	5,305,500	0	5,305,500	459,700	9.5%
Social Housing	4,553,700	4,779,500	32,954,200	28,277,500	4,676,700	(102,800)	-2.2%
Public Health	2,648,400	2,705,100	2,773,600	0	2,773,600	68,500	2.5%
Planning and Development	2,180,000	2,285,300	3,365,300	1,232,000	2,133,300	(152,000)	-6.7%
Museum and Archives at Wellington Place	2,084,500	2,105,100	2,374,200	191,900	2,182,300	77,200	3.7%
Economic Development	1,443,800	1,782,400	2,393,200	436,300	1,956,900	174,500	9.8%
Children's Early Years	1,220,200	1,475,500	28,350,100	26,786,600	1,563,500	88,000	6.0%
Property Assessment	1,483,400	1,517,800	1,519,100	0	1,519,100	1,300	0.1%
Ontario Works	1,506,500	1,374,500	28,604,000	27,299,200	1,304,800	(69,700)	-5.1%
Affordable Housing	500,000	500,000	2,431,700	1,431,700	1,000,000	500,000	100.0%
Green Legacy	835,100	825,900	872,500	3,500	869,000	43,100	5.2%
Emergency Management	820,000	1,022,900	734,700	0	734,700	(288,200)	-28.2%
Community Grants and Hospital Funding	232,600	458,400	458,800	0	458,800	400	0.1%
Provincial Offences	25,700	(3,900)	80,000	266,400	(186,400)	(182,500)	4679.5%
Subtotal	91,573,500	96,752,300	210,625,800	111,148,500	99,477,300	2,725,000	2.8%
General Government							
Office of the CAO and Clerk	3,668,400	4,000,300	6,137,600	1,648,400	4,489,200	488,900	12.2%
Treasury	1,803,500	1,933,200	2,659,700	562,700	2,097,000	163,800	8.5%
County Council	1,236,100	1,272,500	1,271,100	0	1,271,100	(1,400)	-0.1%
County Property	1,273,000	1,187,000	3,469,600	2,256,500	1,213,100	26,100	2.2%
Human Resources	1,007,800	1,065,400	2,079,000	970,800	1,108,200	42,800	4.0%
Subtotal	8,988,800	9,458,400	15,617,000	5,438,400	10,178,600	720,200	7.6%
Non-Programme Expenditures and Revenues							
General Expenses and Revenues	1,381,500	1,624,200	5,493,400	3,988,400	1,505,000	(119,200)	(7.3%)
PILs and Supplementary Taxes	(2,202,000)	(2,222,100)	0	2,332,800	(2,332,800)	(110,700)	5.0%
Subtotal	(820,500)	(597,900)	6,293,400	6,321,200	(827,800)	(229,900)	38.5%
TOTAL	99,741,800	105,612,800	231,736,200	122,908,100	108,828,100	\$3,215,300	3.0%

TAX RATE CALCULATION AND IMPACT

	2019	2020	2021	\$ change	% change
Weighted Assessment (\$M)	\$ 16,116	\$ 17,189	\$ 17,497	\$ 307	1.79%
Real growth % from new properties					1.79%
County tax summary					
Residential tax rate	0.618883%	0.614385%	0.621981%		
Per \$100,000 of Assessment (2020)	\$ 96,090	\$ 100,000	\$ 100,000		
Taxes per \$100,000 of Assessment	\$ 595	\$ 614	\$ 622	\$8	1.2%



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

	Approved		Projected								
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
EXPENDITURE (\$000's)											
Salaries, Wages and Benefits	64,572,900	66,509,300	68,697,600	71,350,800	74,155,700	77,067,400	80,186,700	83,368,300	86,784,300	90,309,600	93,935,800
Supplies, Material & Equipment	12,631,400	12,828,900	13,044,800	13,409,900	13,677,500	14,008,700	14,441,400	14,894,100	15,239,000	15,647,900	16,132,600
Purchased Services	27,348,600	29,689,900	30,466,100	30,828,500	31,398,500	32,272,100	33,172,100	34,073,000	34,876,500	35,790,300	36,717,600
Social Assistance	59,105,000	55,799,400	57,375,400	57,260,000	57,246,300	57,812,000	58,643,100	59,488,300	60,372,200	61,282,900	62,170,800
Transfer Payments	25,891,800	26,546,100	27,102,500	28,186,300	29,201,500	31,102,000	32,474,200	34,061,000	35,565,700	37,230,500	38,905,600
Minor Capital Expenses	535,500	676,500	526,500	525,000	543,000	623,500	617,400	578,000	524,500	556,800	605,000
Debt Charges	5,319,900	4,968,000	5,199,300	8,504,200	5,614,100	6,174,300	4,458,900	4,350,500	5,020,100	5,740,300	5,596,300
Insurance & Financial	4,238,200	4,202,400	4,270,300	4,347,600	4,427,600	4,510,400	4,595,300	4,682,600	4,745,200	4,886,800	4,957,100
Internal Charges	7,253,600	7,385,400	7,333,500	7,406,700	7,584,400	7,866,100	8,002,800	8,232,100	8,330,200	8,461,800	8,647,700
Total Expenditures	206,896,900	208,605,900	214,016,000	221,819,000	223,848,600	231,436,500	236,591,900	243,727,900	251,457,700	259,906,900	267,668,500
yr/yr % change		0.8%	2.6%	3.6%	0.9%	3.4%	2.2%	3.0%	3.2%	3.4%	3.0%
TRANSFERS (000's)											
Transfer from Reserves	(2,941,600)	(3,882,200)	(4,261,300)	(6,431,400)	(2,755,600)	(4,382,200)	(4,492,100)	(3,765,800)	(2,632,000)	(3,682,800)	(2,490,900)
Transfer to Capital	11,080,500	10,691,000	12,319,000	13,059,000	14,293,000	15,428,000	18,012,000	18,439,000	18,048,000	20,008,000	20,831,000
Transfer to Reserves	14,749,200	16,321,500	17,065,000	17,233,500	17,393,500	18,322,700	18,584,300	19,000,500	18,959,600	18,964,200	18,989,800
Total Transfers	22,888,100	23,130,300	25,122,700	23,861,100	28,930,900	29,368,500	32,104,200	33,673,700	34,375,600	35,289,400	37,329,900
yr/yr % change		1.1%	8.6%	(5.0%)	21.2%	1.5%	9.3%	4.9%	2.1%	2.7%	5.8%
REVENUE											
Grants & Subsidies	68,918,000	67,537,100	68,000,200	67,316,500	66,567,000	66,368,200	66,112,000	66,988,900	66,847,400	67,550,200	67,440,200
Municipal Recoveries	22,074,200	21,305,500	22,212,300	23,183,500	24,055,600	25,369,300	26,460,500	27,361,800	29,149,300	30,163,200	32,032,500
Licenses, Permits and Rents	8,188,100	8,439,300	8,464,400	8,488,700	8,512,700	8,545,200	8,567,400	8,597,300	8,627,300	8,658,700	8,692,200
Fines and Penalties	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
User Fees & Charges	11,048,400	11,398,000	11,591,400	11,704,100	11,853,000	12,024,400	12,200,000	12,376,500	12,561,000	12,765,200	12,972,800
Sales Revenue	1,108,100	1,006,000	1,026,300	1,043,100	1,049,900	1,054,000	1,057,600	1,061,000	1,065,500	1,067,900	1,072,300
Other Revenue	3,177,300	3,302,600	3,407,200	3,517,200	3,632,600	3,753,200	3,879,100	4,010,400	4,022,000	4,033,800	4,046,000
Internal Recoveries	7,384,000	7,534,800	7,483,500	7,557,400	7,735,800	8,018,200	8,155,600	8,385,600	8,483,900	8,632,700	8,840,300
PILs and Supplementary Taxes	2,222,100	2,332,800	2,354,200	2,376,200	2,398,900	2,422,200	2,446,200	2,471,000	2,471,000	2,471,000	2,471,000
Total Revenue	124,172,200	122,908,100	124,591,500	125,238,700	125,857,500	127,606,700	128,930,400	131,304,500	133,279,400	135,394,700	137,619,300
yr/yr % change		(1.0%)	1.4%	0.5%	0.5%	1.4%	1.0%	1.8%	1.5%	1.6%	1.6%



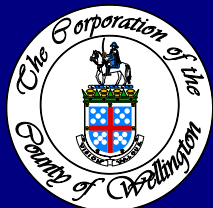
**COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET
AND TAX RATE FORECAST**

	Approved	Projected									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
TAX LEVY REQUIREMENT	105,612,800	108,828,100	114,547,200	120,441,400	126,922,000	133,198,300	139,765,700	146,097,100	152,553,900	159,801,600	167,379,100
yr/yr % change	5.9%	3.0%	5.3%	5.1%	5.4%	4.9%	4.9%	4.5%	4.4%	4.8%	4.7%
Weighted Assessment	17,190	17,497	18,202	18,936	19,699	20,493	21,319	22,178	23,072	24,002	24,969
yr/yr % change	6.33%	1.79%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%
Phase in Growth %	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	2.42%	1.79%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
County Tax summary											
Residential tax rate	0.614385%	0.621981%	0.629311%	0.636045%	0.644307%	0.649970%	0.655592%	0.658748%	0.661208%	0.665785%	0.670348%
Per \$100,000 of Assessment	100,000	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	\$614.38	\$621.98	\$648.19	\$674.78	\$704.05	\$731.55	\$760.01	\$786.58	\$813.21	\$843.40	\$874.66
yr/yr \$ change	20	8	26	27	29	28	28	27	27	30	31
yr/yr % residential impact	3.3%	1.2%	4.2%	4.1%	4.3%	3.9%	3.9%	3.5%	3.4%	3.7%	3.7%
yr/yr % budget impact	3.3%	1.2%	4.2%	4.1%	4.3%	3.9%	3.9%	3.5%	3.4%	3.7%	3.7%
Equivalent to a 1% change in taxes (\$000's)		1,075	1,099	1,157	1,216	1,282	1,345	1,412	1,476	1,541	1,614



COUNTY OF WELLINGTON 2021 RECOMMENDED BUDGET ADJUSTMENTS

			County tax impact
Dept	Description	\$ amount	%
	2021 County Tax Levy as presented to Council on January 11, 2021	\$ 110,221,100	2.5%
REVENUE ADJUSTMENTS			
Solid Waste Services	Increase curbside (bag sales) revenues (\$150K) offset by increased cost of bags (\$7,500)	\$ (142,500)	-0.1%
Social Housing	Increase housing rent revenue estimates by \$100,000 (County share \$22.5K)	\$ (22,500)	0.0%
Planning	Increase planning revenue estimates, municipal recoveries (\$50K) and user fees (\$50K)	\$ (100,000)	-0.1%
	subtotal	\$ (265,000)	-0.2%
EXPENDITURE ADJUSTMENTS			
Police Services	Delay the hiring of the new Sergeant (CSS Unit) to July 2021	\$ (98,000)	-0.1%
Police Services	Increase the provision for the OPP reconciliation estimate	\$ (100,000)	-0.1%
Police Services	Remove the funding of Safe Communities for 2021 only, keep the funding in each year of the operating forecast	\$ (30,000)	0.0%
Ontario Works	Remove Integrated Youth Services Network funding in 2021, fund contributions in 2022 and 2023 from SS Stabilization Reserve	\$ (50,000)	0.0%
Library	Reduce Library Catalogue Replacement project from \$80K to \$30K	\$ (50,000)	0.0%
	subtotal	\$ (328,000)	-0.3%
RESERVE CONTRIBUTIONS			
	Transfer from Tax Levy Stabilization Reserve via 2020 year-end surplus - use	\$ (800,000)	-0.7%
Gen Rev & Expenditures	\$2M over 3 years (\$800K to 2021; \$700K to 2022; \$500K to 2023)		
	subtotal	\$ (800,000)	-0.7%
Total proposed changes		\$ (1,393,000)	-1.3%
Revised County Tax Levy		\$ 108,828,100	1.2%



COUNTY OF WELLINGTON

2019-2021 CAPITAL BUDGET SUMMARY

(ALL FIGURES IN \$000's)

PROJECT EXPENDITURE Programme / Service	2019 Actuals	2019 Adjusted Budget	2020 Preliminary Actuals	2020 Adjusted Budget	2021 Budget	\$ Change Budget	% Change Budget
Roadways	\$ 24,801	\$ 30,953	\$ 23,317	\$ 27,674	\$ 22,085	\$ (5,589)	-20%
Solid Waste Services	1,441	1,525	1,955	2,395	2,440	45	2%
County Property	963	1,213	637	1,024	403	(621)	-61%
Planning	8	143	111	85	215	130	153%
Green Legacy	89	100	52	50	0	(50)	100%
Emergency Management	258	200	122	350	30	(320)	100%
CAO and Clerks	381	652	823	645	430	(215)	-33%
County Council	254	410	0	0	0	0	100%
Police Services	56	75	29	0	140	140	100%
Museum and Wellington Place	194	95	210	150	220	70	47%
County Library System	139	215	244	410	770	360	88%
Housing Services	2,962	3,025	3,633	5,015	5,115	100	2%
Affordable Housing	121	164	56	147	649	502	341%
Wellington Terrace	521	1,505	699	345	475	130	38%
Economic Development	336	386	112	65	800	735	1131%
Hospital Capital Grants	5,940	5,940	200	200	0	(200)	100%
Ambulance Service	411	1,178	354	305	446	141	46%
Ontario Works	71	140	67	85	140	55	65%
Child Care	3,106	100	0	0	0	0	100%
Provincial Offences Act (POA)	29	23	39	40	63	23	58%
Total expenditure	\$ 42,079	\$ 48,042	\$ 32,660	\$ 38,985	\$ 34,371	\$ (4,614)	-12%

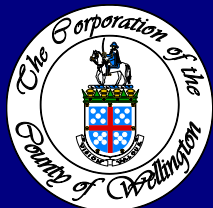
PROJECT FINANCING Source of Financing	2019 Actuals	2019 Adjusted Budget	2020 Preliminary Actuals	2020 Adjusted Budget	2021 Budget	\$ Change Budget	% Change Budget
Recoveries	\$ 5,704	\$ 5,842	\$ 2,145	\$ 5,362	\$ 3,320	\$ (2,043)	-38%
Subsidy	828	1,989	473	1,624	1,615	(9)	-1%
OCIF	2,327	2,320	401	1,860	1,860	0	0%
Federal Gas Tax	5,748	5,945	0	3,496	3,350	(146)	-4%
Current Revenues	12,293	12,293	11,081	11,081	10,691	(340)	-3%
Reserves	12,166	8,957	13,824	12,809	8,792	(4,018)	-31%
Development Charges	15	1,056	0	929	894	(35)	-4%
Growth Related Debentures	3,670	3,700	0	1,825	750	(1,075)	-59%
Debentures	5,940	5,940	0	0	3,100	3,100	0%
Total financing	\$ 48,691	\$ 48,042	\$ 27,923	\$ 38,985	\$ 34,371	\$ (4,614)	-12%



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET SUMMARY

	2021	2022	2023	2024	2025	5 Year Total	% of Total
Programme / Service							
Project Expenditure							
Roadways	\$22,085,000	\$36,830,000	\$27,354,000	\$42,660,000	\$28,390,000	\$157,319,000	74.1%
Solid Waste Services	2,440,000	2,380,000	1,080,000	850,000	840,000	\$7,590,000	3.9%
County Property	403,000	989,000	250,000	145,000	300,000	\$2,087,000	1.3%
Planning	215,000	120,000	145,000			\$480,000	0.3%
Green Legacy		45,000	100,000	50,000		\$195,000	0.1%
Emergency Management	30,000					\$30,000	0.2%
CAO and Clerks	430,000	622,000	710,000	870,000	575,000	\$3,207,000	1.8%
Police Services	140,000	50,000			40,000	\$230,000	0.1%
Museum	220,000	235,000	1,330,000	105,000	80,000	\$1,970,000	1.0%
Library Services	720,000	217,500	2,676,500	2,397,500	212,500	\$6,224,000	0.7%
Housing Services	5,115,400	4,780,500	4,000,000	4,260,000	4,375,000	\$22,530,900	12.2%
Affordable Housing	649,000	70,000	6,077,000	102,000	139,000	\$7,037,000	0.3%
Wellington Terrace	475,000	385,000	830,000	210,000	165,000	\$2,065,000	1.1%
Economic Development	800,000	800,000	800,000	800,000	800,000	\$4,000,000	0.0%
Ambulance Services	446,000	1,316,000	802,000	1,453,000	962,000	\$4,979,000	2.5%
Ontario Works	140,000	85,000			54,000	\$279,000	0.2%
Child Care		45,000				\$45,000	0.0%
Provincial Offences Act (POA)	63,000	61,000	80,000	41,000	77,000	\$322,000	0.1%
Total Expenditure	\$34,371,400	\$49,031,000	\$46,234,500	\$53,943,500	\$37,009,500	\$220,589,900	100%
Project Financing							
Recoveries	3,319,500	3,570,500	4,449,000	3,834,000	4,185,000	\$19,358,000	10.7%
Subsidy	1,615,400	1,030,500	6,160,000			\$8,805,900	4.5%
Federal Gas Tax Funding	3,350,000	3,850,000	1,800,000	2,800,000	7,100,000	\$18,900,000	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	10,691,000	11,958,500	12,319,500	13,110,500	13,655,500	\$61,735,000	31.5%
Reserves	8,791,500	16,532,500	16,113,000	18,687,000	9,192,000	\$69,316,000	26.6%
Development Charges	894,000	1,229,000	1,533,000	952,000	1,017,000	\$5,625,000	3.0%
Growth Related Debentures	750,000	4,927,000				\$5,677,000	3.3%
Debentures	3,100,000	4,073,000	2,000,000	12,700,000		\$21,873,000	6.0%
Total Financing	\$34,371,400	\$49,031,000	\$46,234,500	\$53,943,500	\$37,009,500	\$220,589,900	100%



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET SUMMARY

	2026	2027	2028	2029	2030	10 Year Total	% of Total
Programme / Service							
Project Expenditure							
Roadways	\$25,830,000	\$30,500,000	\$26,755,000	\$22,112,000	\$32,317,000	\$294,833,000	70.1%
Solid Waste Services	795,000	875,000	1,040,000	430,000	400,000	\$11,130,000	3.1%
County Property	182,000	183,000	23,395,000	100,000	230,000	\$26,177,000	6.5%
Planning			100,000			\$580,000	0.1%
Green Legacy			50,000	45,000		\$290,000	0.1%
Emergency Management			75,000			\$105,000	0.1%
CAO and Clerks	380,000	657,000	735,000	590,000	575,000	\$6,144,000	1.6%
Police Services	160,000	105,000	70,000	245,000	150,000	\$960,000	0.1%
Museum	0	215,000	95,000	50,000	25,000	\$2,355,000	0.7%
Library Services	167,500	217,500	262,500	557,500	687,500	\$8,116,500	0.7%
Housing Services	4,570,000	4,695,000	4,800,000	4,950,000	5,100,000	\$46,645,900	11.7%
Affordable Housing	6,097,000	93,000	97,000	6,109,000	106,000	\$19,539,000	0.3%
Wellington Terrace	365,000	245,000	635,000	135,000	216,000	\$3,661,000	0.9%
Economic Development						\$4,000,000	0.0%
Ambulance Services	2,926,000	841,000	3,601,000	1,051,000	1,330,000	\$14,728,000	3.5%
Ontario Works		201,000	100,000	90,000		\$670,000	0.2%
Child Care				54,000	190,000	\$289,000	0.0%
Provincial Offences Act (POA)	84,000	39,000	41,000	137,000	247,000	\$870,000	0.2%
Total Expenditure	\$41,556,500	\$38,866,500	\$61,851,500	\$36,655,500	\$41,573,500	\$441,093,400	100%
Project Financing							
Recoveries	3,505,000	3,763,000	3,840,000	3,911,000	4,092,000	\$38,469,000	10.2%
Subsidy	2,000,000	0	0	2,000,000		\$12,805,900	2.1%
Federal Gas Tax Funding	1,800,000	2,800,000	3,300,000	1,800,000	3,800,000	\$32,400,000	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	15,527,500	15,491,500	14,669,500	15,752,500	16,022,500	\$139,198,500	35.4%
Reserves	16,864,000	10,266,000	16,557,000	10,802,000	13,244,000	\$137,049,000	26.0%
Development Charges		2,686,000	4,525,000	530,000	2,555,000	\$15,921,000	2.8%
Growth Related Debentures						\$5,677,000	1.6%
Debentures		2,000,000	17,100,000			\$40,973,000	9.0%
Total Financing	\$41,556,500	\$38,866,500	\$61,851,500	\$36,655,500	\$41,573,500	\$441,093,400	100%

EXECUTIVE SUMMARY - OPERATING BUDGET

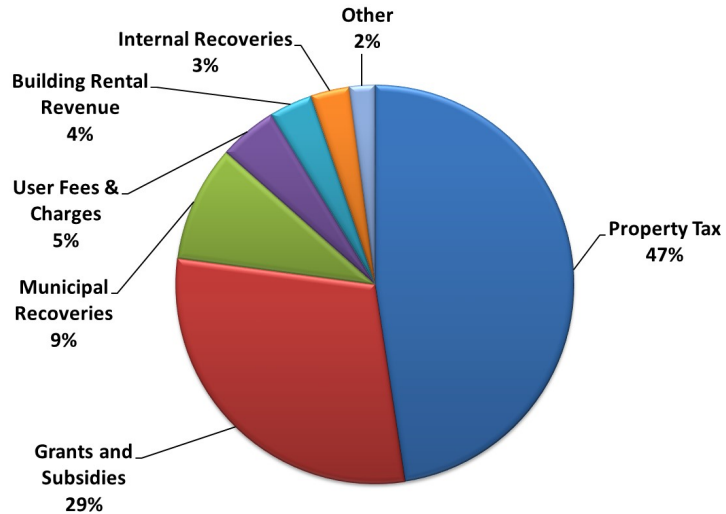
2021 Operating Budget Revenues

\$231.7 Million

Property taxes make up 47% of the County's revenues, followed by grants and subsidies totalling 29%.

Municipal recoveries amounting to 9% are the next largest revenue source for the County.

2021 OPERATING BUDGET REVENUES



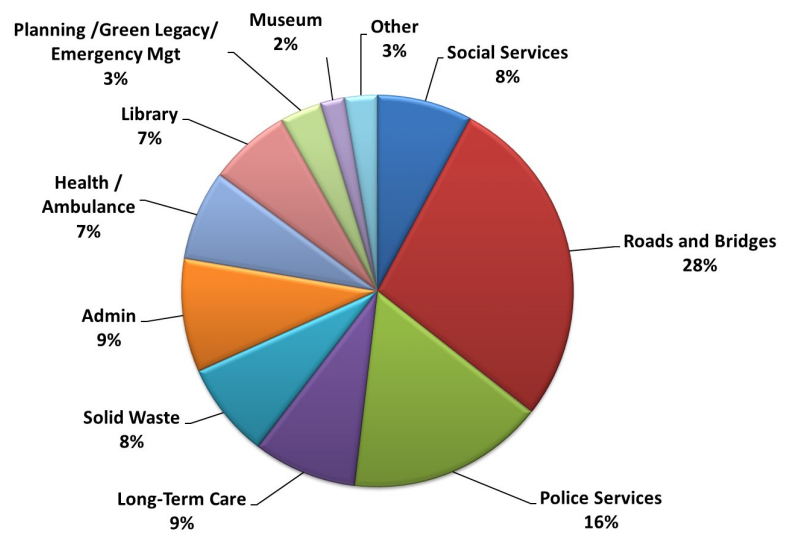
2021 County Property Tax Requirement

\$108.8 Million

Property taxes remain the County's largest and most important source of revenue. Over 44% of property tax dollars go to two services: roads and policing. Social services, long-term care, solid waste services and health and ambulance services make up another 32%.

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

2021 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. 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 2021 total just over \$67.5 million. Most of the subsidies received (\$54.8 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 (\$9.5 million). Much of the subsidies received for Social Services are received for services in the City of Guelph (\$42.8 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 \$12.0 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 \$21.3 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes (\$19.9 million). As well as \$266,400 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 (\$972,200) mainly for roads maintenance activities on boundary roads. Smaller recovery amounts are received for planning services and library agreements with neighbouring municipalities.

Building Rental Revenue

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

User Fees and Charges

Primarily consist of resident co-payment fees at the Wellington Terrace (\$4.8 million), tipping fees at County landfill sites and transfer stations (\$1.7 million) and curbside user pay bag fees (\$1.9 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 (\$0.9 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

2021 Operating Budget Expenditures - \$231.7 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.

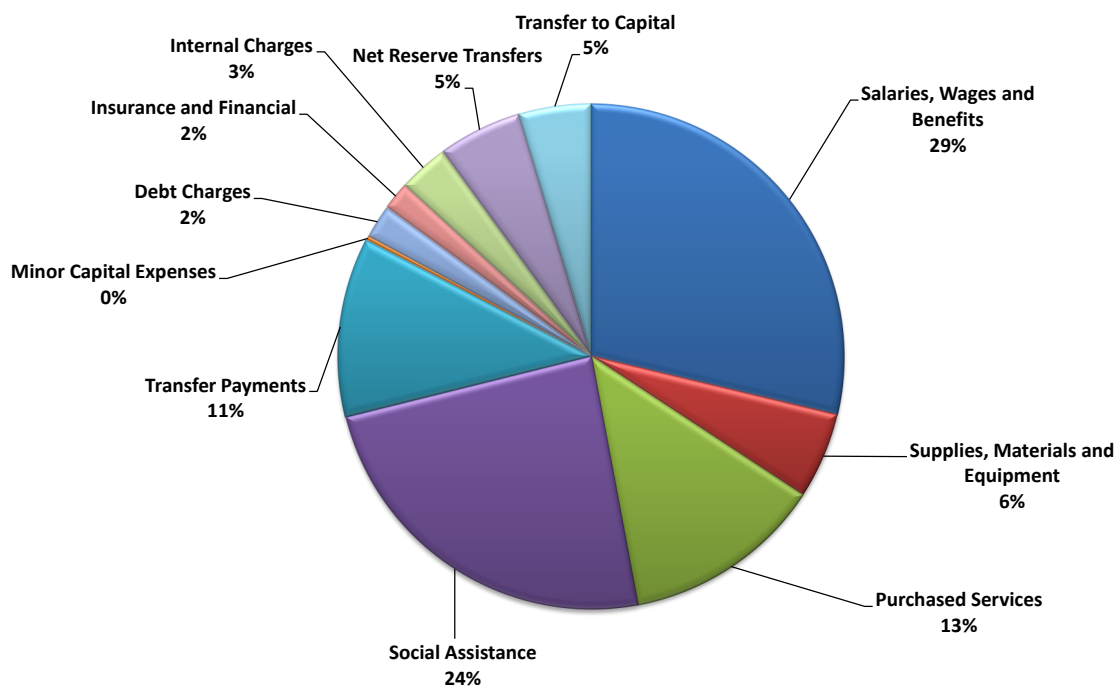
Supplies, Materials and Equipment

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.

2021 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

2020 Staffing Adjustments

Annualization of positions approved in 2020 budget.

Temporary Adjustments due to COVID-19

Property: Additional cleaning hours

Long-Term Care : Additional Registered Nurse Hours, Additional swabbing hours, Terrace Aide PT and FT Hours for screening

Staffing Changes for 2021

Treasury: Accounting Analyst - Social Services / Long-Term Care

Green Legacy: Lead Hand from PT to FT

Property: Property Services Coordinator (contract), Property Maintenance Worker

Child Care: 2 Children's Early Years Resource Consultants, Children's Early Years Master Trainer, Children's Early Years Pedagogical Leader

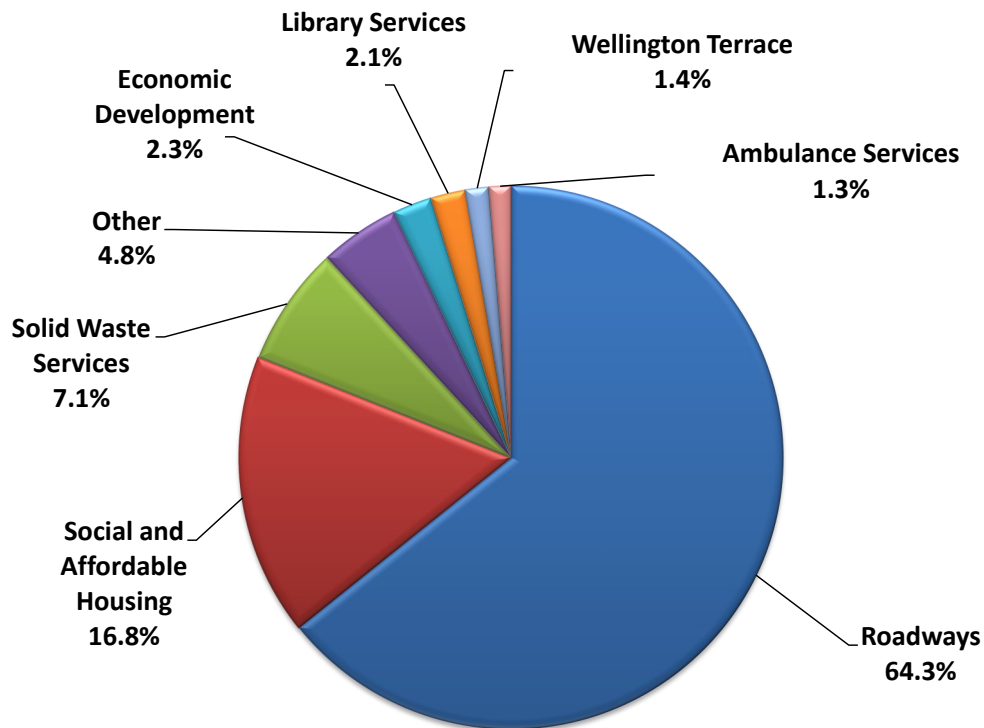
Department	Total FTEs			Change 2020-2021
	2019	2020	2021	
Office of the CAO/Clerk	33.6	34.6	34.9	0.3
Economic Development	6.0	7.0	7.0	0.0
Treasury	15.4	16.1	18.2	2.1
Human Resources	14.3	12.3	12.3	0.0
Property	11.6	12.4	15.1	2.7
Police	2.1	2.1	2.1	0.0
Roads Admin	7.0	8.5	9.0	0.5
Roads Field	60.7	60.2	60.2	0.0
Solid Waste	30.9	29.9	29.9	0.0
Planning	16.8	17.5	17.5	0.0
Tree Nursery	7.9	7.9	8.2	0.3
Emergency Management	3.3	3.7	4.0	0.3
Museum	18.7	18.7	18.7	0.0
Library	58.9	59.7	59.7	0.8
Ontario Works	69.1	69.3	69.4	0.1
Child Care	80.7	91.1	94.0	2.9
Housing	45.0	46.8	47.3	0.5
Long-Term Care	198.5	208.1	214.0	5.9
Total	680.5	706.0	721.6	15.6

SUMMARY OF STAFFING BY DEPARTMENT

2021 Staffing Summary				
2020 Approved staff complement (expressed as full time equivalents)	706.0			
Annualization of positions approved in the 2020 budget	2.9			
2020 In-Year Staffing Adjustments	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
Asset Management Analyst and GIS Technician, Asset Management	1.2	108,800	(108,800)	-
Long-Term Care: Neighbourhood Assistant (accommodation position)	1.0	73,200	-	73,200
Temporary Adjustments due to COVID-19				
Property: Additional cleaning hours	0.7	38,600	(38,600)	-
Long-Term Care: Additional Registered Nurse Hours	0.8	73,000	(73,000)	-
Long-Term Care: Additional swabbing hours	0.1	14,000	(14,000)	-
Long-Term Care: Terrace Aide PT and FT Hours for screening	3.6	187,800	(187,800)	-
Total 2020 In-Year Staffing Adjustments	7.3	\$386,600	\$ (313,400)	\$ 73,200
Adjusted 2021 Staff Compliment	716.2			
2021 Proposed Staffing Changes	FTE	Gross Cost (Sal & Ben.)	Other Fund-ing / Savings	Net County Cost
Property: Property Services Coordinator (contract), Property Maintenance Worker	2.0	141,000	(79,600)	61,400
Child Care: 2 Children's Early Years Resource Consultants, Children's Early Years Master Trainer, Children's Early Years Pedagogical Leader	2.7	243,500	(243,500)	-
Green Legacy: Lead Hand from PT to FT	0.3	18,200	-	18,200
Treasury: Accounting Analyst - Social Services / Long-Term Care	0.5	50,300	(27,100)	23,200
Proposed changes to Staff Complement	5.4	\$453,000	\$(350,200)	\$102,800
2021 Proposed Staff Complement (full time equivalents)	721.6			

EXECUTIVE SUMMARY - CAPITAL BUDGET

2021 CAPITAL EXPENDITURES BY DEPARTMENT



Other includes: Planning, Emergency Management, Museum, County Property, Ontario Works, CAO and Clerks, Police and Provincial Offences Act Administration.

2021 Capital Budget and Ten Year Forecast

The County's 2021 Capital Budget totals \$34.4 million. The County's investment in its roadway network and social and affordable housing make up 81% of the current year's capital budget. Of the current year's capital budget, 56.7% 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 and tax supported debentures.

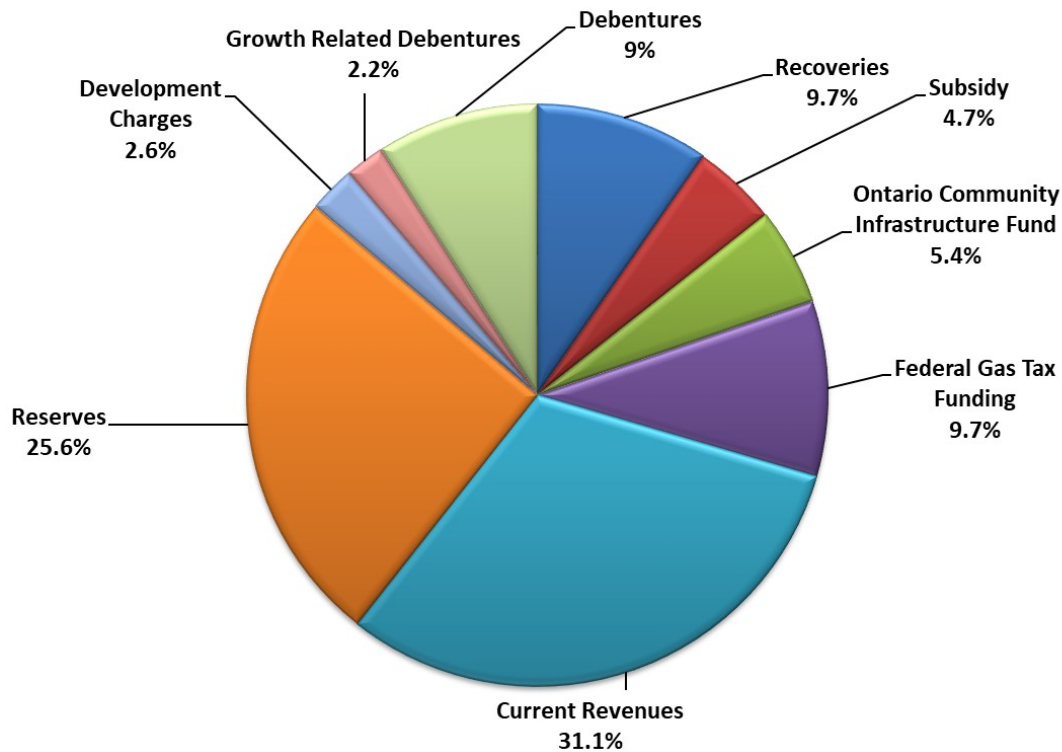
Major capital projects for the current year include:

- \$22.1 million in its existing network of roads, bridges, culverts and roads related equipment and facilities.
- \$5.8 million in capital repairs and enhancements within its social and affordable housing units.
- \$2.4 million for the installation of a leachate collection system to prepare for the phase 2 filling area of the Riverstown Landfill.
- \$800,000 in each of the first five years of the plan for a total investment of \$4 million in the SWIFT 2.0 Implementation project.

The Ten-Year Capital Plan invests \$441.1 million in infrastructure and equipment. This includes the construction of five ambulance stations, the development of Riverstown landfill, construction of a new Erin Library branch, further investment in social housing and roads including \$24.7 million to complete the design and construction of four Public Works facilities.

CAPITAL BUDGET - FUNDING SOURCES AND CASH FLOW

2021 CAPITAL FUNDING SOURCES



2021 Estimated Capital Cash Flow (in \$M)

Capital Projects Carry-Forward from 2020 (A)	2021 Capital Budget (B)	Total Capital in 2021 (A+B)	2021 Projected Cash Flow
\$33.2	\$34.4	\$67.6	\$40.5

The table above shows the County's estimated projected cash flow for 2021.

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 2021 projected capital cash flow of \$40.5 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 \$32.4 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. Projects include: the annual pavement preservation programme, six bridge and culvert projects, five asphalt resurfacing projects and the continued investment in the 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 2021. The County's allocation is \$1.86M in 2021 and staff have assumed this level of funding through to 2030. 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. Study updates scheduled over 2021-2022.

FEDERAL GAS TAX FUNDED PROJECTS

	2021	2022	2023	2024	2025	5 Year Total
03 Office of the CAO/Clerk						
Asset Management Software	50,000					50,000
Asset Management / Engineering						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Roads Construction						
WR18 Geddes St Elora, Retaining Wall					2,500,000	2,500,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km				1,000,000		1,000,000
Bridges						
WR 7, Bosworth Bridge, B007028		1,500,000				1,500,000
WR 16, Penfold Bridge, B016038					900,000	900,000
WR 36, Bridge B036122, Replace					950,000	950,000
WR 36, Bridge B036086, Replace					950,000	950,000
Culverts						
WR 12, Culvert C12086, Replace		550,000				550,000
WR 16, Culvert C160090, Liner	650,000					650,000
Roads Resurfacing						
WR 12, 300 m East of 16th Line to WR 109						
WR 30, WR 39 to WR86, 1.7km	850,000					850,000
WR 35, WR 34 to Hamilton boundary, 6.6 km						
WR 109, Hwy 6 to Dufferin 11.1 km						
WR 109, WR 7 to WR 10, 5.9 km						
Total County of Wellington	3,350,000	3,850,000	1,800,000	2,800,000	7,100,000	18,900,000

FEDERAL GAS TAX FUNDED PROJECTS

	2026	2027	2028	2029	2030	10 Year Total
Office of the CAO/Clerk						
Asset Management Software						50,000
Asset Management / Engineering						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Roads Construction						
WR18 Geddes St Elora, Retaining Wall						2,500,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						1,000,000
Bridges						
WR 7, Bosworth Bridge, B007028						1,500,000
WR 16, Penfold Bridge, B016038						900,000
WR 36, Bridge B036122, Replace						950,000
WR 36, Bridge B036086, Replace						950,000
Culverts						
WR 12, Culvert C12086, Replace						550,000
WR 16, Culvert C160090, Liner						650,000
Roads Resurfacing						
WR 12, 300 m East of 16th Line to WR 109					1,500,000	1,500,000
WR 30, WR 39 to WR86, 1.7km						850,000
WR 35, WR 34 to Hamilton boundary, 6.6 km					500,000	500,000
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		1,000,000				1,000,000
Total County of Wellington	1,800,000	2,800,000	3,300,000	1,800,000	3,800,000	32,400,000

ONTARIO COMMUNITY INFRASTRUCTURE FUND (OCIF) FUNDED PROJECTS

	2021	2022	2023	2024	2025	5 Year Total
Roads Construction						
WR 52, WR 124 to 9th Line			930,000			\$930,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km				1,000,000		\$1,000,000
Bridges						
WR 7, Bosworth Bridge, B007028		1,000,000				\$1,000,000
WR 18, Bridge B018105 Replace	930,000					\$930,000
WR 109, CR Bridge 4, B109133, Replace					1,860,000	\$1,860,000
Culverts						
WR 18, Culvert C180210, Liner		860,000				\$860,000
WR 32, Culvert C321140 Replace	930,000					\$930,000
Roads Resurfacing						
WR 7, Rothsay to WR 11, 5.2 km				860,000		\$860,000
WR 18, Fergus to Dufferin 11km			930,000			\$930,000
Total County of Wellington	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$9,300,000

	2026	2027	2028	2029	2030	10 Year Total
Roads Construction						
WR 52, WR 124 to 9th Line						\$930,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						\$1,000,000
Bridges						
WR 7, Bosworth Bridge, B007028						\$1,000,000
WR 18, Bridge B018105 Replace						\$930,000
WR 32, Blatchford Bridge, Replace	\$1,860,000					\$1,860,000
WR 109, CR Bridge 4, B109133, Replace						\$1,860,000
Culverts						
WR 18, Culvert C180210, Liner						\$860,000
WR 32, Culvert C321140 Replace						\$930,000
Roads Resurfacing						
WR 7, Rothsay to WR 11, 5.2 km						\$860,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line			\$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, Fergus to Dufferin 11km						\$930,000
WR 22, Hwy 6 to WR 29 3.9 km				\$860,000		\$860,000
WR 24, 300m S of WR 50 to SR 9 2.5 km			\$1,000,000			\$1,000,000
WR 26, WR 22 to WR 18 6 km					\$860,000	\$860,000
WR 32, WR 34 to WR 124, 5 km		\$1,860,000				\$1,860,000
Total County of Wellington	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$18,600,000

FUND DESCRIPTIONS

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

Operating Fund:

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

Capital Fund:

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

Reserve Fund:

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

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

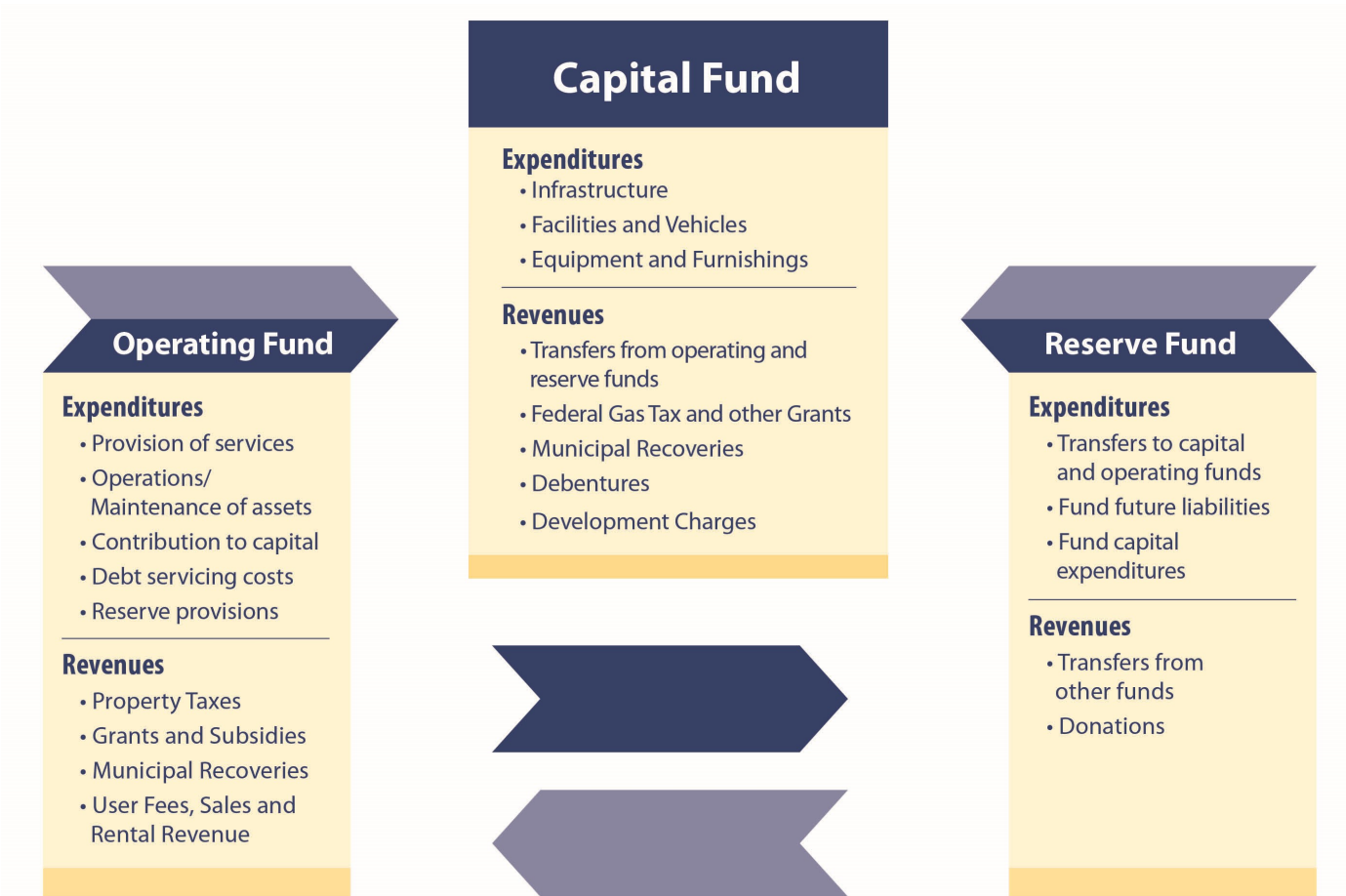
The Reserve and Reserve Fund Balance is budgeted to increase \$5,312,800 in 2021.

Reserve transfers to fund major capital items in 2021 include:

- \$2.6 million for Road and Solid Waste Equipment and \$2.6 million in facility improvements

Operating departments with increased transfer to reserve to manage assets and fund future capital include:

- CAO & Clerks (IT), Land Ambulance, Roads, Affordable Housing and Economic Development



FUND BALANCES

Consolidated 2021 Budget Summary (\$000's)				
	Operating	Capital	Reserve and Reserve Funds	Total
Budgeted Fund Balance—Beginning		\$ 20,138	\$ (92,528)	\$ (72,389)
Revenues				
Property Taxation	\$ (111,161)			(111,161)
Grants and Subsidies	(68,092)	(6,825)		(74,917)
Municipal Recoveries	(21,306)	(3,320)		(24,625)
Licenses, Permits and Rents	(8,439)			(8,439)
Fines and Penalties	(52)			(52)
User Fees and Charges	(11,398)			(11,398)
Sales Revenue	(1,006)			(1,006)
Development Charges	(1,111)	(894)		(2,005)
Debt Proceeds		(3,850)		(3,850)
Other Revenue	(3,303)			(3,303)
Internal Recoveries	(7,535)			(7,535)
Total Revenue	\$ (233,401)	\$ (14,899)	\$ -	\$ (248,290)
Expenditures				
Salaries, Wages and Benefits	\$ 66,509			66,509
Supplies, Materials and Equipment	12,829			12,829
Purchased Services	29,690			29,690
Social Assistance	55,799			55,799
Transfer Payments	26,546			26,546
Insurance and Financial	4,202			4,202
Minor Capital Expenses	677			677
Debt Charges	4,968			4,968
Internal Charges	7,385			7,385
Capital Projects		34,371		34,371
Total Expenditures	208,606	34,371	-	242,977
Transfers				
Transfers from Other Funds	\$ (2,217)	\$ (19,483)	\$ (16,322)	(38,021)
Transfers to Other Funds	\$ 27,013		\$ 11,009	38,021
Total Transfers to (from) Other Funds	\$ 24,795	\$ (19,483)	\$ (5,313)	\$ -
(Excess) Deficiency of Revenues over Expenditures	-	-	(5,313)	(5,313)
Projected Fund Balance—Ending	\$ -	\$ 20,138	\$ (97,840)	\$ (67,077)

RESERVES AND RESERVE FUNDS

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

Reserves

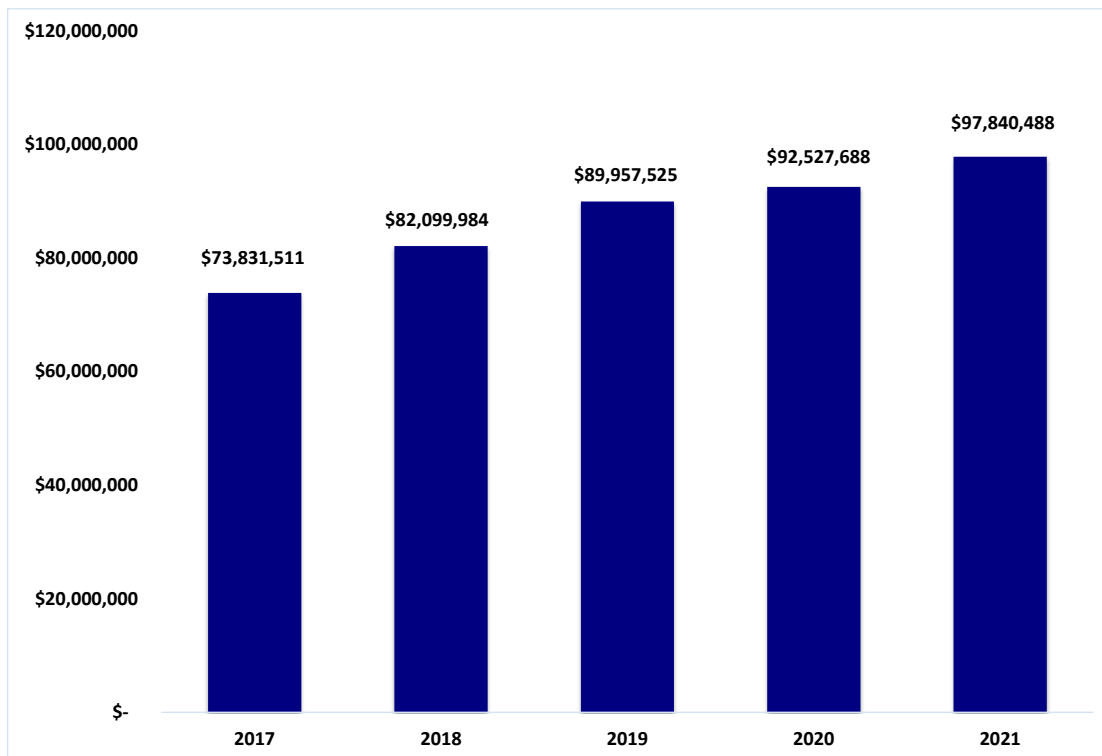
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining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

Reserve Funds

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

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

The chart below shows the reserve and reserve fund balance for the 2017-2021 period.



*Reserve balances do not include Wellington Housing Corporation. 2020 numbers based on un-audited actuals, 2021 numbers projected budget forecast

LONG-TERM LIABILITIES AND DEBT

Long Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with \$46.6 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 (62.7%).

Tax Supported Debt

As of December 31, 2020 County tax supported debt totals \$24.9 million.

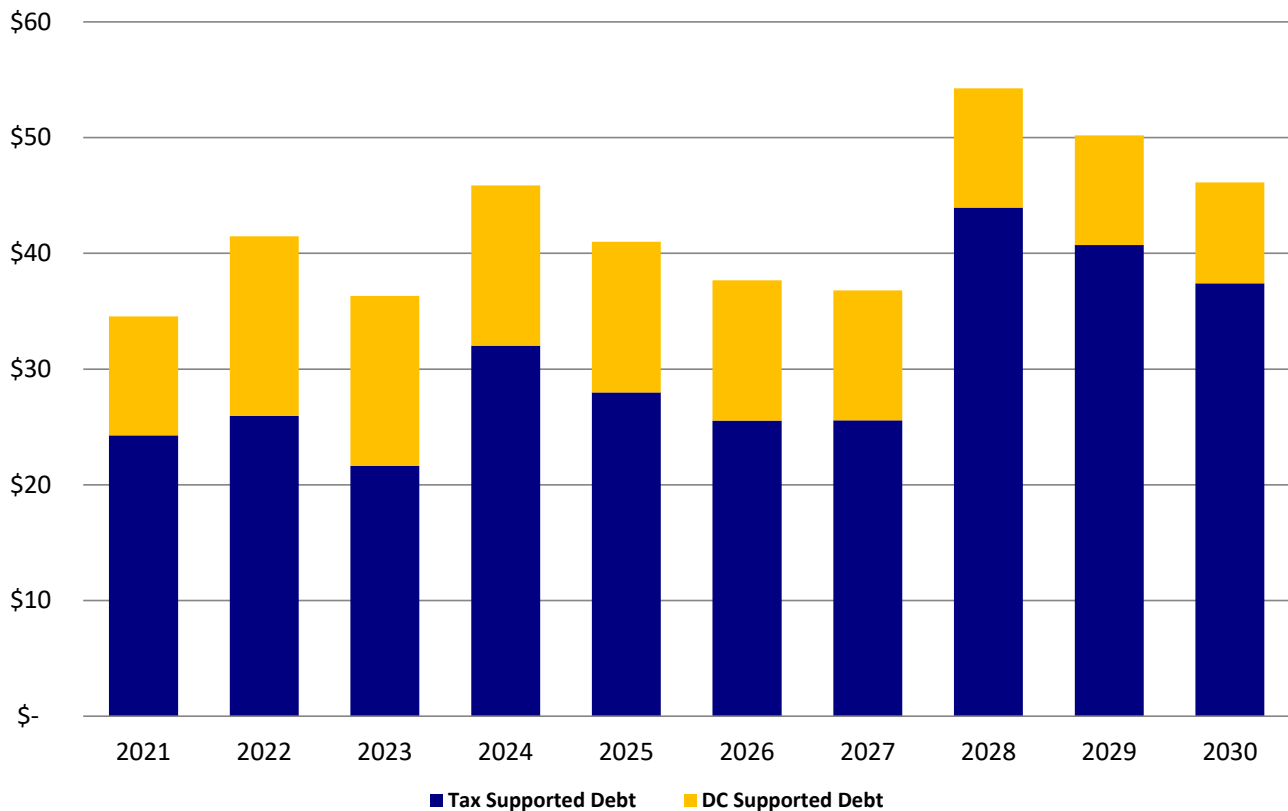
The 2021 – 2030 forecast anticipates the issuance of \$17.5 million for roads facility projects throughout the forecast; \$2.4 million for Riverstown Landfill Leachate System Development; \$2 million for the construction of the new Erin Library Branch and \$17.1 million in facility improvements.

Development Charge Supported Debt

As of December 31, 2020 County development charge supported debt totals \$9.2 million. The 2021 – 2030 forecast anticipates the issuance of \$5.7 million of development charge supported debt related to growth related portion of the Arthur roads facility project.

COUNTY OF WELLINGTON DEBT OUTSTANDING (2021-2030)

\$MILLION



LONG-TERM LIABILITIES AND DEBT

Debt Servicing Requirements

Debt servicing costs will top out at \$8.6 million (\$7.4 million tax supported, \$1.2 million growth supported) in 2023. Debt charges do not exceed 7.2% of the County tax levy over the ten-year plan.

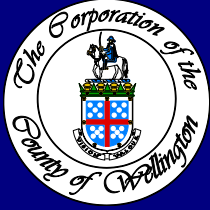
Year	Total Principal and Interest
2021	5,453,521
2022	6,010,085
2023	8,945,944
2024	6,413,391
2025	6,174,234
2026	4,486,921
2027	5,017,987
2028	6,070,488
2029	5,740,317
2030	5,596,217
2031-2040	40,316,136

Year	Tax Supported Principal	Tax Supported Interest	Total Tax Supported	DC Supported Principal	DC Supported Interest	Total DC Supported	Total Debt Servicing
2021	3,199,622	1,041,065	4,240,687	796,919	415,915	1,212,834	5,453,521
2022	3,767,589	971,969	4,739,558	819,568	450,959	1,270,527	6,010,085
2023	6,646,111	1,026,949	7,673,059	831,195	441,690	1,272,885	8,945,944
2024	4,137,340	998,848	5,136,189	847,081	430,121	1,277,202	6,413,391
2025	4,057,558	837,837	4,895,395	868,233	410,605	1,278,839	6,174,234
2026	2,475,958	732,116	3,208,074	888,660	390,187	1,278,847	4,486,921
2027	2,621,730	1,118,073	3,739,804	909,370	368,813	1,278,183	5,017,987
2028	3,434,313	1,358,187	4,792,500	931,371	346,616	1,277,987	6,070,488
2029	3,297,232	1,267,088	4,564,320	850,672	325,325	1,175,997	5,740,317
2030	3,385,067	1,176,844	4,561,910	759,283	275,024	1,034,306	5,596,217
2031-2040	23,359,456	7,595,191	30,954,647	7,969,374	1,392,115	9,361,489	40,316,136

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 2019 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 2019 Own Source Revenues (\$31.4 million) less all 2019 debt principal (\$3.9 million), debt interest (\$1.3 million) and payments for long term commitments and liabilities (\$5.9 million). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2021 is \$20.3 million.



Programme Overview

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

Programme Description

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

2021 Budget Highlights

- The Ontario Municipal Partnership Fund (OMPF) grant is budgeted at \$1,089,700 which is a drop in funding of \$192,200 (15%) from 2020. This represents a drop of over \$3.6 million in annual funding since 2012.
- Tax write-off estimates have been reduced by \$300,000 to \$1.0 million as this amount was a one-time increase in 2020 to deal with potential additional write-offs for farm properties that had flipped back to the residential class.
- Payment-in-lieu (PIL) and supplementary taxes have been estimated at \$2.3 million
- The County's share of MPAC's budget for property assessment services is estimated to be \$1,519,100
- Estimated investment interest of \$2.83 million is transferred to reserves and reserve funds
- Council has authorized the transfer of \$800,000 from the Tax Levy Stabilization Reserve from anticipated 2020 year-end surplus funds in order to get the overall tax impact below 1.25% in 2021 to assist residents and businesses during the COVID-19 pandemic



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

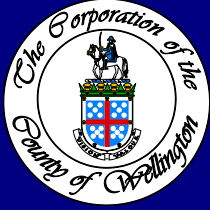
Governance: Administration, Finance and Human Resources Committee

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Property Taxation	\$102,762,079	\$101,943,800	\$106,479,835	\$107,834,900	\$111,160,900	\$3,326,000	3.1%
Grants & Subsidies	\$2,233,100	\$1,414,200	\$1,281,900	\$1,281,900	\$1,089,700	(\$192,200)	(15.0%)
Sales Revenue	\$18,300	\$18,400	\$4,535	\$18,800	\$19,200	\$400	2.1%
Other Revenue	\$3,075,464	\$3,154,000	\$1,707,110	\$2,744,000	\$2,837,000	\$93,000	3.4%
Internal Recoveries	\$34,875	\$42,500	\$35,053	\$42,500	\$42,500	\$ -	-
Total Revenue	\$108,123,818	\$106,572,900	\$109,508,433	\$111,922,100	\$115,149,300	\$3,327,200	2.9%
Expenditure							
Salaries, Wages and Benefits	\$47,194	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$30,488	\$23,300	\$16,020	\$28,500	\$29,300	\$800	2.8%
Purchased Services	\$2,221,916	\$2,309,900	\$2,604,110	\$2,344,500	\$2,380,600	\$36,100	1.5%
Insurance & Financial	\$1,409,794	\$1,306,800	(\$327,375)	\$1,612,200	\$1,365,600	(\$246,600)	(15.3%)
Total Expenditure	\$3,709,392	\$3,640,000	\$2,292,755	\$3,985,200	\$3,775,500	(\$209,700)	(5.3%)
Net Operating Cost / (Revenue)	(\$104,414,426)	(\$102,932,900)	(\$107,215,678)	(\$107,936,900)	(\$111,373,800)	(\$3,436,900)	3.2%
Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	(\$200,000)	(\$800,000)	(\$600,000)	300.0%
Transfers to Reserve	\$5,979,228	\$3,854,000	\$700,000	\$3,444,000	\$3,637,000	\$193,000	5.6%
Total Transfers	\$5,979,228	\$3,854,000	\$700,000	\$3,244,000	\$2,837,000	(\$407,000)	(12.5%)
NET COST / (REVENUE)	(\$98,435,198)	(\$99,078,900)	(\$106,515,678)	(\$104,692,900)	(\$108,536,800)	(\$3,843,900)	3.7%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	1,281,900	1,089,700	817,300	544,900	272,500						
Sales Revenue	18,800	19,200	19,600	20,000	20,400	20,800	21,200	21,200	21,800	22,500	23,200
Other Revenue	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	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	107,834,900	111,160,900	116,901,400	122,817,600	129,320,900	135,620,500	142,211,900	148,568,100	155,024,900	162,272,600	169,850,100
Total Revenue	111,922,100	115,149,300	120,712,800	126,457,000	132,793,300	138,930,800	145,637,600	152,113,800	158,571,200	165,819,600	173,397,800
EXPENDITURES											
Supplies, Material & Equipment	28,500	29,300	30,100	30,900	31,700	32,600	33,500	34,400	35,700	36,600	37,700
Purchased Services	2,344,500	2,380,600	2,451,500	2,524,400	2,599,300	2,676,700	2,756,400	2,838,900	2,923,300	3,012,400	3,103,800
Insurance & Financial	1,612,200	1,365,600	1,374,100	1,383,200	1,392,300	1,401,600	1,410,900	1,420,300	1,423,800	1,436,400	1,441,300
Total Expenditures	3,985,200	3,775,500	3,855,700	3,938,500	4,023,300	4,110,900	4,200,800	4,293,600	4,382,800	4,485,400	4,582,800
Net Operating Cost / (Revenue)	(107,936,900)	(111,373,800)	(116,857,100)	(122,518,500)	(128,770,000)	(134,819,900)	(141,436,800)	(147,820,200)	(154,188,400)	(161,334,200)	(168,815,000)
yr/yr % change		3.2%	4.9%	4.8%	5.1%	4.7%	4.9%	4.5%	4.3%	4.6%	4.6%
TRANSFERS											
Transfer from Reserves	(200,000)	(800,000)	(1,900,000)	(800,000)	(200,000)	(1,800,000)	(1,800,000)	(1,100,000)		(1,100,000)	
Transfer to Reserves	3,444,000	3,637,000	3,732,000	3,832,000	3,937,000	4,047,000	4,162,000	4,282,000	4,282,000	4,282,000	4,282,000
Total Transfers	3,244,000	2,837,000	1,832,000	3,032,000	3,737,000	2,247,000	2,362,000	3,182,000	4,282,000	3,182,000	4,282,000
TAX LEVY REQUIREMENT	(104,692,900)	(108,536,800)	(115,025,100)	(119,486,500)	(125,033,000)	(132,572,900)	(139,074,800)	(144,638,200)	(149,906,400)	(158,152,200)	(164,533,000)
yr/yr % change		3.7%	6.0%	3.9%	4.6%	6.0%	4.9%	4.0%	3.6%	5.5%	4.0%



Programme Overview

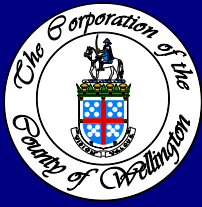
Programme/Service:	County Council
Department:	Administered by the Chief Administrative Officer
Governance:	Administration, Finance and Human Resources Committee

Programme Description

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

2021 Budget Highlights

- The 2021 budget provides for the salaries and benefits for Council members and various Council and Committee expenses.



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: **County Council**

Department: **Administered by the Chief Administrative Officer**

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

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	\$938,821	\$952,200	\$982,564	\$973,000	\$972,200	(\$800)	(0.1%)
Supplies, Material & Equipment	\$40,192	\$58,500	\$25,316	\$56,000	\$56,000	\$ -	-
Purchased Services	\$208,229	\$215,100	\$119,170	\$232,800	\$232,800	\$ -	-
Insurance & Financial	\$18,177	\$10,300	\$11,652	\$10,700	\$10,100	(\$600)	(5.6%)
Total Expenditure	\$1,205,419	\$1,236,100	\$1,138,702	\$1,272,500	\$1,271,100	(\$1,400)	(0.1%)
Net Operating Cost / (Revenue)	\$1,205,419	\$1,236,100	\$1,138,702	\$1,272,500	\$1,271,100	(\$1,400)	(0.1%)
Transfers							
NET COST / (REVENUE)	\$1,205,419	\$1,236,100	\$1,138,702	\$1,272,500	\$1,271,100	(\$1,400)	(0.1%)



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	973,000	972,200	994,800	1,020,400	1,047,200	1,077,200	1,110,700	1,145,100	1,180,600	1,217,300	1,254,900
Supplies, Material & Equipment	56,000	56,000	83,000	59,600	61,400	63,300	90,500	67,300	69,500	71,700	99,800
Purchased Services	232,800	232,800	240,000	247,300	255,000	262,900	271,100	279,400	287,900	296,300	305,400
Insurance & Financial	10,700	10,100	10,500	10,900	11,400	11,800	12,300	12,900	12,900	14,100	14,700
Total Expenditures	1,272,500	1,271,100	1,328,300	1,338,200	1,375,000	1,415,200	1,484,600	1,504,700	1,550,900	1,599,400	1,674,800
Net Operating Cost / (Revenue)	1,272,500	1,271,100	1,328,300	1,338,200	1,375,000	1,415,200	1,484,600	1,504,700	1,550,900	1,599,400	1,674,800
yr/yr % change		(0.1%)	4.5%	0.7%	2.7%	2.9%	4.9%	1.4%	3.1%	3.1%	4.7%
TRANSFERS											
Total Transfers											
TAX LEVY REQUIREMENT	1,272,500	1,271,100	1,328,300	1,338,200	1,375,000	1,415,200	1,484,600	1,504,700	1,550,900	1,599,400	1,674,800
yr/yr % change		(0.1%)	4.5%	0.7%	2.7%	2.9%	4.9%	1.4%	3.1%	3.1%	4.7%



Programme Overview

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

Programme Description

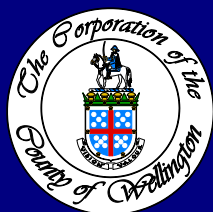
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

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

2021 Budget Highlights

- The annualization of the Asset Management Systems Analyst added in 2020. The addition of a System Administrator position is included in 2022.
- Increases have been made to software maintenance and licensing in 2021 (\$180,000) to address increases in Microsoft and Adobe licensing costs and additional staff use of the software.
- The 2021-30 capital forecast includes life cycle replacement activities for network, server, switches, phones, disaster recovery and electronic storage. Applications services implementations include continued work on the corporate asset management software and Kronos scheduling software for County Library Services. Information management forecasts life cycle updates to the County website and intranet.

Staff Complement (Full time equivalents)	2020	2021
CAO	1.0	1.0
Clerk's Office	6.7	6.7
Corporate Communications	5.3	5.3
Information Technology	21.7	22.0
Total	34.7	35.0
Current employee count: 35		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
User Fees & Charges	\$456	\$600	\$341	\$600	\$600	\$ -	-
Sales Revenue	\$16,821	\$20,000	\$7,671	\$20,000	\$20,000	\$ -	-
Other Revenue	\$163,148	\$14,800	\$25,800	\$25,800	\$22,000	(\$3,800)	(14.7%)
Internal Recoveries	\$1,854,110	\$1,854,000	\$1,793,300	\$1,793,300	\$1,605,800	(\$187,500)	(10.5%)
Total Revenue	\$2,034,535	\$1,889,400	\$1,827,112	\$1,839,700	\$1,648,400	(\$191,300)	(10.4%)
Expenditure							
Salaries, Wages and Benefits	\$3,656,659	\$3,743,700	\$3,776,157	\$3,937,000	\$3,992,700	\$55,700	1.4%
Supplies, Material & Equipment	\$140,551	\$198,500	\$208,602	\$183,400	\$194,900	\$11,500	6.3%
Purchased Services	\$1,448,091	\$1,212,000	\$1,064,978	\$1,340,100	\$1,525,300	\$185,200	13.8%
Insurance & Financial	\$74,731	\$81,600	\$118,792	\$115,400	\$122,600	\$7,200	6.2%
Internal Charges	\$633	\$2,000	\$501	\$2,100	\$2,100	\$ -	-
Total Expenditure	\$5,320,665	\$5,237,800	\$5,169,030	\$5,578,000	\$5,837,600	\$259,600	4.7%
Net Operating Cost / (Revenue)	\$3,286,130	\$3,348,400	\$3,341,918	\$3,738,300	\$4,189,200	\$450,900	12.1%
Transfers							
Transfer to Capital	\$320,000	\$320,000	\$262,000	\$262,000	\$ -	(\$262,000)	(100.0%)
Transfers to Reserve	\$148,453	\$ -	\$ -	\$ -	\$300,000	\$300,000	-
Total Transfers	\$468,453	\$320,000	\$262,000	\$262,000	\$300,000	\$38,000	14.5%
NET COST / (REVENUE)	\$3,754,583	\$3,668,400	\$3,603,918	\$4,000,300	\$4,489,200	\$488,900	12.2%



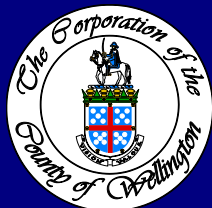
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Office of the CAO/Clerk

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
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	25,800	22,000	22,600	23,200	23,800	24,400	25,000	25,600	26,300	27,100	27,900
Internal Recoveries	1,793,300	1,605,800	1,653,900	1,703,600	1,754,700	1,807,200	1,861,500	1,917,400	1,975,000	2,034,100	2,095,200
Total Revenue	1,839,700	1,648,400	1,697,100	1,747,400	1,799,100	1,852,200	1,907,100	1,963,600	2,021,900	2,081,800	2,143,700
EXPENDITURES											
Salaries, Wages and Benefits	3,937,000	3,992,700	4,191,800	4,331,400	4,466,400	4,608,200	4,763,800	4,919,900	5,080,100	5,248,700	5,421,600
Supplies, Material & Equipment	183,400	194,900	203,700	199,700	208,800	218,400	241,000	237,900	245,800	252,800	259,500
Purchased Services	1,340,100	1,525,300	1,567,900	1,608,400	1,649,900	1,692,700	1,736,800	1,781,800	1,832,200	1,880,000	1,931,400
Insurance & Financial	115,400	122,600	126,800	129,900	132,900	136,100	139,300	142,700	145,200	149,800	153,800
Internal Charges	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Total Expenditures	5,578,000	5,837,600	6,092,300	6,271,500	6,460,100	6,657,500	6,883,000	7,084,400	7,305,400	7,533,400	7,768,400
Net Operating Cost / (Revenue)	3,738,300	4,189,200	4,395,200	4,524,100	4,661,000	4,805,300	4,975,900	5,120,800	5,283,500	5,451,600	5,624,700
yr/yr % change		12.1%	4.9%	2.9%	3.0%	3.1%	3.6%	2.9%	3.2%	3.2%	3.2%
TRANSFERS											
Transfer to Capital	262,000										
Transfer to Reserves		300,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Total Transfers	262,000	300,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
TAX LEVY REQUIREMENT	4,000,300	4,489,200	4,845,200	4,974,100	5,111,000	5,255,300	5,425,900	5,570,800	5,733,500	5,901,600	6,074,700
yr/yr % change		12.2%	7.9%	2.7%	2.8%	2.8%	3.2%	2.7%	2.9%	2.9%	2.9%



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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Office of the CAO/Clerk											
Technical Services											
IT Van					50,000					50,000	100,000
Wifi Unit Replacement	100,000					100,000					200,000
Main Core Switches	120,000	30,000						135,000	35,000		320,000
Back up Server Replacement		35,000					40,000				75,000
Advanced Malware Security							50,000				50,000
Server Replacement		60,000	110,000	110,000			70,000	115,000	115,000		580,000
A/C Cooling 138 Wyndham St		80,000									80,000
Storage Replacement			200,000	200,000				240,000	240,000		880,000
Network Replacement			110,000	110,000			100,000			120,000	440,000
Disaster Recovery A/C Replacement			50,000								50,000
Archive Storage Replacement			40,000		40,000			45,000		45,000	170,000
Server Expansion				50,000							50,000
Storage Expansion				40,000							40,000
Point to Point Radios Guelph					35,000					40,000	75,000
Disaster Recovery UPS Replacement					50,000					50,000	100,000
Phone Set Replacement					200,000						200,000
UPS Data Centre 138 Wyndham St						80,000					80,000
Network Equipment UPS Replacement							50,000				50,000
Firewall and VPN Replacement							80,000				80,000
Total Technical Services	220,000	205,000	510,000	510,000	375,000	180,000	390,000	535,000	390,000	305,000	3,620,000
Application Services											
Asset Management Software	50,000										50,000
Kronos: Library	160,000										160,000
Human Resources Management System		150,000									150,000
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
Phone Gateway Replacement				90,000							90,000
Total Application Services	210,000	350,000	200,000	290,000	200,000	200,000	200,000	200,000	200,000	200,000	2,250,000
Information Management											
Intranet Upgrade				70,000						70,000	140,000
County Website Upgrade		67,000					67,000				134,000
Total Information Management		67,000		70,000			67,000			70,000	274,000
Total	430,000	622,000	710,000	870,000	575,000	380,000	657,000	735,000	590,000	575,000	6,144,000
Sources of Financing											
Recoveries	51,000	97,000	117,000	154,000	75,000	41,000	105,000	122,000	89,000	75,000	926,000
Reserves	329,000	525,000	593,000	716,000	500,000	339,000	552,000	613,000	501,000	500,000	5,168,000
Federal Gas Tax	50,000										50,000
Total Financing	430,000	622,000	710,000	870,000	575,000	380,000	657,000	735,000	590,000	575,000	6,144,000



Programme Overview

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

Programme Description

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

- Provide advice and recommendations to Council on all financial matters affecting the Corporation
- Ensure the long term financial health of the Corporation
- Develop, recommend and implement corporate financial and procurement policies
- Financial Services responsibilities include: corporate budget development; financial management; accounting and reporting; development and administration of corporate financial policies; property tax policy; assessment base management; cash and investment management; performance measurement; as well as asset management and reporting.
- 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.

2021 Budget Highlights

- The annualization of two full-time permanent Asset Management Analyst positions added in 2020 as well as the annualization of a two-year contract GIS Technician for Asset Management
- 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
- Costs related to the coordination of Asset Management activities with our member municipalities are funded using the County's Provincial Modernization grant.
- A new Development Charge Background Study is scheduled to be updated over 2021 and 2022

Staff Complement (Full time equivalents)	2020	2021
Financial Services	11.9	11.9
Asset Management	1.9	4.0
Purchasing and Risk Management	2.3	2.3
Total	16.1	18.2
Current employee count: 21		
The current employee count includes two Treasury staff members working in Social Services.		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

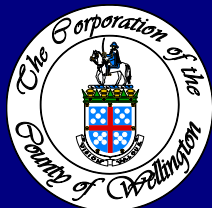
Governance: Administration, Finance and Human Resources Committee

	2019 Actuals	2019 Budget	2020 Preliminary	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Other Revenue	\$101,525	\$6,400	\$783	\$700	\$1,700	\$1,000	142.9%
Internal Recoveries	\$539,126	\$538,600	\$576,100	\$576,100	\$561,000	(\$15,100)	(2.6%)
Total Revenue	\$640,651	\$545,000	\$576,883	\$576,800	\$562,700	(\$14,100)	(2.4%)
Expenditure							
Salaries, Wages and Benefits	\$1,775,543	\$1,746,000	\$1,833,941	\$2,108,700	\$2,059,300	(\$49,400)	(2.3%)
Supplies, Material & Equipment	\$41,868	\$52,700	\$50,585	\$44,100	\$51,600	\$7,500	17.0%
Purchased Services	\$317,240	\$370,400	\$235,396	\$487,000	\$565,700	\$78,700	16.2%
Transfer Payments	\$ -	\$ -	\$ -	\$100,000	\$ -	(\$100,000)	(100.0%)
Insurance & Financial	\$223,611	\$191,000	\$97,059	\$199,300	\$206,900	\$7,600	3.8%
Internal Charges	\$1,936	\$3,000	\$1,349	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$2,360,198	\$2,363,100	\$2,218,330	\$2,942,100	\$2,886,500	(\$55,600)	(1.9%)
Net Operating Cost / (Revenue)	\$1,719,547	\$1,818,100	\$1,641,447	\$2,365,300	\$2,323,800	(\$41,500)	(1.8%)
Transfers							
Transfer from Reserve	(\$108,301)	(\$164,600)	\$ -	(\$582,100)	(\$401,800)	\$180,300	(31.0%)
Transfers to Reserve	\$150,000	\$150,000	\$150,000	\$150,000	\$175,000	\$25,000	16.7%
Total Transfers	\$41,699	(\$14,600)	\$150,000	(\$432,100)	(\$226,800)	\$205,300	(47.5%)
NET COST / (REVENUE)	\$1,761,246	\$1,803,500	\$1,791,447	\$1,933,200	\$2,097,000	\$163,800	8.5%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Other Revenue	700	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500	2,600
Internal Recoveries	576,100	561,000	577,800	595,100	612,900	631,300	650,200	669,600	689,700	710,400	731,600
Total Revenue	576,800	562,700	579,600	597,000	614,900	633,400	652,400	671,900	692,100	712,900	734,200
EXPENDITURES											
Salaries, Wages and Benefits	2,108,700	2,059,300	2,117,900	2,141,600	2,221,900	2,298,200	2,373,900	2,451,900	2,532,200	2,616,700	2,703,900
Supplies, Material & Equipment	44,100	51,600	45,100	46,000	46,900	47,800	48,700	49,600	50,500	52,000	53,300
Purchased Services	487,000	565,700	565,400	527,900	539,600	551,400	613,800	627,900	593,000	607,200	624,300
Transfer Payments	100,000										
Insurance & Financial	199,300	206,900	210,700	213,300	217,400	221,700	225,700	230,000	233,800	238,700	242,100
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditures	2,942,100	2,886,500	2,942,100	2,931,800	3,028,800	3,122,100	3,265,100	3,362,400	3,412,500	3,517,600	3,626,600
Net Operating Cost / (Revenue)	2,365,300	2,323,800	2,362,500	2,334,800	2,413,900	2,488,700	2,612,700	2,690,500	2,720,400	2,804,700	2,892,400
yr/yr % change		(1.8%)	1.7%	(1.2%)	3.4%	3.1%	5.0%	3.0%	1.1%	3.1%	3.1%
TRANSFERS											
Transfer from Reserves	(582,100)	(401,800)	(275,400)	(180,100)	(182,800)	(185,600)	(233,400)	(236,200)	(194,100)	(197,200)	(197,200)
Transfer to Reserves	150,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Transfers	(432,100)	(226,800)	(100,400)	(5,100)	(7,800)	(10,600)	(58,400)	(61,200)	(19,100)	(22,200)	(22,200)
TAX LEVY REQUIREMENT	1,933,200	2,097,000	2,262,100	2,329,700	2,406,100	2,478,100	2,554,300	2,629,300	2,701,300	2,782,500	2,870,200
yr/yr % change		8.5%	7.9%	3.0%	3.3%	3.0%	3.1%	2.9%	2.7%	3.0%	3.2%



Programme Overview

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

Programme Description

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

2021 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.
- The addition of a Health and Safety Assistant position is included in the forecast in 2022.

Staff Complement (Full time equivalents)	2020	2021
Human Resources	10.3	10.3
Health and Safety	1.0	1.0
Accessibility Advisory Committee	1.0	1.0
Total	12.3	12.3
Current employee count: 15		
The Current employee count includes three HR staff members working at Wellington Terrace and partially budgeted in HR		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

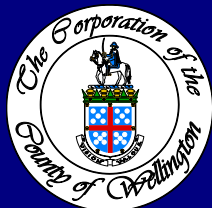
Governance: Administration, Finance and Human Resources Committee

	2019 Actuals	2019 Budget	2020 Preliminary	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Other Revenue	\$12,805	\$15,000	\$26,400	\$26,400	\$26,800	\$400	1.5%
Internal Recoveries	\$1,052,976	\$1,050,800	\$896,600	\$896,600	\$944,000	\$47,400	5.3%
Total Revenue	\$1,065,781	\$1,065,800	\$923,000	\$923,000	\$970,800	\$47,800	5.2%
Expenditure							
Salaries, Wages and Benefits	\$1,594,063	\$1,560,900	\$1,571,363	\$1,388,700	\$1,434,100	\$45,400	3.3%
Supplies, Material & Equipment	\$185,596	\$135,300	\$72,695	\$133,700	\$156,100	\$22,400	16.8%
Purchased Services	\$487,823	\$458,800	\$467,704	\$666,600	\$696,500	\$29,900	4.5%
Transfer Payments	\$80,000	\$70,000	\$83,063	\$90,000	\$90,000	\$ -	-
Insurance & Financial	\$266,554	\$266,300	\$275,632	\$276,100	\$283,000	\$6,900	2.5%
Internal Charges	\$1,106	\$1,500	\$1,336	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$2,615,142	\$2,492,800	\$2,471,793	\$2,556,600	\$2,661,200	\$104,600	4.1%
Net Operating Cost / (Revenue)	\$1,549,361	\$1,427,000	\$1,548,793	\$1,633,600	\$1,690,400	\$56,800	3.5%
Transfers							
Transfer from Reserve	(\$513,364)	(\$419,200)	(\$352,378)	(\$568,200)	(\$582,200)	(\$14,000)	2.5%
Total Transfers	(\$513,364)	(\$419,200)	(\$352,378)	(\$568,200)	(\$582,200)	(\$14,000)	2.5%
NET COST / (REVENUE)	\$1,035,997	\$1,007,800	\$1,196,415	\$1,065,400	\$1,108,200	\$42,800	4.0%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Other Revenue	26,400	26,800	27,600	28,400	29,300	30,200	31,100	32,000	33,000	34,000	35,000
Internal Recoveries	896,600	944,000	972,300	1,001,500	1,031,600	1,062,600	1,094,500	1,127,400	1,161,200	1,196,100	1,232,000
Total Revenue	923,000	970,800	999,900	1,029,900	1,060,900	1,092,800	1,125,600	1,159,400	1,194,200	1,230,100	1,267,000
EXPENDITURES											
Salaries, Wages and Benefits	1,388,700	1,434,100	1,561,000	1,644,500	1,706,200	1,761,900	1,823,200	1,883,600	1,944,700	2,009,200	2,075,100
Supplies, Material & Equipment	133,700	156,100	135,300	139,000	142,800	146,600	150,500	154,500	158,400	162,300	166,700
Purchased Services	666,600	696,500	816,500	767,900	797,700	813,200	869,000	845,100	861,700	878,400	898,600
Transfer Payments	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Insurance & Financial	276,100	283,000	285,900	287,600	289,000	290,300	291,500	292,900	293,800	305,400	306,900
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	2,556,600	2,661,200	2,890,200	2,930,500	3,027,200	3,103,500	3,225,700	3,267,600	3,350,100	3,446,800	3,538,800
Net Operating Cost / (Revenue)	1,633,600	1,690,400	1,890,300	1,900,600	1,966,300	2,010,700	2,100,100	2,108,200	2,155,900	2,216,700	2,271,800
yr/yr % change		3.5%	11.8%	0.5%	3.5%	2.3%	4.4%	0.4%	2.3%	2.8%	2.5%
TRANSFERS											
Transfer from Reserves	(568,200)	(582,200)	(611,600)	(598,200)	(611,300)	(625,900)	(640,900)	(654,000)	(665,900)	(688,300)	(702,100)
Total Transfers	(568,200)	(582,200)	(611,600)	(598,200)	(611,300)	(625,900)	(640,900)	(654,000)	(665,900)	(688,300)	(702,100)
TAX LEVY REQUIREMENT											
	1,065,400	1,108,200	1,278,700	1,302,400	1,355,000	1,384,800	1,459,200	1,454,200	1,490,000	1,528,400	1,569,700
yr/yr % change		4.0%	15.4%	1.9%	4.0%	2.2%	5.4%	(0.3%)	2.5%	2.6%	2.7%



Programme Overview

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

Programme Description

Maintenance, improvements and operations of County owned facilities including:

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

2021 Budget Highlights

- Staffing changes include:
 - A new Property Services Coordinator for Asset Management on a one-year contract to develop and maintain the asset registry in City Wide.
 - A new Maintenance Worker to attend to County roads garages maintenance and upkeep
 - Additional cleaning hours for 2021 in order to maintain the extra cleaning currently in place for all County buildings during the ongoing pandemic
- The budget provides for rent and operating expenses associated with the above noted properties
- The capital budget includes provisions for improvements at County Facilities and vehicle lifecycle replacements. A provision for the expansion of the Administration Centre is included in 2028.

Staff Complement (Full time equivalents)		
	2020	2021
Property Maintenance	5.8	7.8
Office Cleaning	5.6	6.3
Construction and Property Manager	1.0	1.0
Total	12.4	15.1
Current employee count: 16		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Licenses, Permits and Rents	\$1,266,519	\$1,170,200	\$1,177,882	\$1,207,300	\$1,242,700	\$35,400	2.9%
User Fees & Charges	\$154,027	\$165,000	\$160,512	\$155,000	\$158,000	\$3,000	1.9%
Other Revenue	\$32,668	\$28,100	\$27,100	\$22,300	\$27,500	\$5,200	23.3%
Internal Recoveries	\$679,675	\$720,800	\$683,648	\$701,200	\$828,300	\$127,100	18.1%
Total Revenue	\$2,132,889	\$2,084,100	\$2,049,142	\$2,085,800	\$2,256,500	\$170,700	8.2%
Expenditure							
Salaries, Wages and Benefits	\$1,001,207	\$920,100	\$1,026,408	\$1,061,200	\$1,220,900	\$159,700	15.0%
Supplies, Material & Equipment	\$187,604	\$198,400	\$178,021	\$199,500	\$217,500	\$18,000	9.0%
Purchased Services	\$923,565	\$827,000	\$791,764	\$862,100	\$955,800	\$93,700	10.9%
Insurance & Financial	\$55,149	\$60,500	\$59,829	\$64,000	\$70,500	\$6,500	10.2%
Minor Capital Expenses	\$81,752	\$102,000	\$16,895	\$20,500	\$86,500	\$66,000	322.0%
Debt Charges	\$509,035	\$515,200	\$289,659	\$291,700	\$292,100	\$400	0.1%
Internal Charges	\$1,295	\$ -	\$10,869	\$ -	\$ -	\$ -	-
Total Expenditure	\$2,759,607	\$2,623,200	\$2,373,861	\$2,499,000	\$2,843,300	\$344,300	13.8%
Net Operating Cost / (Revenue)	\$626,718	\$539,100	\$324,719	\$413,200	\$586,800	\$173,600	42.0%
Transfers							
Transfer from Reserve	(\$44,195)	(\$77,000)	\$ -	\$ -	(\$128,000)	(\$128,000)	-
Transfers to Reserve	\$778,172	\$810,900	\$650,000	\$773,800	\$754,300	(\$19,500)	(2.5%)
Total Transfers	\$733,977	\$733,900	\$650,000	\$773,800	\$626,300	(\$147,500)	(19.1%)
NET COST / (REVENUE)	\$1,360,695	\$1,273,000	\$974,719	\$1,187,000	\$1,213,100	\$26,100	2.2%



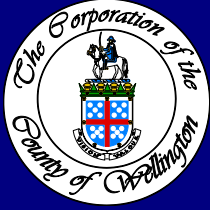
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Property Services

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Licenses, Permits and Rents	1,207,300	1,242,700	1,243,200	1,242,300	1,240,700	1,247,000	1,242,600	1,245,200	1,245,400	1,246,400	1,248,900
User Fees & Charges	155,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000
Other Revenue	22,300	27,500	28,200	29,000	29,800	30,600	31,400	32,300	33,200	34,100	35,000
Internal Recoveries	701,200	828,300	798,400	802,400	831,600	953,600	923,300	980,200	967,900	986,100	1,055,800
Total Revenue	2,085,800	2,256,500	2,227,800	2,231,700	2,260,100	2,389,200	2,355,300	2,415,700	2,404,500	2,424,600	2,497,700
EXPENDITURES											
Salaries, Wages and Benefits	1,061,200	1,220,900	1,158,200	1,195,500	1,232,600	1,273,000	1,315,300	1,358,000	1,401,900	1,447,900	1,495,900
Supplies, Material & Equipment	199,500	217,500	211,700	216,100	220,600	225,200	229,800	234,500	239,700	245,100	250,800
Purchased Services	862,100	955,800	978,100	1,014,200	1,046,500	1,085,900	1,126,700	1,169,200	1,181,000	1,223,600	1,236,000
Insurance & Financial	64,000	70,500	69,100	70,000	71,000	72,100	73,300	74,300	75,100	78,200	79,400
Minor Capital Expenses	20,500	86,500	30,500	6,000	10,500	105,000	50,000	68,000	33,500	20,000	70,000
Debt Charges	291,700	292,100	291,300	291,200	291,900	189,000	188,300	188,400	617,700	1,673,700	1,674,000
Total Expenditures	2,499,000	2,843,300	2,738,900	2,793,000	2,873,100	2,950,200	2,983,400	3,092,400	3,548,900	4,688,500	4,806,100
Net Operating Cost / (Revenue)	413,200	586,800	511,100	561,300	613,000	561,000	628,100	676,700	1,144,400	2,263,900	2,308,400
yr/yr % change		42.0%	(12.9%)	9.8%	9.2%	(8.5%)	12.0%	7.7%	69.1%	97.8%	2.0%
TRANSFERS											
Transfer from Reserves		(128,000)									
Transfer to Reserves	773,800	754,300	754,300	754,300	754,300	754,300	754,300	754,300	754,300	754,100	754,100
Total Transfers	773,800	626,300	754,300	754,300	754,300	754,300	754,300	754,300	754,300	754,100	754,100
TAX LEVY REQUIREMENT	1,187,000	1,213,100	1,265,400	1,315,600	1,367,300	1,315,300	1,382,400	1,431,000	1,898,700	3,018,000	3,062,500
yr/yr % change		2.2%	4.3%	4.0%	3.9%	(3.8%)	5.1%	3.5%	32.7%	59.0%	1.5%



County of Wellington
10 Year Capital Budget
Property Services

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Property Services											
Facility Improvements											
129 Wyndham: Tenant Elevator	50,000										50,000
133 Wyndham Residential Kitchens & Bath							48,000				48,000
15 Douglas St: Windows	120,000										120,000
21 Douglas: HVAC Pump Replacement					25,000						25,000
Admin Centre: Elevator		70,000									70,000
Admin Centre: Expansion								23,100,000			23,100,000
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: Pedestrian Paving				45,000							45,000
Building Condition Audits	47,000										47,000
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
Property Building Retrofits	135,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,035,000
Total Facility Improvements	403,000	989,000	200,000	145,000	205,000	182,000	183,000	23,395,000	100,000	230,000	26,032,000
Vehicles and Equipment											
Replace Maintenance 1/2 Tonne Van			50,000								50,000
Replace Maintenance Pickup					45,000						45,000
Replace Maintenance Van					50,000						50,000
Total Vehicles and Equipment			50,000		95,000						145,000
Total	403,000	989,000	250,000	145,000	300,000	182,000	183,000	23,395,000	100,000	230,000	26,177,000
Sources of Financing											
Reserves	403,000	989,000	250,000	145,000	300,000	182,000	183,000	6,295,000	100,000	230,000	9,077,000
Debenture								17,100,000			17,100,000
Total Financing	403,000	989,000	250,000	145,000	300,000	182,000	183,000	23,395,000	100,000	230,000	26,177,000



Programme Overview

Programme/Service:

Grants and Contributions

Department:

Administered by Treasury

Governance:

Administration, Finance and Human Resources Committee

Programme Description

This budget contains the estimates for:

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

2021 Budget Highlights

- The 2021 Community Grants budget is set at \$76,300, with an additional \$8,500 available for scholarships
- Debt charges relate to the community hospital grants issued in 2019

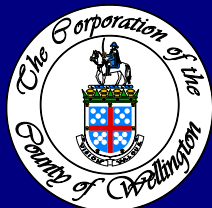
**COUNTY OF WELLINGTON****2021 OPERATING BUDGET****Programme/Service: Grants and Contributions****Department: Administered by Treasury****Governance: Administration, Finance and Human Resources Committee**

	2019 Actuals	2019 Budget	2020 Preliminary	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Expenditure							
Purchased Services	\$828	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfer Payments	\$62,180	\$59,300	\$75,180	\$84,800	\$84,800	\$ -	-
Debt Charges	\$21,030	\$173,300	\$375,943	\$376,600	\$377,000	\$400	0.1%
Total Expenditure	\$84,038	\$232,600	\$451,123	\$461,400	\$461,800	\$400	0.1%
Net Operating Cost / (Revenue)	\$84,038	\$232,600	\$451,123	\$461,400	\$461,800	\$400	0.1%
Transfers							
Transfer from Reserve	(\$2,328)	\$ -	\$ -	(\$3,000)	(\$3,000)	\$ -	-
Total Transfers	(\$2,328)	\$ -	\$ -	(\$3,000)	(\$3,000)	\$ -	-
NET COST / (REVENUE)	\$81,710	\$232,600	\$451,123	\$458,400	\$458,800	\$400	0.1%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	84,800	84,800	84,800	84,800	84,800	84,800	84,800	84,800	84,800	84,800	84,800
Debt Charges	376,600	377,000	376,300	375,500	375,700	376,800	376,600	377,000	376,200	377,100	377,800
Total Expenditures	461,400	461,800	461,100	460,300	460,500	461,600	461,400	461,800	461,000	461,900	462,600
Net Operating Cost / (Revenue)	461,400	461,800	461,100	460,300	460,500	461,600	461,400	461,800	461,000	461,900	462,600
yr/yr % change		0.1%	(0.2%)	(0.2%)		0.2%		0.1%	(0.2%)	0.2%	0.2%
TRANSFERS											
Transfer from Reserves	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Total Transfers	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
TAX LEVY REQUIREMENT	458,400	458,800	458,100	457,300	457,500	458,600	458,400	458,800	458,000	458,900	459,600
yr/yr % change		0.1%	(0.2%)	(0.2%)		0.2%		0.1%	(0.2%)	0.2%	0.2%



Programme Overview

Programme/Service:	Economic Development
Department:	Wellington County Museum and Archives
Governance:	Economic Development Committee

Programme Description

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

The Economic Development Department provides:

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

2021 Budget Highlights

- COVID-19 Business Recovery Fund (\$200,000) – one-time funding is being provided in the 2021 budget to assist local businesses in the recovery from COVID-19.
- Smart Cities initiative "Our Food Future" - 2021 marks the second year of this 4 year initiative
- Ride Well Community Transportation initiative has been adjusted based on the level of service currently being provided.
- County-wide Business Retention and Expansion (\$175,000), Community Improvement Plan Implementation Funds (\$160,000)
- SWIFT 2.0 is an Economic Development new capital initiative beginning in 2021 and will complete the local giga-byte fibre optic broadband buildout. The Economic Development Reserves commits \$800,000 in each of 2021-2025

Staff Complement (Full time equivalents)		
Economic Development	7.0	7.0
Total	7.0	7.0
Current employee count: 5		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

Governance: Administration, Finance and Human Resources Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$43,986	\$133,400	\$67,340	\$338,000	\$369,800	\$31,800	9.4%
User Fees & Charges	\$33,250	\$156,500	\$32,574	\$66,500	\$66,500	\$ -	-
Sales Revenue	\$9,346	\$ -	\$1,972	\$5,000	\$ -	(\$5,000)	(100.0%)
Total Revenue	\$86,582	\$289,900	\$101,886	\$409,500	\$436,300	\$26,800	6.5%
Expenditure							
Salaries, Wages and Benefits	\$534,448	\$537,300	\$544,597	\$667,000	\$655,100	(\$11,900)	(1.8%)
Supplies, Material & Equipment	\$30,697	\$42,200	\$56,722	\$164,300	\$141,300	(\$23,000)	(14.0%)
Purchased Services	\$397,815	\$557,600	\$366,869	\$700,300	\$701,900	\$1,600	0.2%
Transfer Payments	\$392,607	\$420,000	\$348,105	\$487,500	\$672,500	\$185,000	37.9%
Insurance & Financial	\$10,966	\$26,600	\$11,360	\$14,800	\$14,400	(\$400)	(2.7%)
Internal Charges	\$6,189	\$ -	\$1,232	\$8,000	\$8,000	\$ -	-
Total Expenditure	\$1,372,722	\$1,583,700	\$1,328,885	\$2,041,900	\$2,193,200	\$151,300	7.4%
Net Operating Cost / (Revenue)	\$1,286,140	\$1,293,800	\$1,226,999	\$1,632,400	\$1,756,900	\$124,500	7.6%
Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	(\$200,000)	(\$200,000)	-
Transfers to Reserve	\$150,000	\$150,000	\$150,000	\$150,000	\$400,000	\$250,000	166.7%
Total Transfers	\$150,000	\$150,000	\$150,000	\$150,000	\$200,000	\$50,000	33.3%
NET COST / (REVENUE)	\$1,436,140	\$1,443,800	\$1,376,999	\$1,782,400	\$1,956,900	\$174,500	9.8%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	338,000	369,800	413,000	246,400							
User Fees & Charges	66,500	66,500	99,200	46,500	26,500	26,500	26,500	26,500	27,100	27,500	27,700
Sales Revenue	5,000										
Total Revenue	409,500	436,300	512,200	292,900	26,500	26,500	26,500	26,500	27,100	27,500	27,700
EXPENDITURES											
Salaries, Wages and Benefits	667,000	655,100	605,800	589,500	636,400	658,400	681,100	703,500	726,600	750,600	775,400
Supplies, Material & Equipment	164,300	141,300	144,900	85,500	32,100	32,700	33,300	33,900	34,500	35,800	36,800
Purchased Services	700,300	701,900	792,000	556,700	338,000	349,100	360,500	372,100	384,400	396,600	408,000
Transfer Payments	487,500	672,500	457,500	442,500	427,500	427,500	427,500	427,500	427,500	427,500	427,500
Insurance & Financial	14,800	14,400	13,200	13,000	14,000	14,300	14,800	15,400	15,800	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	8,000
Total Expenditures	2,041,900	2,193,200	2,021,400	1,695,200	1,456,000	1,490,000	1,525,200	1,560,400	1,596,800	1,635,000	1,672,800
Net Operating Cost / (Revenue)	1,632,400	1,756,900	1,509,200	1,402,300	1,429,500	1,463,500	1,498,700	1,533,900	1,569,700	1,607,500	1,645,100
yr/yr % change		7.6%	(14.1%)	(7.1%)	1.9%	2.4%	2.4%	2.3%	2.3%	2.4%	2.3%
TRANSFERS											
Transfer from Reserves		(200,000)									
Transfer to Reserves	150,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Total Transfers	150,000	200,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
TAX LEVY REQUIREMENT	1,782,400	1,956,900	1,909,200	1,802,300	1,829,500	1,863,500	1,898,700	1,933,900	1,969,700	2,007,500	2,045,100
yr/yr % change		9.8%	(2.4%)	(5.6%)	1.5%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%



County of Wellington
10 Year Capital Budget
Economic Development

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Economic Development											
SWIFT 2.0 Implementation	800,000	800,000	800,000	800,000	800,000						4,000,000
Total	800,000	800,000	800,000	800,000	800,000						4,000,000
Sources of Financing											
Reserves	800,000	800,000	800,000	800,000	800,000						4,000,000
Total Financing	800,000	800,000	800,000	800,000	800,000						4,000,000



Programme Overview

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

Programme Description

Safety, asset preservation, and the provision of an efficient transportation network for the movement of people and products, drive most of the activities associated with the Roads Division. Engineering Services is financially responsible for 1,440 lane km of roadways, 105 bridges, 94 culverts and operates 39 sets of traffic signals, 10 roundabouts and 19,000 linear metres of guide rails. Operations are run out of 8 garage facilities, which include 8 storage structures, and 10 sand and salt domes. Roads fleet is made up of 65 licenced vehicles and 52 unlicensed vehicles and equipment.

2021 Budget Highlights

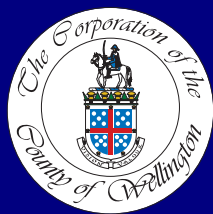
Capital works of \$22.1 million planned for 2021 include:

- \$4.8 million for bridge and culvert replacement and rehabilitation work; \$5.2 million for road reconstruction; \$1.9 million in growth-related construction; \$3.6 million for asphalt resurfacing; \$2.5 million for asset management and engineering activities; \$1.6 million in facilities and \$2.5 million for equipment replacement.
- The roads ten-year capital forecast includes the issuance of \$25.2 million in debt, funding the construction of three County garages: Arthur, Erin / Brucedale, and Harriston; as well as the reconstruction of Wellington Road 109 Conestogo River Bridge 5.

Operating impacts in 2021:

- Winter Control budget of \$6.6 million
- Annualization of Construction Technologist and Infrastructure Technical Analyst positions
- \$109,700 increase to sand, salt and deicer budget for Winter Control costs

Staff Complement (Full time equivalents)	2020	2021
Hourly (field) staff	55.1	55.1
Salaried staff	13.6	14.1
Total	68.7	69.2
Current employee count: 86		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Roads and Bridges

Department: Engineering Services

Governance: Roads Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$12,924	\$ -	\$ -	\$ -	\$ -	\$ -	-
Municipal Recoveries	\$946,341	\$823,600	\$740,407	\$931,100	\$939,300	\$8,200	0.9%
User Fees & Charges	\$356,440	\$360,000	\$305,374	\$358,000	\$358,000	\$ -	-
Sales Revenue	\$392,342	\$400,000	\$197,880	\$400,000	\$420,000	\$20,000	5.0%
Other Revenue	\$12,250	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Recoveries	\$1,985,181	\$2,014,100	\$1,788,365	\$2,005,300	\$2,013,700	\$8,400	0.4%
Other Financing	\$45,412	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$3,750,890	\$3,597,700	\$3,032,026	\$3,694,400	\$3,731,000	\$36,600	1.0%
Expenditure							
Salaries, Wages and Benefits	\$5,926,003	\$5,977,400	\$5,269,641	\$6,308,700	\$6,354,900	\$46,200	0.7%
Supplies, Material & Equipment	\$6,565,446	\$6,058,100	\$4,942,232	\$6,724,400	\$6,845,600	\$121,200	1.8%
Purchased Services	\$2,285,786	\$1,824,700	\$1,609,273	\$1,973,200	\$2,047,800	\$74,600	3.8%
Insurance & Financial	\$505,689	\$468,500	\$569,366	\$487,300	\$622,100	\$134,800	27.7%
Minor Capital Expenses	\$1,101,920	\$1,010,000	\$380,479	\$480,000	\$480,000	\$ -	-
Debt Charges	\$679,136	\$753,200	\$896,660	\$935,900	\$927,600	(\$8,300)	(0.9%)
Internal Charges	\$1,863,251	\$1,814,300	\$1,368,753	\$1,869,100	\$1,869,100	\$ -	-
Total Expenditure	\$18,927,231	\$17,906,200	\$15,036,404	\$18,778,600	\$19,147,100	\$368,500	2.0%
Net Operating Cost / (Revenue)	\$15,176,341	\$14,308,500	\$12,004,378	\$15,084,200	\$15,416,100	\$331,900	2.2%
Transfers							
Transfer from Reserve	(\$545,678)	(\$619,600)	\$ -	(\$801,900)	(\$794,300)	\$7,600	(0.9%)
Transfer to Capital	\$10,424,500	\$10,424,500	\$10,325,000	\$10,325,000	\$10,513,500	\$188,500	1.8%
Transfers to Reserve	\$3,544,066	\$3,550,000	\$3,472,200	\$3,950,000	\$5,050,000	\$1,100,000	27.8%
Total Transfers	\$13,422,888	\$13,354,900	\$13,797,200	\$13,473,100	\$14,769,200	\$1,296,100	9.6%
NET COST / (REVENUE)	\$28,599,229	\$27,663,400	\$25,801,578	\$28,557,300	\$30,185,300	\$1,628,000	5.7%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Municipal Recoveries	931,100	939,300	941,800	1,144,300	1,146,800	1,149,300	1,151,800	1,154,300	1,156,800	1,159,300	1,161,800
User Fees & Charges	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000
Sales Revenue	400,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000
Internal Recoveries	2,005,300	2,013,700	2,069,700	2,127,700	2,187,700	2,249,700	2,313,700	2,379,700	2,379,700	2,379,700	2,379,700
Total Revenue	3,694,400	3,731,000	3,789,500	4,050,000	4,112,500	4,177,000	4,243,500	4,312,000	4,314,500	4,317,000	4,319,500
EXPENDITURES											
Salaries, Wages and Benefits	6,308,700	6,354,900	6,550,200	6,757,800	6,968,700	7,190,100	7,421,200	7,658,900	7,904,100	8,161,300	8,426,700
Supplies, Material & Equipment	6,724,400	6,845,600	7,028,000	7,215,800	7,409,200	7,608,400	7,813,500	8,018,900	8,251,600	8,485,600	8,741,100
Purchased Services	1,973,200	2,047,800	2,109,000	2,172,700	2,235,300	2,303,300	2,374,000	2,446,500	2,506,700	2,585,400	2,651,600
Insurance & Financial	487,300	622,100	637,800	653,900	670,000	686,300	702,900	719,200	734,400	756,800	763,000
Minor Capital Expenses	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000
Debt Charges	935,900	927,600	1,171,000	1,959,100	2,194,000	2,994,000	2,994,000	2,888,000	3,125,900	3,024,000	2,882,300
Internal Charges	1,869,100	1,869,100	1,925,100	1,983,100	2,043,100	2,105,100	2,169,100	2,235,100	2,235,700	2,236,300	2,236,300
Total Expenditures	18,778,600	19,147,100	19,901,100	21,222,400	22,000,300	23,367,200	23,954,700	24,446,600	25,238,400	25,729,400	26,181,000
Net Operating Cost / (Revenue)	15,084,200	15,416,100	16,111,600	17,172,400	17,887,800	19,190,200	19,711,200	20,134,600	20,923,900	21,412,400	21,861,500
yr/yr % change		2.2%	4.5%	6.6%	4.2%	7.3%	2.7%	2.1%	3.9%	2.3%	2.1%
TRANSFERS											
Transfer from Reserves	(801,900)	(794,300)	(979,800)	(1,272,900)	(1,277,200)	(1,278,900)	(1,278,800)	(1,278,200)	(1,278,000)	(1,175,900)	(1,034,200)
Transfer to Capital	10,325,000	10,513,500	11,914,000	12,399,000	14,104,000	15,178,000	17,968,000	18,007,000	17,817,000	19,814,000	20,749,000
Transfer to Reserves	3,950,000	5,050,000	5,550,000	5,650,000	6,150,000	6,950,000	7,050,000	7,350,000	7,350,000	7,350,000	7,350,000
Total Transfers	13,473,100	14,769,200	16,484,200	16,776,100	18,976,800	20,849,100	23,739,200	24,078,800	23,889,000	25,988,100	27,064,800
TAX LEVY REQUIREMENT	28,557,300	30,185,300	32,595,800	33,948,500	36,864,600	40,039,300	43,450,400	44,213,400	44,812,900	47,400,500	48,926,300
yr/yr % change		5.7%	8.0%	4.1%	8.6%	8.6%	8.5%	1.8%	1.4%	5.8%	3.2%



County of Wellington
10 Year Capital Budget
Roads and Engineering

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering											
Roads Facilities and Equipment	4,125,000	11,830,000	2,579,000	13,410,000	2,990,000	2,380,000	8,025,000	2,905,000	2,362,000	8,142,000	58,748,000
Asset Management / Engineering	2,495,000	2,100,000	2,175,000	2,325,000	2,175,000	2,100,000	2,225,000	2,250,000	2,150,000	2,175,000	22,170,000
Growth Related Construction	1,865,000		5,100,000	1,600,000	6,100,000		3,700,000	5,600,000	1,000,000	3,500,000	28,465,000
Roads Construction	5,150,000	11,575,000	4,950,000	8,500,000	2,600,000	5,300,000	1,550,000	4,200,000	6,100,000	7,200,000	57,125,000
Bridges	2,025,000	6,900,000	4,850,000	10,100,000	7,250,000	7,550,000	2,000,000	450,000		250,000	41,375,000
Culverts	2,150,000	2,800,000	450,000	300,000	2,700,000	400,000	300,000	1,550,000	300,000	300,000	11,250,000
County Bridges on Local Roads	650,000						100,000		800,000		1,550,000
Roads Resurfacing	3,625,000	1,625,000	7,250,000	6,425,000	4,575,000	8,100,000	12,600,000	9,800,000	9,400,000	10,750,000	74,150,000
Total	22,085,000	36,830,000	27,354,000	42,660,000	28,390,000	25,830,000	30,500,000	26,755,000	22,112,000	32,317,000	294,833,000
Sources of Financing											
Recoveries	505,000	525,000	1,300,000	450,000	750,000						3,530,000
Subsidies			4,160,000								4,160,000
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
Federal Gas Tax	3,300,000	3,850,000	1,800,000	2,800,000	7,100,000	1,800,000	2,800,000	3,300,000	1,800,000	3,800,000	32,350,000
Current Revenues	10,513,500	11,565,000	11,697,000	12,938,000	13,433,000	15,490,000	15,129,000	14,482,000	15,600,000	15,960,000	136,807,500
Reserves	3,670,000	10,030,000	5,149,000	10,960,000	4,230,000	6,680,000	6,025,000	2,905,000	2,362,000	8,142,000	60,153,000
Development Charges	736,500		1,388,000	952,000	1,017,000		2,686,000	4,208,000	490,000	2,555,000	14,032,500
Growth Related Debenture	750,000	4,927,000									5,677,000
Debenture	750,000	4,073,000		12,700,000			2,000,000				19,523,000
Total Financing	22,085,000	36,830,000	27,354,000	42,660,000	28,390,000	25,830,000	30,500,000	26,755,000	22,112,000	32,317,000	294,833,000



County of Wellington
10 Year Capital Budget
Facilities

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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	1,500,000	9,000,000									10,500,000
Rebuild Aberfoyle Shop								500,000		5,500,000	6,000,000
Total Roads Facilities and Equipment	1,600,000	9,600,000	100,000	10,800,000	600,000	100,000	5,600,000	600,000	100,000	5,600,000	34,700,000
Total	1,600,000	9,600,000	100,000	10,800,000	600,000	100,000	5,600,000	600,000	100,000	5,600,000	34,700,000
Sources of Financing											
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			500,000		3,500,000	500,000		5,500,000	10,500,000
Growth Related Debenture	750,000	4,927,000									5,677,000
Debenture	750,000	4,073,000		10,700,000			2,000,000				17,523,000
Total Financing	1,600,000	9,600,000	100,000	10,800,000	600,000	100,000	5,600,000	600,000	100,000	5,600,000	34,700,000



County of Wellington
10 Year Capital Budget
Equipment

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering											
Roads Facilities and Equipment											
Equipment											
Roads Equipment											
Pickup	445,000			445,000			445,000			445,000	1,780,000
3 Ton Dump		120,000									120,000
6 Ton Trucks	1,600,000	1,500,000	1,500,000	1,875,000	1,500,000	1,500,000	1,500,000	1,875,000	1,500,000	1,500,000	15,850,000
Loader		190,000		190,000	190,000	190,000	380,000	190,000	190,000		1,520,000
Grader					450,000						450,000
Forklift		60,000							60,000		120,000
Trailers					30,000				12,000		42,000
Slide in Sander Unit	60,000									32,000	92,000
Tractor			120,000		120,000			120,000			360,000
Bucket Truck	320,000									320,000	640,000
Backhoe									180,000		180,000
Vacuum Trailer			120,000								120,000
Manual Line Strippers		20,000						20,000			40,000
Loadster Float										45,000	45,000
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
Vermeer Stump Grinder		80,000									80,000
Roll Off Deck/Box			60,000			120,000			60,000	60,000	300,000
Miscellaneous Equipment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Total Roads Facilities and Equipment	2,525,000	2,230,000	2,479,000	2,610,000	2,390,000	2,280,000	2,425,000	2,305,000	2,262,000	2,542,000	24,048,000
Total	2,525,000	2,230,000	2,479,000	2,610,000	2,390,000	2,280,000	2,425,000	2,305,000	2,262,000	2,542,000	24,048,000
Sources of Financing											
Reserves	2,525,000	2,230,000	2,479,000	2,610,000	2,390,000	2,280,000	2,425,000	2,305,000	2,262,000	2,542,000	24,048,000
Total Financing	2,525,000	2,230,000	2,479,000	2,610,000	2,390,000	2,280,000	2,425,000	2,305,000	2,262,000	2,542,000	24,048,000



County of Wellington
10 Year Capital Budget
Asset Management / Engineering

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering											
Asset Management / Engineering											
Retaining Wall Inventory & Condition Study	250,000		50,000		50,000		50,000		50,000		450,000
Asset Management Hardware	45,000										45,000
Pavement Condition Study	75,000			75,000			75,000			75,000	300,000
Culvert Condition Study	25,000		25,000		25,000						75,000
Storm Water Condition Review				150,000				150,000			300,000
Pavement Preservation Programme	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,000,000
Warranty Works	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Total Asset Management / Engineering	2,495,000	2,100,000	2,175,000	2,325,000	2,175,000	2,100,000	2,225,000	2,250,000	2,150,000	2,175,000	22,170,000
Total	2,495,000	2,100,000	2,175,000	2,325,000	2,175,000	2,100,000	2,225,000	2,250,000	2,150,000	2,175,000	22,170,000
Sources of Financing											
Federal Gas Tax	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Current Revenues	550,000	200,000	275,000	425,000	275,000	200,000	325,000	350,000	250,000	275,000	3,125,000
Reserves	145,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,045,000
Total Financing	2,495,000	2,100,000	2,175,000	2,325,000	2,175,000	2,100,000	2,225,000	2,250,000	2,150,000	2,175,000	22,170,000



County of Wellington
10 Year Capital Budget
Growth Related Construction

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering											
Growth Related Construction											
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		1,500,000						1,600,000
WR 18 at Beatty Line Intersect	770,000										770,000
WR 18 at WR 26 Intersection	100,000		1,500,000								1,600,000
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	250,000										250,000
WR 46, Maltby to WR 34								100,000		3,500,000	3,600,000
WR124, Whitelaw Int to E of 32			3,500,000								3,500,000
WR 124 PL Ospringe to Guelph 10km							2,500,000	5,000,000			7,500,000
WR 124 at WR 32 Intersection	135,000				4,500,000						4,635,000
Total Growth Related Construction	1,865,000		5,100,000	1,600,000	6,100,000		3,700,000	5,600,000	1,000,000	3,500,000	28,465,000
Total	1,865,000		5,100,000	1,600,000	6,100,000		3,700,000	5,600,000	1,000,000	3,500,000	28,465,000
Sources of Financing											
Recoveries	400,000		50,000	200,000	750,000						1,400,000
Current Revenues	728,500		3,662,000	448,000	4,333,000		1,014,000	1,392,000	510,000	945,000	13,032,500
Development Charges	736,500		1,388,000	952,000	1,017,000		2,686,000	4,208,000	490,000	2,555,000	14,032,500
Total Financing	1,865,000		5,100,000	1,600,000	6,100,000		3,700,000	5,600,000	1,000,000	3,500,000	28,465,000



County of Wellington
10 Year Capital Budget
Roads Construction

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering											
Roads Construction											
WR 5, WR 123 to Lett Street (Minto)	100,000	1,225,000									1,325,000
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							50,000	900,000	2,100,000		3,050,000
WR 16, WR 109 to WR 19								50,000		3,000,000	3,050,000
WR 18, Geddes St Mathieson to David				100,000		1,500,000					1,600,000
WR18 Geddes St Elora, RtngWall			150,000		2,500,000						2,650,000
WR 18, Mill to Elora PS Storm Sewer		100,000		3,000,000							3,100,000
WR 25, WR 52 to WR 42, 7 km	2,500,000	3,500,000	3,300,000								9,300,000
WR 32, WR 33 to Con 2, 2.5 km		2,500,000									2,500,000
WR 42 at WR 24 Intersection		750,000									750,000
WR 45, Road/Slope Work @ WR 12	550,000										550,000
WR 50, Railway Tracks to WR 125 6km								100,000		3,000,000	3,100,000
WR 52, WR 124 to 9th Line			1,500,000								1,500,000
WR 109 at WR 16 Intersection							750,000				750,000
WR 123, Palmerston WR 5 to Hwy 23, 2km						200,000		2,300,000	2,500,000	1,200,000	6,200,000
WR 124, Land & Utility COG to GET RD1	2,000,000										2,000,000
WR 124 at WR 24, Intersection				1,400,000							1,400,000
WR 124: Guelph to Whitelaw		3,500,000									3,500,000
WR 124, WR 24 to Ospringe 6km					100,000	3,500,000					3,600,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km				4,000,000							4,000,000
Total Roads Construction	5,150,000	11,575,000	4,950,000	8,500,000	2,600,000	5,300,000	1,550,000	4,200,000	6,100,000	7,200,000	57,125,000
Total	5,150,000	11,575,000	4,950,000	8,500,000	2,600,000	5,300,000	1,550,000	4,200,000	6,100,000	7,200,000	57,125,000
Sources of Financing											
Recoveries		375,000									375,000
Ontario Community Infrastructure Fund			930,000	1,000,000							1,930,000
Federal Gas Tax				1,000,000	2,500,000						3,500,000
Current Revenues	4,600,000	7,500,000	3,450,000	3,500,000	100,000	3,800,000	1,550,000	4,200,000	6,100,000	7,200,000	42,000,000
Reserves	550,000	3,700,000	570,000	3,000,000		1,500,000					9,320,000
Total Financing	5,150,000	11,575,000	4,950,000	8,500,000	2,600,000	5,300,000	1,550,000	4,200,000	6,100,000	7,200,000	57,125,000



County of Wellington
10 Year Capital Budget
Bridges

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering											
Bridges											
WR 6, O'Dwyer's Bridge, 006008 Rehab		50,000		500,000							550,000
WR 7, Bosworth Bridge, B007028		6,000,000									6,000,000
WR 7, Elora Gorge Xing B007059	125,000										125,000
WR 11, Flax Bridge, B011025, Replace	150,000			3,000,000							3,150,000
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		200,000									200,000
WR 18, Bridge B018105 Replace	1,000,000										1,000,000
WR 18, Carroll Creek B018090	550,000										550,000
WR 32, Blatchford Bridge, Replace				200,000		4,500,000					4,700,000
WR 35, Paddock Bridge, B035087							2,000,000				2,000,000
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				500,000							500,000
WR 42, Bridge B042111, Rehab		100,000									100,000
WR 43, Caldwell Bridge, Replace								200,000			200,000
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			4,850,000								4,850,000
WR 109, CR Bridge 5, C109123				4,750,000							4,750,000
Steel Bridge Condition Survey		200,000									200,000
Various Bridge Patches		250,000		250,000		250,000		250,000		250,000	1,250,000
Total Bridges	2,025,000	6,900,000	4,850,000	10,100,000	7,250,000	7,550,000	2,000,000	450,000		250,000	41,375,000
Total	2,025,000	6,900,000	4,850,000	10,100,000	7,250,000	7,550,000	2,000,000	450,000		250,000	41,375,000
Sources of Financing											
Recoveries		150,000		250,000							400,000
Subsidies			4,160,000								4,160,000
Ontario Community Infrastructure Fund	930,000	1,000,000			1,860,000	1,860,000					5,650,000
Federal Gas Tax		1,500,000			2,800,000						4,300,000
Current Revenues	1,095,000	750,000	690,000	2,600,000	1,350,000	2,890,000	2,000,000	450,000		250,000	12,075,000
Reserves		3,500,000		5,250,000	1,240,000	2,800,000					12,790,000
Debenture				2,000,000							2,000,000
Total Financing	2,025,000	6,900,000	4,850,000	10,100,000	7,250,000	7,550,000	2,000,000	450,000		250,000	41,375,000



County of Wellington
10 Year Capital Budget
Culverts

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering											
Culverts											
WR 7, Culvert C071040 Rehab		300,000									300,000
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 C110930, Replace						50,000		750,000			800,000
WR 12, Culvert C12086, Replace		1,100,000									1,100,000
WR 16, Clvrt C160090, Liner	750,000										750,000
WR 18, Culvert C180210, Liner		1,100,000									1,100,000
WR 32, Culvert C321140 Replace	1,000,000										1,000,000
WR 109, Clvrt C109142, Replace	100,000										100,000
WR 124, Clvrt C124124, Replace			100,000		1,500,000						1,600,000
Municipal Drains	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Various Culvert Needs	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Total Culverts	2,150,000	2,800,000	450,000	300,000	2,700,000	400,000	300,000	1,550,000	300,000	300,000	11,250,000
Total	2,150,000	2,800,000	450,000	300,000	2,700,000	400,000	300,000	1,550,000	300,000	300,000	11,250,000
Sources of Financing											
Ontario Community Infrastructure Fund	930,000	860,000									1,790,000
Federal Gas Tax	650,000	550,000									1,200,000
Current Revenues	570,000	1,390,000	450,000	300,000	2,700,000	400,000	300,000	1,550,000	300,000	300,000	8,260,000
Total Financing	2,150,000	2,800,000	450,000	300,000	2,700,000	400,000	300,000	1,550,000	300,000	300,000	11,250,000



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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering											
County Bridges on Local Roads											
Hagan's Bridge B000067, Rehab	200,000										200,000
Jones Baseline, Ostrander Bridge, 000032, Rehab							100,000		800,000		900,000
Armstrong Bridge 000070, Rehab	450,000										450,000
Total County Bridges on Local Roads	650,000						100,000		800,000		1,550,000
Total	650,000						100,000		800,000		1,550,000
Sources of Financing											
Current Revenues	200,000						100,000		800,000		1,100,000
Reserves	450,000										450,000
Total Financing	650,000						100,000		800,000		1,550,000



County of Wellington
10 Year Capital Budget
Roads Resurfacing

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering											
Roads Resurfacing											
WR 7, Rothsay to WR 11, 5.2 km				2,000,000							2,000,000
WR 7, WR 51 to N Bound PL 3.2 km					1,200,000						1,200,000
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										50,000	50,000
WR 7, Hwy 6 to WR 51			950,000								950,000
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 17, ROW to Floradale Rd, 1.5 km		100,000		500,000							600,000
WR 17, WR 7 to Hwy 6, 4.7 km								50,000		1,500,000	1,550,000
WR 18, Fergus to Dufferin 11km	2,000,000		1,500,000								3,500,000
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		2,250,000					2,350,000
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	400,000		2,000,000								2,400,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km						50,000	2,000,000				2,050,000
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 WR86, 1.7km	950,000										950,000
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
WR32, Int Hwy 7 and Twnshp Rd 3	150,000										150,000
WR 32, WR 34 to WR 124, 5 km						100,000	2,500,000				2,600,000
WR 33, WR 34 to Hwy 401, 1.8 km			50,000	1,000,000							1,050,000



County of Wellington
10 Year Capital Budget
Roads Resurfacing

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
WR 34, WR 33 to WR 32, 2 km			50,000		750,000						800,000
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						1,600,000					1,600,000
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, WR 85 to SR 19, 4.1 km		1,500,000									1,500,000
WR 109, Hwy 6 to Dufferin 11.1 km						100,000		5,500,000			5,600,000
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
Total Roads Resurfacing	3,625,000	1,625,000	7,250,000	6,425,000	4,575,000	8,100,000	12,600,000	9,800,000	9,400,000	10,750,000	74,150,000
Total	3,625,000	1,625,000	7,250,000	6,425,000	4,575,000	8,100,000	12,600,000	9,800,000	9,400,000	10,750,000	74,150,000
Sources of Financing											
Recoveries	105,000		1,250,000								1,355,000
Ontario Community Infrastructure Fund			930,000	860,000			1,860,000	1,860,000	1,860,000	1,860,000	9,230,000
Federal Gas Tax	850,000						1,000,000	1,500,000		2,000,000	5,350,000
Current Revenues	2,670,000	1,625,000	3,070,000	5,565,000	4,575,000	8,100,000	9,740,000	6,440,000	7,540,000	6,890,000	56,215,000
Reserves			2,000,000								2,000,000
Total Financing	3,625,000	1,625,000	7,250,000	6,425,000	4,575,000	8,100,000	12,600,000	9,800,000	9,400,000	10,750,000	74,150,000

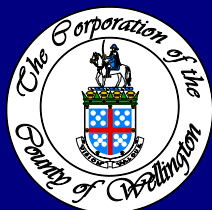
Schedule "A"
Proposed Projects to be funded from Federal Gas Tax revenues in 2021-2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
03 Office of the CAO/Clerk											
001 Application Services											
Tr from Federal Gas Tax Rsv											
Asset Management Software	50,000										50,000
Total Tr from Federal Gas Tax Rsv	50,000										50,000
Total 03 Office of the CAO/Clerk	50,000										50,000
11 Roads and Engineering											
002 Asset Management / Engineering											
Tr from Federal Gas Tax Rsv											
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Total Tr from Federal Gas Tax Rsv	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
005 Roads Construction											
Tr from Federal Gas Tax Rsv											
WR18 Geddes St Elora, RtnGWall					2,500,000						2,500,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km				1,000,000							1,000,000
Total Tr from Federal Gas Tax Rsv				1,000,000	2,500,000						3,500,000
007 Bridges											
Tr from Federal Gas Tax Rsv											
WR 7, Bosworth Bridge, B007028		1,500,000									1,500,000
WR 16, Penfold Bridge, B016038					900,000						900,000
WR 36, Bridge B036122, Replace					950,000						950,000
WR 36, Bridge B036086, Replace					950,000						950,000
Total Tr from Federal Gas Tax Rsv		1,500,000			2,800,000						4,300,000
008 Culverts											
Tr from Federal Gas Tax Rsv											
WR 12, Culvert C12086, Replace		550,000									550,000
WR 16, Clvrt C160090, Liner	650,000										650,000
Total Tr from Federal Gas Tax Rsv	650,000	550,000									1,200,000
011 Roads Resurfacing											
Tr from Federal Gas Tax Rsv											
WR 12, 300 m East of 16th Line to WR 109									1,500,000		1,500,000
WR 30, WR 39 to WR86, 1.7km	850,000										850,000
WR 35, WR 34 to Hamilton boundary, 6.6 km									500,000		500,000
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							1,000,000				1,000,000
Total Tr from Federal Gas Tax Rsv	850,000						1,000,000	1,500,000		2,000,000	5,350,000
Total 11 Roads and Engineering	3,300,000	3,850,000	1,800,000	2,800,000	7,100,000	1,800,000	2,800,000	3,300,000	1,800,000	3,800,000	32,350,000
Total County of Wellington	3,350,000	3,850,000	1,800,000	2,800,000	7,100,000	1,800,000	2,800,000	3,300,000	1,800,000	3,800,000	32,400,000

Schedule "B"

Proposed Projects to be funded from Ontario Community Infrastructure Fund (OCIF) Formula Based Revenue 2021-2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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		1,000,000									1,000,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line								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, Bridge B018105 Replace	930,000										930,000
WR 18, Fergus to Dufferin 11km			930,000								930,000
WR 18, Culvert C180210, Liner		860,000									860,000
WR 22, Hwy 6 to WR 29 3.9 km									860,000		860,000
WR 24, 300m S of WR 50 to SR 9 2.5 km								1,000,000			1,000,000
WR 26, WR 22 to WR 18 6 km										860,000	860,000
WR 32, Blatchford Bridge, Replace						1,860,000					1,860,000
WR 32, WR 34 to WR 124, 5 km							1,860,000				1,860,000
WR 32, Culvert C321140 Replace	930,000										930,000
WR 52, WR 124 to 9th Line			930,000								930,000
WR 109, CR Bridge 4, B109133, Replace					1,860,000						1,860,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km				1,000,000							1,000,000
Total Transfer From OCIF Reserve	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
Total County of Wellington	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



Programme Overview

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

Programme Description

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

2021 Budget Highlights

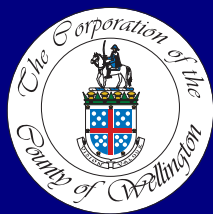
Capital Budget:

- A total of \$11 million in expenditures is projected over the ten-year period
- Facility upgrades at the Elora and Rothsay Transfer Stations are planned for 2022
- Riverstown landfill is the County's one remaining active landfill site with expected capacity through to 2050. Staff are planning for the closure of Phase I and the future development of Phase II throughout the ten-year forecast and have included projects totalling \$4.8 million.

Operating Budget:

- The annualization of curbside collection changes implemented in 2020 which includes organics collection, standardized collection frequency, leaf and yard waste collection and a collection fleet fueled by natural gas.
- Resource Productivity and Recovery Authority (RPRA) funding for the Blue Box programme has been increased by \$158,600.
- Sales revenue from recyclable materials decreased in 2021 as a result of weaker commodity markets experienced in 2020

Staff Complement (Full time equivalents)	2020	2021
Administration	7.3	7.3
Operations	1.0	1.0
Collections	2.3	2.3
Roll-off	4.6	4.6
Transfer stations	11.4	11.4
Disposal	3.3	3.3
Total	29.9	29.9
Current employee count: 46		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2019 Actuals	2019 Budget	2020 Preliminary	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$977,680	\$977,400	\$556,793	\$1,111,200	\$1,275,500	\$164,300	14.8%
Licenses, Permits and Rents	\$8,836	\$8,900	\$8,836	\$8,900	\$19,100	\$10,200	114.6%
User Fees & Charges	\$3,396,018	\$3,278,200	\$3,501,617	\$3,439,300	\$3,581,200	\$141,900	4.1%
Sales Revenue	\$552,085	\$812,800	\$279,459	\$607,800	\$472,100	(\$135,700)	(22.3%)
Internal Recoveries	\$608,675	\$568,500	\$532,168	\$709,500	\$839,800	\$130,300	18.4%
Total Revenue	\$5,543,294	\$5,645,800	\$4,878,873	\$5,876,700	\$6,187,700	\$311,000	5.3%
Expenditure							
Salaries, Wages and Benefits	\$2,603,505	\$2,598,100	\$2,684,854	\$2,645,100	\$2,660,800	\$15,700	0.6%
Supplies, Material & Equipment	\$1,035,040	\$1,040,700	\$909,719	\$1,049,900	\$1,052,200	\$2,300	0.2%
Purchased Services	\$5,748,867	\$5,817,500	\$7,122,429	\$7,285,400	\$8,719,000	\$1,433,600	19.7%
Insurance & Financial	\$235,585	\$235,400	\$268,194	\$240,000	\$258,000	\$18,000	7.5%
Debt Charges	\$ -	\$ -	\$ -	\$ -	\$27,400	\$27,400	-
Internal Charges	\$584,423	\$567,800	\$535,590	\$708,800	\$839,100	\$130,300	18.4%
Total Expenditure	\$10,207,420	\$10,259,500	\$11,520,786	\$11,929,200	\$13,556,500	\$1,627,300	13.6%
Net Operating Cost / (Revenue)	\$4,664,126	\$4,613,700	\$6,641,913	\$6,052,500	\$7,368,800	\$1,316,300	21.7%
Transfers							
Transfer from Reserve	(\$316,516)	(\$268,800)	(\$14,620)	(\$267,400)	(\$344,700)	(\$77,300)	28.9%
Transfers to Reserve	\$1,300,000	\$1,300,000	\$1,550,000	\$1,550,000	\$1,550,000	\$ -	-
Total Transfers	\$983,484	\$1,031,200	\$1,535,380	\$1,282,600	\$1,205,300	(\$77,300)	(6.0%)
NET COST / (REVENUE)	\$5,647,610	\$5,644,900	\$8,177,293	\$7,335,100	\$8,574,100	\$1,239,000	16.9%



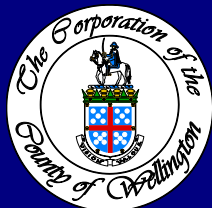
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Solid Waste Services

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	1,111,200	1,275,500	1,275,500	1,275,500	1,275,500	1,275,500	1,275,500	1,275,500	1,275,500	1,275,500	1,275,500
Licenses, Permits and Rents	8,900	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100
User Fees & Charges	3,439,300	3,581,200	3,615,400	3,649,800	3,685,300	3,720,900	3,758,100	3,795,500	3,833,500	3,871,500	3,909,700
Sales Revenue	607,800	472,100	472,100	472,100	472,100	472,100	472,100	472,100	472,100	472,100	472,100
Internal Recoveries	709,500	839,800	839,800	839,800	839,800	839,800	839,800	839,800	839,800	856,800	878,500
Total Revenue	5,876,700	6,187,700	6,221,900	6,256,300	6,291,800	6,327,400	6,364,600	6,402,000	6,440,000	6,495,000	6,554,900
EXPENDITURES											
Salaries, Wages and Benefits	2,645,100	2,660,800	2,736,500	2,814,400	2,895,400	2,981,700	3,078,500	3,179,400	3,283,200	3,390,700	3,502,900
Supplies, Material & Equipment	1,049,900	1,052,200	1,061,000	1,089,100	1,121,800	1,155,900	1,194,700	1,226,900	1,263,700	1,302,600	1,341,800
Purchased Services	7,285,400	8,719,000	8,796,500	8,941,200	9,087,200	9,241,000	9,399,700	9,563,900	9,725,800	9,903,300	10,168,200
Insurance & Financial	240,000	258,000	262,200	266,700	271,000	275,900	281,200	286,400	291,100	301,300	306,900
Debt Charges		27,400	261,600	261,600	261,600	261,700	261,600	261,700	261,600	261,600	261,700
Internal Charges	708,800	839,100	839,100	839,100	839,100	839,100	839,100	839,100	839,100	839,100	839,100
Total Expenditures	11,929,200	13,556,500	13,956,900	14,212,100	14,476,100	14,755,300	15,054,800	15,357,400	15,664,500	15,998,600	16,420,600
Net Operating Cost / (Revenue)	6,052,500	7,368,800	7,735,000	7,955,800	8,184,300	8,427,900	8,690,200	8,955,400	9,224,500	9,503,600	9,865,700
yr/yr % change		21.7%	5.0%	2.9%	2.9%	3.0%	3.1%	3.1%	3.0%	3.0%	3.8%
TRANSFERS											
Transfer from Reserves	(267,400)	(344,700)	(297,500)	(306,100)	(314,800)	(323,800)	(333,000)	(342,400)	(352,000)	(361,600)	(371,400)
Transfer to Reserves	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	1,550,000
Total Transfers	1,282,600	1,205,300	1,252,500	1,243,900	1,235,200	1,226,200	1,217,000	1,207,600	1,198,000	1,188,400	1,178,600
TAX LEVY REQUIREMENT	7,335,100	8,574,100	8,987,500	9,199,700	9,419,500	9,654,100	9,907,200	10,163,000	10,422,500	10,692,000	11,044,300
yr/yr % change		16.9%	4.8%	2.4%	2.4%	2.5%	2.6%	2.6%	2.6%	2.6%	3.3%



County of Wellington
10 Year Capital Budget
Solid Waste Services

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Solid Waste Services											
Equipment											
SWS Equipment											
SWS Equipment											
Computer Software		140,000									140,000
Collection Van	45,000					45,000					90,000
Disposal Pickup			45,000						45,000		90,000
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	45,000						45,000				90,000
Collection Pickup			45,000						45,000		90,000
Transfer Pickup					45,000						45,000
Transfer Backhoe								150,000			150,000
Transfer Dumptruck				200,000							200,000
General Ops Pickup					45,000						45,000
Total SWS Equipment	90,000	380,000	980,000	200,000	90,000	645,000	275,000	1,040,000	330,000		4,030,000
Total Equipment	90,000	380,000	980,000	200,000	90,000	645,000	275,000	1,040,000	330,000		4,030,000
Active Landfill Sites and Transfer Stations											
Site Impr - Rd Maint All Sites		100,000					100,000				200,000
Riverstown: Leachate Syst Dev	2,350,000										2,350,000
Riverstown: Cell Dev Phase II					750,000		500,000				1,250,000
Site Improvements - Buildings all sites										300,000	300,000
Elora Waste Facility Upgrade		1,350,000									1,350,000
Riverstown: Pre-excavation Phase II		100,000	100,000	100,000		150,000			100,000	100,000	650,000
Rothsay Waste Facility Upgrade		450,000									450,000
Riverstown - North Pond Dev				550,000							550,000
Total Active Landfill Sites and Transfer St	2,350,000	2,000,000	100,000	650,000	750,000	150,000	600,000		100,000	400,000	7,100,000
Total	2,440,000	2,380,000	1,080,000	850,000	840,000	795,000	875,000	1,040,000	430,000	400,000	11,130,000
Sources of Financing											
Reserves	90,000	1,250,000	1,080,000	850,000	840,000	795,000	875,000	1,040,000	430,000	400,000	7,650,000
Development Charges		1,130,000									1,130,000
Debenture	2,350,000										2,350,000
Total Financing	2,440,000	2,380,000	1,080,000	850,000	840,000	795,000	875,000	1,040,000	430,000	400,000	11,130,000



Programme Overview

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

Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,411 non-profit and co-operative housing units owned by 18 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 396 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.

2021 Budget Highlights

- Grants and subsidies are increasing by \$183K. Programmes that have increased in revenue include Reaching Home (\$54K), CHPI (\$85K), and Homeownership (\$80K). This has been offset by a few programmes decreasing in revenue: Rent Supplement (\$31K) and Federal funding (\$16K).
- Rent revenue collected from our County-owned social housing units is increasing by \$200K, which takes into consideration current rent collection levels and the RGI rent freeze.
- The County passed a by-law in May 2020 that allowed our Non-Profit and Co-op housing providers to have their social and affordable housing units become tax exempt as of January 1, 2021. This has decreased the social assistance line by \$1.5M
- The 2021-2030 capital budget invests \$43.8 million in facility improvements at County owned units, an additional \$200,000 on IT infrastructure at County owned units, and administers \$2.6 million in Provincial and Federal funding supporting community housing initiatives. Capital costs on county owned units are cost shared with the City of Guelph. The County's share comes from the Housing Capital Reserve.

Staff Complement (Full time equivalents)	2020	2021
Social Housing	45.7	46.2
Total	45.7	46.2
Current employee count: 64		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$8,815,389	\$8,248,300	\$10,175,144	\$8,561,200	\$8,744,700	\$183,500	2.1%
Municipal Recoveries	\$13,970,686	\$13,871,900	\$14,191,154	\$14,342,100	\$13,296,900	(\$1,045,200)	(7.3%)
Licenses, Permits and Rents	\$5,628,054	\$5,435,000	\$5,717,919	\$5,527,000	\$5,727,000	\$200,000	3.6%
User Fees & Charges	\$32,909	\$18,200	\$36,016	\$18,200	\$18,200	\$ -	-
Other Revenue	\$216,616	\$283,900	\$189,530	\$324,800	\$342,300	\$17,500	5.4%
Internal Recoveries	\$153,876	\$ -	\$182,781	\$176,400	\$148,400	(\$28,000)	(15.9%)
Total Revenue	\$28,817,530	\$27,857,300	\$30,492,544	\$28,949,700	\$28,277,500	(\$672,200)	(2.3%)
Expenditure							
Salaries, Wages and Benefits	\$4,015,589	\$3,996,800	\$4,099,463	\$4,262,000	\$4,421,000	\$159,000	3.7%
Supplies, Material & Equipment	\$532,198	\$448,200	\$540,017	\$563,500	\$494,800	(\$68,700)	(12.2%)
Purchased Services	\$5,295,353	\$5,174,100	\$5,394,464	\$5,392,900	\$5,711,800	\$318,900	5.9%
Social Assistance	\$20,133,719	\$19,381,200	\$22,626,656	\$20,233,300	\$18,942,000	(\$1,291,300)	(6.4%)
Transfer Payments	\$947,560	\$947,600	\$590,600	\$590,600	\$556,100	(\$34,500)	(5.8%)
Insurance & Financial	\$381,765	\$291,100	\$319,364	\$330,400	\$348,300	\$17,900	5.4%
Internal Charges	\$758,137	\$672,000	\$812,813	\$815,300	\$830,200	\$14,900	1.8%
Total Expenditure	\$32,064,321	\$30,911,000	\$34,383,377	\$32,188,000	\$31,304,200	(\$883,800)	(2.7%)
Net Operating Cost / (Revenue)	\$3,246,791	\$3,053,700	\$3,890,833	\$3,238,300	\$3,026,700	(\$211,600)	(6.5%)
Transfers							
Transfer from Reserve	(\$1,150,927)	\$ -	(\$84,510)	(\$108,800)	\$ -	\$108,800	(100.0%)
Transfers to Reserve	\$2,358,546	\$1,500,000	\$2,412,850	\$1,650,000	\$1,650,000	\$ -	-
Total Transfers	\$1,207,619	\$1,500,000	\$2,328,340	\$1,541,200	\$1,650,000	\$108,800	7.1%
NET COST / (REVENUE)	\$4,454,410	\$4,553,700	\$6,219,173	\$4,779,500	\$4,676,700	(\$102,800)	(2.2%)



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	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	4,522,700
Municipal Recoveries	14,342,100	13,296,900	13,660,600	14,146,400	14,696,300	15,635,400	16,393,900	16,921,600	18,373,100	18,986,000	20,464,900
Licenses, Permits and Rents	5,527,000	5,727,000	5,727,000	5,727,000	5,727,000	5,727,000	5,727,000	5,727,000	5,727,000	5,727,000	5,727,000
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	324,800	342,300	349,700	357,400	365,400	373,600	382,100	390,900	399,800	408,800	418,200
Internal Recoveries	176,400	148,400	176,600	89,700	82,900	82,300	84,800	87,300	89,900	92,600	95,400
Total Revenue	28,949,700	28,277,500	28,572,700	28,143,000	27,812,200	28,165,000	28,669,200	29,393,100	29,998,900	30,595,500	31,246,400
EXPENDITURES											
Salaries, Wages and Benefits	4,262,000	4,421,000	4,564,900	4,713,200	4,861,100	5,005,900	5,163,500	5,327,300	5,493,300	5,669,000	5,847,400
Supplies, Material & Equipment	563,500	494,800	478,500	492,200	506,200	520,500	535,400	550,700	566,200	582,200	598,700
Purchased Services	5,392,900	5,711,800	5,909,900	6,060,000	6,270,700	6,508,500	6,704,100	6,979,000	7,231,600	7,467,600	7,723,000
Social Assistance	20,233,300	18,942,000	19,240,200	18,667,000	18,185,800	18,281,400	18,631,700	18,989,200	19,353,200	19,725,100	20,103,500
Transfer Payments	590,600	556,100	264,100	208,200	117,900						
Insurance & Financial	330,400	348,300	358,900	369,800	381,000	392,300	404,100	416,500	427,800	443,400	449,800
Internal Charges	815,300	830,200	877,100	804,800	819,800	861,400	868,100	899,800	924,100	952,000	985,600
Total Expenditures	32,188,000	31,304,200	31,693,600	31,315,200	31,142,500	31,570,000	32,306,900	33,162,500	33,996,200	34,839,300	35,708,000
Net Operating Cost / (Revenue)	3,238,300	3,026,700	3,120,900	3,172,200	3,330,300	3,405,000	3,637,700	3,769,400	3,997,300	4,243,800	4,461,600
yr/yr % change		(6.5%)	3.1%	1.6%	5.0%	2.2%	6.8%	3.6%	6.0%	6.2%	5.1%
TRANSFERS											
Transfer from Reserves	(108,800)										
Transfer to Reserves	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	1,150,000
Total Transfers	1,541,200	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	1,150,000
TAX LEVY REQUIREMENT	4,779,500	4,676,700	4,770,900	4,822,200	4,480,300	4,555,000	4,787,700	4,919,400	5,147,300	5,393,800	5,611,600
yr/yr % change		(2.2%)	2.0%	1.1%	(7.1%)	1.7%	5.1%	2.8%	4.6%	4.8%	4.0%



County of Wellington
10 Year Capital Budget
Social Housing

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Social Services											
Social Housing											
County Owned Housing Units	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	5,100,000	43,800,000
COCHI Community Housing Init	453,200	522,700									975,900
OPHI Ont Priorities Housing In	1,162,200	507,800									1,670,000
Housing Sites IT Replacements				60,000	25,000	70,000	45,000				200,000
Total Social Housing	5,115,400	4,780,500	4,000,000	4,260,000	4,375,000	4,570,000	4,695,000	4,800,000	4,950,000	5,100,000	46,645,900
Total	5,115,400	4,780,500	4,000,000	4,260,000	4,375,000	4,570,000	4,695,000	4,800,000	4,950,000	5,100,000	46,645,900
Sources of Financing											
Recoveries	2,653,000	2,846,000	3,032,000	3,230,000	3,317,000	3,464,000	3,558,000	3,639,000	3,751,000	3,867,000	33,357,000
Subsidies	1,615,400	1,030,500									2,645,900
Reserves	847,000	904,000	968,000	1,030,000	1,058,000	1,106,000	1,137,000	1,161,000	1,199,000	1,233,000	10,643,000
Total Financing	5,115,400	4,780,500	4,000,000	4,260,000	4,375,000	4,570,000	4,695,000	4,800,000	4,950,000	5,100,000	46,645,900

County of Wellington
2021-2030 Housing Capital Details
County Owned Units

Project Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Social Services											
County Owned Units											
Vancouver/Edmonton - 23 Houses											
Vancouver/Edmonton Site Improvements										25,000	25,000
Total Vancouver/Edmonton - 23 Houses										25,000	25,000
Mohawk/Delaware - 50 Houses											
Mohawk/Delaware Driveway								15,000	225,000		240,000
Total Mohawk/Delaware - 50 Houses								15,000	225,000		240,000
263 Speedvale - 62 Apartments											
263 Speedvale Bathroom Upgrades					410,000						410,000
263 Speedvale Lghtng/Clng/Rcrc Replac		5,000	255,000								260,000
263 Speedvale East Wing Roof Replace			15,000	320,000							335,000
263 Speedvale Window Replace			15,000	225,000							240,000
263 Speedvale West Wing Roof Replace									35,000	615,000	650,000
Total 263 Speedvale - 62 Apartments		5,000	285,000	545,000	410,000				35,000	615,000	1,895,000
Algonquin/Ferndale - 47 Houses											
Algonquin/Ferndale Siding Replacement	35,000	320,000									355,000
Algonquin/Ferndale Site Dev Phase 2		10,000	170,000								180,000
Algonquin/Ferndale Window Replacement		480,000									480,000
Algonquin/Ferndale Shingle Replacement			20,000	360,000							380,000
Algonquin/Ferndale Site Dev Phase 3					20,000	370,000					390,000
Total Algonquin/Ferndale - 47 Houses	35,000	810,000	190,000	360,000	20,000	370,000					1,785,000
Applewood/Sunset -47 Townhomes											
Applewood/Sunset Site Dev	300,000										300,000
Applewood/Sunset Roofing Replacement	20,000	480,000									500,000
Total Applewood/Sunset -47 Townhomes	320,000	480,000									800,000
576 Woolwich - 100 Apartments											
576 Woolwich Kitchen Refurbish	610,000										610,000
576 Woolwich Parking Lot					15,000	260,000					275,000
576 Woolwich Ltng/Clng/Rcrc Replace		15,000	450,000								465,000
576 Woolwich Window & Mansard Replace				10,000	285,000						295,000
576 Woolwich Roof Replacement								70,000	1,140,000		1,210,000
576 Woolwich Bathroom Upgrades										55,000	55,000
576 Balcony Replacement										200,000	200,000
Total 576 Woolwich - 100 Apartments	610,000	15,000	450,000	10,000	300,000	260,000		70,000	1,140,000	255,000	3,110,000
232 Delhi/33 Marlborough - 109 Apartments											
33 Marlborough Window Replace	370,000										370,000

County of Wellington
2021-2030 Housing Capital Details
County Owned Units

Project Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
232 Delhi Elevator Modern	150,000										150,000
33 Marlborough Lghtng/Clng Replace	5,000	290,000									295,000
232 Delhi Window Replace			25,000	405,000							430,000
33 Marlborough Roofing Replace			25,000	475,000							500,000
232 Delhi Lghtng/Clng/Rcrc Replace		5,000	300,000								305,000
33 Marlborough Kitchen Refurb					50,000	425,000					475,000
232 Delhi Kitchen Refurb				25,000	435,000						460,000
33 Marlborough Parking Lot Replacement				5,000	110,000						115,000
232 Delhi Parking Lot Replacement				5,000	110,000						115,000
232 Delhi Roofing Replacement							30,000	565,000			595,000
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								25,000	475,000		500,000
33 Marlborough Bathroom Refurbishment									20,000	485,000	505,000
Total 232 Delhi/33 Marlborough - 109 Apartments	525,000	295,000	350,000	915,000	715,000	605,000	200,000	590,000	495,000	485,000	5,175,000
Willow/Dawson - 85 Townhomes											
Willow/Dawson Shingle Replace	20,000	540,000									560,000
Willow Dawson Site Dev		10,000	200,000								210,000
Willow/Dawson Siding Replacement		25,000	435,000								460,000
Willow/Dawson Furnace Replace								35,000	560,000		595,000
Total Willow/Dawson - 85 Townhomes	20,000	575,000	635,000					35,000	560,000		1,825,000
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				10,000	170,000						180,000
229 Dublin Electric Heat Conversion						20,000	300,000				320,000
229 Dublin Kitchen Refurbishment					35,000	610,000					645,000
229 Dublin Balcony Replacement						25,000	415,000				440,000
229 Dublin Bathroom Refurb									40,000	630,000	670,000
Total 229 Dublin - 74 Apartments		10,000	165,000	25,000	485,000	655,000	715,000		40,000	630,000	2,725,000
387 Waterloo - 72 Apartments											
387 Waterloo Lghtng/Clng/Rcrc Replace	285,000										285,000
387 Waterloo Mansard Roof Replacement								280,000			280,000
387 Waterloo Kitchen Refurbishments			30,000	555,000							585,000
387 Waterloo Window Replacement				40,000	625,000						665,000
387 Waterloo Roofing Replacement							20,000	870,000			890,000
387 Waterloo Parking Lot									10,000	200,000	210,000
387 Waterloo Bathroom Refurb									40,000	665,000	705,000

County of Wellington
2021-2030 Housing Capital Details
County Owned Units

Project Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Total 387 Waterloo - 72 Apartments	285,000		30,000	595,000	625,000		20,000	1,150,000	50,000	865,000	3,620,000
130 Grange - 72 Apartments											
130 Grange Kitchen Refurbishments						70,000	585,000				655,000
130 Grange Lghtng/Clng/Rcrc Line		10,000	325,000								335,000
130 Grange Window Replacement					25,000	415,000					440,000
130 Grange Parking Lot								120,000			120,000
130 Grange Bathroom Refurb								35,000	615,000		650,000
130 Grange Site Improvements							20,000	200,000			220,000
Total 130 Grange - 72 Apartments		10,000	325,000		25,000	485,000	605,000	355,000	615,000		2,420,000
411 Waterloo - 41 Apartments											
411 Waterloo Window Replacement					20,000	355,000					375,000
411 Waterloo Kitchen Cupboard Replacement						20,000	355,000				375,000
411 Waterloo Roofing Replacement				20,000	355,000						375,000
411 Waterloo Elevator Modernization							15,000	210,000			225,000
411 Waterloo Bathroom Replacement										20,000	20,000
Total 411 Waterloo - 41 Apartments				20,000	375,000	375,000	370,000	210,000		20,000	1,370,000
32 Hadati - 89 Apartments											
32 Hadati Make Up Air Replace		250,000									250,000
32 Hadati Lghtng/Clng/Rcrc Replacement		10,000	430,000								440,000
32 Hadati Electric Heat Conversion							20,000	320,000			340,000
32 Hadati Elevator Modernization						10,000	200,000				210,000
32 Hadati Retaining Wall							30,000	510,000			540,000
Total 32 Hadati - 89 Apartments		260,000	430,000			10,000	250,000	830,000			1,780,000
Edward St. Arthur - 14 Apartments											
110 Edward Roofing Replacement						5,000	125,000				130,000
Total Edward St. Arthur - 14 Apartments						5,000	125,000				130,000
221 Mary St. Elora - 20 Apartments											
221 Mary Window Replacement			10,000	210,000							220,000
221 Mary Roofing Replacement										20,000	20,000
221 Mary Kitchen Refurbishments									10,000	190,000	200,000
221 Mary Elevator Mod									15,000	220,000	235,000
Total 221 Mary St. Elora - 20 Apartments			10,000	210,000					25,000	430,000	675,000
14 Centre St. Erin - 16 Apartments											
14 Centre Window Replacement		10,000	145,000								155,000
14 Centre Elevator Modernization							15,000	210,000			225,000
14 Centre St Kitchen Refurbishments									20,000	150,000	170,000
14 Centre Bathroom Refurb										10,000	10,000
Total 14 Centre St. Erin - 16 Apartments		10,000	145,000				15,000	210,000	20,000	160,000	560,000

County of Wellington
2021-2030 Housing Capital Details
County Owned Units

Project Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
450 Ferrier Ct. Fergus - 41 Apartments											
450 Ferrier Elevator Modernization			10,000	175,000							185,000
450 Ferrier Kitchen Refurbishments										15,000	15,000
450 Ferrier Bathroom Refurb										15,000	15,000
Total 450 Ferrier Ct. Fergus - 41 Apartments			10,000	175,000						30,000	215,000
500 Ferrier Ct. Fergus - 41 Apartments											
500 Ferrier Window Replace	280,000										280,000
500 Ferrier Bathroom Refurbishments								20,000	350,000		370,000
500 Ferrier Elevator Modernization							15,000	210,000			225,000
500 Ferrier Kitchen Refurbishment										25,000	25,000
Total 500 Ferrier Ct. Fergus - 41 Apartments	280,000						15,000	230,000	350,000	25,000	900,000
51 John St. Harriston - 16 Apartments											
51 John St Window Replacement								190,000			190,000
51 John Balcony Replacement	110,000										110,000
Total 51 John St. Harriston - 16 Apartments	110,000							190,000			300,000
450 Albert St. Mt. Forest - 31 Apartments											
450 Albert Balcony Rehab	10,000	140,000									150,000
450 Albert Elevator Modernization					10,000	190,000					200,000
450 Albert Lighting Replacement		100,000									100,000
Total 450 Albert St. Mt. Forest - 31 Apartments	10,000	240,000			10,000	190,000					450,000
212 Whites Rd. Palmerston -32 Apartments											
212 Whites Lghtng/Clng/Rcrc Replace			205,000								205,000
212 Whites Roofing Replacement			25,000	380,000							405,000
212 Whites Elevator Modernization					10,000	190,000					200,000
Total 212 Whites Rd. Palmerston -32 Apartments			230,000	380,000	10,000	190,000					810,000
Social Housing Various Locations											
Housing Building Retrofit	985,000	1,040,000	745,000	965,000	1,375,000	1,355,000	2,335,000	915,000	1,395,000	1,560,000	12,670,000
Various Full Fire Alarm Replac	320,000										320,000
Total Social Housing Various Locations	1,305,000	1,040,000	745,000	965,000	1,375,000	1,355,000	2,335,000	915,000	1,395,000	1,560,000	12,990,000
Total County Owned Units	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	5,100,000	43,800,000



Programme Overview

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

Programme Description

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

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

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

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

2021 Budget Highlights

Operating Budget:

- The County's budgeted contribution from the tax levy to the Housing Development Reserve Fund has increased from \$500,000 to \$1,000,000 in 2021 and remains constant at \$1,000,000 over the ten year plan.

Capital Budget:

- Capital Retrofits for County owned affordable housing units total \$1.5 million over the forecast and are fully funded from reserve.
- New to the forecast is a provision to construct new County-owned affordable housing units throughout the County. The numbers are preliminary and assume \$2 million in Provincial subsidy and a County contribution of \$4 million from the Housing Development Reserve in every third year of the forecast.

Staff Complement (Full time equivalents)		
	2020	2021
Affordable Housing	1.1	1.1
Total	1.1	1.1
Current employee count: 2		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Affordable Housing

Department: Social Services

Governance: Social Services Committee

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$209,930	\$202,000	\$201,314	\$201,400	\$176,700	(\$24,700)	(12.3%)
Licenses, Permits and Rents	\$1,228,792	\$1,216,300	\$1,241,295	\$1,227,400	\$1,233,000	\$5,600	0.5%
User Fees & Charges	\$26,738	\$18,000	\$23,960	\$20,000	\$22,000	\$2,000	10.0%
Total Revenue	\$1,465,460	\$1,436,300	\$1,466,569	\$1,448,800	\$1,431,700	(\$17,100)	(1.2%)
Expenditure							
Salaries, Wages and Benefits	\$92,630	\$86,000	\$81,211	\$88,100	\$94,400	\$6,300	7.2%
Supplies, Material & Equipment	\$67,592	\$82,700	\$45,211	\$68,300	\$61,300	(\$7,000)	(10.2%)
Purchased Services	\$508,908	\$639,500	\$505,089	\$596,100	\$617,700	\$21,600	3.6%
Insurance & Financial	\$24,712	\$26,300	\$26,114	\$30,300	\$28,700	(\$1,600)	(5.3%)
Debt Charges	\$295,293	\$296,100	\$293,941	\$294,800	\$176,700	(\$118,100)	(40.1%)
Internal Charges	\$82,812	\$82,700	\$87,700	\$87,700	\$84,700	(\$3,000)	(3.4%)
Total Expenditure	\$1,071,947	\$1,213,300	\$1,039,266	\$1,165,300	\$1,063,500	(\$101,800)	(8.7%)
Net Operating Cost / (Revenue)	(\$393,513)	(\$223,000)	(\$427,303)	(\$283,500)	(\$368,200)	(\$84,700)	29.9%
Transfers							
Transfers to Reserve	\$893,513	\$723,000	\$550,000	\$783,500	\$1,368,200	\$584,700	74.6%
Total Transfers	\$893,513	\$723,000	\$550,000	\$783,500	\$1,368,200	\$584,700	74.6%
NET COST / (REVENUE)	\$500,000	\$500,000	\$122,697	\$500,000	\$1,000,000	\$500,000	100.0%



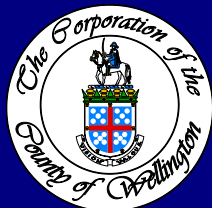
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Affordable Housing

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	201,400	176,700	176,100	175,200	174,000	172,500	170,600	168,400	170,800	167,700	164,300
Licenses, Permits and Rents	1,227,400	1,233,000	1,257,600	1,282,800	1,308,400	1,334,600	1,361,200	1,388,500	1,416,300	1,444,600	1,473,500
User Fees & Charges	20,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Total Revenue	1,448,800	1,431,700	1,455,700	1,480,000	1,504,400	1,529,100	1,553,800	1,578,900	1,609,100	1,634,300	1,659,800
EXPENDITURES											
Salaries, Wages and Benefits	88,100	94,400	96,300	99,100	101,700	104,300	107,500	111,300	114,700	118,300	122,100
Supplies, Material & Equipment	68,300	61,300	63,300	65,300	67,400	69,700	72,000	74,400	76,900	79,500	82,200
Purchased Services	596,100	617,700	636,400	684,500	696,700	695,000	715,500	736,400	795,200	808,200	801,800
Insurance & Financial	30,300	28,700	29,700	30,900	31,900	32,900	34,000	35,100	36,100	37,300	37,300
Debt Charges	294,800	176,700	176,100	175,200	174,000	172,500	170,600	168,400	170,800	167,700	164,300
Internal Charges	87,700	84,700	87,200	89,800	92,500	95,300	98,200	101,100	104,100	107,200	110,400
Total Expenditures	1,165,300	1,063,500	1,089,000	1,144,800	1,164,200	1,169,700	1,197,800	1,226,700	1,297,800	1,318,200	1,318,100
Net Operating Cost / (Revenue)	(283,500)	(368,200)	(366,700)	(335,200)	(340,200)	(359,400)	(356,000)	(352,200)	(311,300)	(316,100)	(341,700)
yr/yr % change		29.9%	(0.4%)	(8.6%)	1.5%	5.6%	(0.9%)	(1.1%)	(11.6%)	1.5%	8.1%
TRANSFERS											
Transfer to Reserves	783,500	1,368,200	1,366,700	1,335,200	1,340,200	1,359,400	1,356,000	1,352,200	1,311,300	1,316,100	1,341,700
Total Transfers	783,500	1,368,200	1,366,700	1,335,200	1,340,200	1,359,400	1,356,000	1,352,200	1,311,300	1,316,100	1,341,700
TAX LEVY REQUIREMENT	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
yr/yr % change		100.0%									



County of Wellington
10 Year Capital Budget
Affordable Housing

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Social Services											
Affordable Housing											
165 Gordon Air Conditioning Install	500,000										500,000
165 Gordon St Capital Retrofits (55 units)	32,000	33,000	36,000	56,000	54,000	40,000	44,000	44,000	48,000	49,000	436,000
169 Gordon Capital Retrofits (55 units)	30,000	20,000	20,000	22,000	22,000	24,000	24,000	26,000	32,000	28,000	248,000
182 George St Capital Retrofits (10 units)	79,000	9,000	11,000	11,000	52,000	22,000	13,000	14,000	15,000	15,000	241,000
250 Daly St Capital Retrofits (11 units)	8,000	8,000	10,000	13,000	11,000	11,000	12,000	13,000	14,000	14,000	114,000
Provision for New County Afd Housing Units			6,000,000			6,000,000			6,000,000		18,000,000
Total Affordable Housing	649,000	70,000	6,077,000	102,000	139,000	6,097,000	93,000	97,000	6,109,000	106,000	19,539,000
Total	649,000	70,000	6,077,000	102,000	139,000	6,097,000	93,000	97,000	6,109,000	106,000	19,539,000
Sources of Financing											
Subsidies			2,000,000			2,000,000			2,000,000		6,000,000
Reserves	649,000	70,000	4,077,000	102,000	139,000	4,097,000	93,000	97,000	4,109,000	106,000	13,539,000
Total Financing	649,000	70,000	6,077,000	102,000	139,000	6,097,000	93,000	97,000	6,109,000	106,000	19,539,000



Programme Overview

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

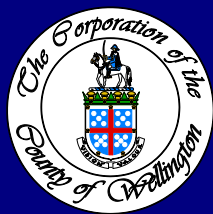
Programme Description

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

2021 Budget Highlights

- The grants and subsidies line has decreased in 2021 by approximately \$1.6 million as a result of reductions made to caseload assumptions. Caseload has fallen steadily throughout 2020 due to clients opting for the Federal emergency benefits in light of COVID. In 2022, the budget includes a caseload increase of 5.0% from 2021 budget to allow for the ending of CERB and CRB benefits and an anticipated increase in OW applications for assistance.
- The ten-year capital plan includes facility improvements at the administration offices located at 129 and 138 Wyndham Street in Guelph and St. Andrews Street in Fergus. The ten-year total capital budget is \$670,000. The County's portion of \$200,000 is funded from the Property Reserve and the City's funding contribution for capital works at the Guelph locations is \$470,000

Staff Complement (Full time equivalents)	2020	2021
Ontario Works	69.3	69.4
Total	69.3	69.4
Current Employee Count: 67		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

			2020			\$ Change	% Change
	2019	2019	Preliminary	2020	2021	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$24,426,663	\$25,189,500	\$21,210,862	\$25,681,800	\$24,053,000	(\$1,628,800)	(6.3%)
Municipal Recoveries	\$2,715,671	\$2,764,100	\$2,734,873	\$3,054,100	\$3,182,200	\$128,100	4.2%
Internal Recoveries	\$20,862	\$11,000	\$35,503	\$43,500	\$64,000	\$20,500	47.1%
Total Revenue	\$27,163,196	\$27,964,600	\$23,981,238	\$28,779,400	\$27,299,200	(\$1,480,200)	(5.1%)
Expenditure							
Salaries, Wages and Benefits	\$6,272,607	\$6,373,100	\$6,152,206	\$6,537,800	\$6,646,100	\$108,300	1.7%
Supplies, Material & Equipment	\$181,620	\$157,700	\$163,261	\$152,300	\$185,600	\$33,300	21.9%
Purchased Services	\$391,849	\$511,100	\$313,183	\$481,500	\$466,800	(\$14,700)	(3.1%)
Social Assistance	\$20,098,835	\$20,884,400	\$18,349,698	\$21,283,000	\$19,606,700	(\$1,676,300)	(7.9%)
Transfer Payments	\$26,350	\$26,300	\$190,314	\$190,700	\$194,500	\$3,800	2.0%
Insurance & Financial	\$102,771	\$110,700	\$101,864	\$112,300	\$111,000	(\$1,300)	(1.2%)
Internal Charges	\$1,413,867	\$1,407,800	\$1,391,854	\$1,396,300	\$1,393,300	(\$3,000)	(0.2%)
Total Expenditure	\$28,487,899	\$29,471,100	\$26,662,380	\$30,153,900	\$28,604,000	(\$1,549,900)	(5.1%)
Net Operating Cost / (Revenue)	\$1,324,703	\$1,506,500	\$2,681,142	\$1,374,500	\$1,304,800	(\$69,700)	(5.1%)
Transfers							
Transfer from Reserve	(\$184,941)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Transfers	(\$184,941)	\$ -	\$ -	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$1,139,762	\$1,506,500	\$2,681,142	\$1,374,500	\$1,304,800	(\$69,700)	(5.1%)



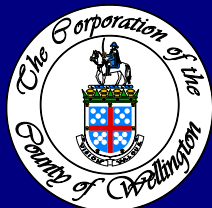
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Ontario Works

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	25,681,800	24,053,000	24,997,000	25,592,200	26,202,900	26,830,500	27,465,300	28,118,900	28,792,000	29,486,100	30,180,400
Municipal Recoveries	3,054,100	3,182,200	3,297,200	3,446,000	3,614,800	3,846,200	4,015,000	4,240,100	4,428,400	4,650,700	4,891,900
Internal Recoveries	43,500	64,000	85,000	87,600	84,600	81,700	77,800	74,200	70,700	66,900	62,100
Total Revenue	28,779,400	27,299,200	28,379,200	29,125,800	29,902,300	30,758,400	31,558,100	32,433,200	33,291,100	34,203,700	35,134,400
EXPENDITURES											
Salaries, Wages and Benefits	6,537,800	6,646,100	6,829,300	7,009,900	7,200,900	7,412,300	7,645,400	7,885,400	8,130,600	8,388,700	8,650,900
Supplies, Material & Equipment	152,300	185,600	155,200	158,400	161,800	165,500	169,000	172,900	176,600	179,000	182,400
Purchased Services	481,500	466,800	481,200	495,200	509,000	526,100	540,200	555,000	562,500	554,000	555,100
Social Assistance	21,283,000	19,606,700	20,503,400	21,061,600	21,636,000	22,219,900	22,820,500	23,427,600	24,069,700	24,743,700	25,385,600
Transfer Payments	190,700	194,500	248,400	252,300	206,300	210,400	214,700	219,000	223,300	227,600	227,600
Insurance & Financial	112,300	111,000	114,600	118,400	122,300	126,800	131,500	136,200	138,900	146,600	152,100
Minor Capital Expenses							12,400	6,000			
Internal Charges	1,396,300	1,393,300	1,441,000	1,471,900	1,511,200	1,612,600	1,593,600	1,668,800	1,686,300	1,728,700	1,806,800
Total Expenditures	30,153,900	28,604,000	29,773,100	30,567,700	31,347,500	32,273,600	33,127,300	34,070,900	34,987,900	35,968,300	36,960,500
Net Operating Cost / (Revenue)	1,374,500	1,304,800	1,393,900	1,441,900	1,445,200	1,515,200	1,569,200	1,637,700	1,696,800	1,764,600	1,826,100
yr/yr % change		(5.1%)	6.8%	3.4%	0.2%	4.8%	3.6%	4.4%	3.6%	4.0%	3.5%
TRANSFERS											
Transfer from Reserves			(50,000)	(50,000)							
Total Transfers			(50,000)	(50,000)							
TAX LEVY REQUIREMENT	1,374,500	1,304,800	1,343,900	1,391,900	1,445,200	1,515,200	1,569,200	1,637,700	1,696,800	1,764,600	1,826,100
yr/yr % change		(5.1%)	3.0%	3.6%	3.8%	4.8%	3.6%	4.4%	3.6%	4.0%	3.5%



County of Wellington
10 Year Capital Budget
Ontario Works

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Social Services											
Ontario Works											
129 Wyndham Generator Upgrade									90,000		90,000
129 Wyndham Security							40,000				40,000
129 Wyndham: Rooftop HVAC Repl	90,000	85,000									175,000
129 Wyndham: VVT HVAC System	50,000										50,000
138 Wyndham St: Replace Heat Exchanger							66,000				66,000
138 Wyndham St: Roof Top AC								100,000			100,000
138 Wyndham: Carpet Replacement					54,000						54,000
138 Wyndham: Fire Alarm System							20,000				20,000
Fergus OW: Roof Replacement							75,000				75,000
Total Ontario Works	140,000	85,000			54,000		201,000	100,000	90,000		670,000
Total	140,000	85,000			54,000		201,000	100,000	90,000		670,000
Sources of Financing											
Recoveries	110,500	67,000			43,000		100,000	79,000	71,000		470,500
Reserves	29,500	18,000			11,000		101,000	21,000	19,000		199,500
Total Financing	140,000	85,000			54,000		201,000	100,000	90,000		670,000



Programme Overview

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

Programme Description

- **Children's Early Years Management:** Planning and overall management of the child care and early years family supports system for the service delivery area. Provision of General Operating Grants, Fee Subsidies, One-Time Grants, Special Needs Resourcing, Capacity Building, EarlyON Programme and Services, Wage Enhancement Grants/Home Child Care Enhancement Grants, and Community Grants.
- **Child Care Subsidies:** Provides financial assistance to eligible families to pay for child care fees in licensed child care, authorized recreation and skill building programmes, and school board operated programmes who have a Purchase of Service Agreement for Fee Subsidy with the County of Wellington.
- **General Operating Grants:** Provides financial assistance for the operation of licensed child care programmes including staff wages and benefits, occupancy costs and professional development for operators with a Purchase of Service Agreement for the General Operating Grant with the County of Wellington.
- **Special Needs Resources:** Provides Enhanced Support Services from contracted community agencies to promote equitable access for children with special needs, disabilities, and/or medical conditions to fully participation in child care and EarlyON programmes and services.
- **Capacity Building:** Provides an Early Years Professional Resource Centre that plans and facilitates ongoing professional learning, side-by-side mentoring, and a variety of resources to increase quality levels.
- **The County of Wellington operates four licensed child care centres (one in Guelph and three in Wellington County) which offer 194 spaces in total. The County also operates the only licensed home child agency that provides access to contracted home child providers throughout Guelph and Wellington County. Home-based child care offers families increased availability, accessibility and choice of licensed child care options for their families.**

2021 Budget Highlights

- The 2021 provincial funding allocation has been maintained at the 2020 allocation level, with the exception of Wage Enhancement Administration (\$48K reduction).
- Staffing changes include: 1 Children's Early Years Master Trainer, 1 Children's Early Years Pedagogical Leader, 2 Children's Early Years Resource Consultants, 0.3 FTE Accounting Analyst, and the removal of a 0.6 FTE Special Needs Programme Assistant.
- Special needs resourcing has been reduced and reallocated to capacity building and general operating grants to help sustain the child care system and increase quality levels.

Staff Complement (Full time equivalents)	2020	2021
Child Care Services	27.5	30.4
Child Care Centres	63.6	63.6
Total	91.1	94.0
Current employee count: 124		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$22,672,005	\$21,599,300	\$16,966,790	\$21,860,000	\$21,812,300	(\$47,700)	(0.2%)
Municipal Recoveries	\$3,498,166	\$3,602,400	\$2,069,660	\$3,278,000	\$3,300,700	\$22,700	0.7%
User Fees & Charges	\$910,427	\$960,000	\$741,593	\$1,163,000	\$1,186,300	\$23,300	2.0%
Other Revenue	\$11,700	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Recoveries	\$8,003	\$30,000	\$447,612	\$439,600	\$487,300	\$47,700	10.9%
Total Revenue	\$27,100,301	\$26,191,700	\$20,225,655	\$26,740,600	\$26,786,600	\$46,000	0.2%
Expenditure							
Salaries, Wages and Benefits	\$6,348,796	\$6,550,300	\$6,540,442	\$7,747,600	\$8,166,100	\$418,500	5.4%
Supplies, Material & Equipment	\$659,683	\$528,700	\$363,498	\$563,500	\$599,600	\$36,100	6.4%
Purchased Services	\$706,323	\$532,000	\$609,574	\$782,500	\$785,500	\$3,000	0.4%
Social Assistance	\$19,794,651	\$18,826,600	\$17,770,872	\$17,588,700	\$17,250,700	(\$338,000)	(1.9%)
Insurance & Financial	\$109,875	\$121,100	\$118,183	\$150,500	\$151,600	\$1,100	0.7%
Minor Capital Expenses	\$44,954	\$10,000	\$12,603	\$ -	\$ -	\$ -	-
Internal Charges	\$794,631	\$843,200	\$1,387,607	\$1,383,300	\$1,396,600	\$13,300	1.0%
Total Expenditure	\$28,458,913	\$27,411,900	\$26,802,779	\$28,216,100	\$28,350,100	\$134,000	0.5%
Net Operating Cost / (Revenue)	\$1,358,612	\$1,220,200	\$6,577,124	\$1,475,500	\$1,563,500	\$88,000	6.0%
Transfers							
Transfer from Reserve	(\$73,232)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Transfers	(\$73,232)	\$ -	\$ -	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$1,285,380	\$1,220,200	\$6,577,124	\$1,475,500	\$1,563,500	\$88,000	6.0%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	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	21,812,300
Municipal Recoveries	3,278,000	3,300,700	3,712,100	3,832,000	3,968,700	4,095,200	4,242,400	4,374,200	4,505,200	4,667,200	4,799,700
User Fees & Charges	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	1,417,800
Internal Recoveries	439,600	487,300	267,500	267,500	267,500	267,500	267,500	267,500	267,500	267,500	267,500
Total Revenue	26,740,600	26,786,600	27,001,900	27,146,100	27,307,600	27,459,200	27,632,000	27,790,100	27,947,900	28,137,100	28,297,300
EXPENDITURES											
Salaries, Wages and Benefits	7,747,600	8,166,100	8,482,200	8,740,600	9,008,000	9,289,100	9,586,700	9,888,600	10,197,800	10,522,700	10,855,000
Supplies, Material & Equipment	563,500	599,600	613,100	626,900	641,100	655,700	670,700	686,300	702,400	718,900	738,000
Purchased Services	782,500	785,500	796,700	808,200	820,000	831,900	844,100	856,200	868,700	883,200	900,500
Social Assistance	17,588,700	17,250,700	17,631,800	17,531,400	17,424,500	17,310,700	17,190,900	17,071,500	16,949,300	16,814,100	16,681,700
Insurance & Financial	150,500	151,600	158,400	164,200	170,100	176,600	183,300	189,800	193,700	204,200	211,100
Minor Capital Expenses					14,000	1,500				28,000	
Internal Charges	1,383,300	1,396,600	1,163,400	1,188,300	1,219,100	1,262,200	1,312,500	1,333,300	1,352,300	1,375,200	1,410,400
Total Expenditures	28,216,100	28,350,100	28,845,600	29,059,600	29,296,800	29,527,700	29,788,200	30,025,700	30,264,200	30,546,300	30,796,700
Net Operating Cost / (Revenue)	1,475,500	1,563,500	1,843,700	1,913,500	1,989,200	2,068,500	2,156,200	2,235,600	2,316,300	2,409,200	2,499,400
yr/yr % change		6.0%	17.9%	3.8%	4.0%	4.0%	4.2%	3.7%	3.6%	4.0%	3.7%
TRANSFERS											
Total Transfers											
TAX LEVY REQUIREMENT	1,475,500	1,563,500	1,843,700	1,913,500	1,989,200	2,068,500	2,156,200	2,235,600	2,316,300	2,409,200	2,499,400
yr/yr % change		6.0%	17.9%	3.8%	4.0%	4.0%	4.2%	3.7%	3.6%	4.0%	3.7%



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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Social Services											
Children's Early Years Division											
133 Wyndham: Heat Recovery Ventilator		45,000								190,000	235,000
MFCC: Flooring Replacement									54,000		54,000
Total Children's Early Years Division		45,000							54,000	190,000	289,000
Total		45,000							54,000	190,000	289,000
Sources of Financing											
Recoveries		35,500								150,000	185,500
Reserves		9,500							54,000	40,000	103,500
Total Financing		45,000							54,000	190,000	289,000



Programme Overview

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

Programme Description

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

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

2021 Budget Highlights

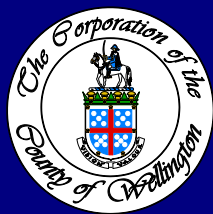
Operating Budget

- Increases in salaries and wages related to COVID-19 protocols are fully funded through subsidies received by senior levels of government.
- Grants and subsidies includes one time LHIN funding, and reflect updated provincial funding incorporating the County’s updated case mix index, with an assumption of a 1% increase to the gross per diem rate effective April 1, 2021
- Resident co-payment revenue has been increased by \$57,200 to include an anticipated 1.9% increase in resident co-payment rates effective July 1, 2021.
- A one-time transfer to the Wellington Terrace Capital Reserve in 2020 of \$1 million for the Continuum of Care project has been removed in 2021

Capital Budget

- Staff continue to plan for life cycle replacements and repairs on building components and equipment. Projects for replacements total \$3.6 million over the ten years.

Staff Complement (Full time equivalents)	2020	2021
Wellington Terrace Administration	6.6	7.0
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	5.8
Nursing Direct Care	124.3	124.5
Nutrition	34.1	34.1
COVID 19 Related	0.0	4.4
Total	208.1	214.1
Current employee count: 333		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

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

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$9,440,048	\$9,400,400	\$10,656,878	\$9,346,200	\$9,538,800	\$192,600	2.1%
User Fees & Charges	\$4,716,279	\$4,546,000	\$4,731,658	\$4,776,800	\$4,834,000	\$57,200	1.2%
Sales Revenue	\$ -	\$ -	\$26,856	\$36,400	\$54,600	\$18,200	50.0%
Other Revenue	\$112,266	\$ -	\$71,442	\$27,800	\$27,800	\$ -	-
Total Revenue	\$14,268,593	\$13,946,400	\$15,486,834	\$14,187,200	\$14,455,200	\$268,000	1.9%
Expenditure							
Salaries, Wages and Benefits	\$16,396,100	\$16,146,700	\$17,715,265	\$17,423,700	\$17,885,000	\$461,300	2.6%
Supplies, Material & Equipment	\$1,348,820	\$1,326,500	\$1,503,615	\$1,451,500	\$1,491,800	\$40,300	2.8%
Purchased Services	\$1,062,396	\$1,137,300	\$1,125,673	\$1,209,800	\$1,252,100	\$42,300	3.5%
Insurance & Financial	\$303,450	\$306,000	\$334,893	\$333,700	\$341,600	\$7,900	2.4%
Minor Capital Expenses	\$19,151	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Charges	\$1,821,192	\$1,849,700	\$1,819,493	\$1,849,700	\$1,849,700	\$ -	-
Internal Charges	\$1,305,016	\$1,304,800	\$961,834	\$961,700	\$941,000	(\$20,700)	(2.2%)
Total Expenditure	\$22,256,125	\$22,071,000	\$23,460,773	\$23,230,100	\$23,761,200	\$531,100	2.3%
Net Operating Cost / (Revenue)	\$7,987,532	\$8,124,600	\$7,973,939	\$9,042,900	\$9,306,000	\$263,100	2.9%
Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	(\$249,900)	(\$249,900)	-
Transfer to Capital	\$1,000,000	\$1,000,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$258,592	\$250,000	\$1,250,000	\$1,250,000	\$250,000	(\$1,000,000)	(80.0%)
Total Transfers	\$1,258,592	\$1,250,000	\$1,250,000	\$1,250,000	\$100	(\$1,249,900)	(100.0%)
NET COST / (REVENUE)	\$9,246,124	\$9,374,600	\$9,223,939	\$10,292,900	\$9,306,100	(\$986,800)	(9.6%)



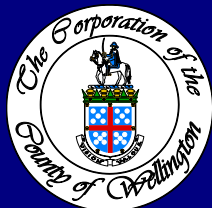
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Long-Term Care Homes

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	9,346,200	9,538,800	9,536,800	9,579,100	9,620,800	9,662,300	9,038,500	9,079,100	9,119,300	9,159,100	9,198,400
User Fees & Charges	4,776,800	4,834,000	4,927,800	5,025,500	5,125,000	5,226,600	5,330,200	5,435,900	5,543,700	5,653,600	5,765,700
Sales Revenue	36,400	54,600	74,300	90,500	96,700	100,200	103,200	106,600	110,300	111,800	115,200
Other Revenue	27,800	27,800	27,800	27,800	27,800	27,800	27,800	27,800	27,800	27,800	27,800
Total Revenue	14,187,200	14,455,200	14,566,700	14,722,900	14,870,300	15,016,900	14,499,700	14,649,400	14,801,100	14,952,300	15,107,100
EXPENDITURES											
Salaries, Wages and Benefits	17,423,700	17,885,000	18,079,800	18,574,000	19,095,800	19,655,900	20,280,900	20,919,000	21,574,100	22,261,300	22,968,600
Supplies, Material & Equipment	1,451,500	1,491,800	1,544,500	1,599,600	1,677,700	1,695,600	1,744,600	1,794,800	1,847,200	1,899,600	1,956,300
Purchased Services	1,209,800	1,252,100	1,288,000	1,332,700	1,374,400	1,423,200	1,473,500	1,525,100	1,555,500	1,609,800	1,643,700
Insurance & Financial	333,700	341,600	344,800	354,300	364,600	375,500	387,300	399,500	406,900	427,500	441,200
Debt Charges	1,849,700	1,849,700	1,849,700	1,849,700	1,849,700	1,713,000					
Internal Charges	961,700	941,000	969,200	998,300	1,028,200	1,059,000	1,090,800	1,123,500	1,157,200	1,191,900	1,227,700
Total Expenditures	23,230,100	23,761,200	24,076,000	24,708,600	25,390,400	25,922,200	24,977,100	25,761,900	26,540,900	27,390,100	28,237,500
Net Operating Cost / (Revenue)	9,042,900	9,306,000	9,509,300	9,985,700	10,520,100	10,905,300	10,477,400	11,112,500	11,739,800	12,437,800	13,130,400
yr/yr % change		2.9%	2.2%	5.0%	5.4%	3.7%	(3.9%)	6.1%	5.6%	5.9%	5.6%
TRANSFERS											
Transfer from Reserves		(249,900)									
Transfer to Reserves	1,250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Total Transfers	1,250,000	100	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
TAX LEVY REQUIREMENT	10,292,900	9,306,100	9,759,300	10,235,700	10,770,100	11,155,300	10,727,400	11,362,500	11,989,800	12,687,800	13,380,400
yr/yr % change		(9.6%)	4.9%	4.9%	5.2%	3.6%	(3.8%)	5.9%	5.5%	5.8%	5.5%



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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Long-Term Care Homes											
Equipment and Technology											
Terrace Network						50,000	50,000				100,000
Resident Van Replacement							60,000				60,000
WT Laundry Equipment	60,000										60,000
Wireless Phone Replacement				75,000							75,000
IPad Replacements					30,000						30,000
Nursing Equip Replacements	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Garbage Compactor Replacement										45,000	45,000
Total Equipment and Technology	160,000	100,000	100,000	175,000	130,000	150,000	210,000	100,000	100,000	145,000	1,370,000
Facility Improvements											
Public Area Furniture Replacements	50,000	50,000									100,000
Access Control System	120,000										120,000
Common Spaces Flooring	110,000	110,000									220,000
Dining and Servery Flooring		90,000									90,000
Terrace AC Replacement			695,000								695,000
Terrace Parking Lot								500,000			500,000
Roof Waterproofing						180,000					180,000
WT Building Retrofits	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
Courtyard Door Replacement										36,000	36,000
Total Facility Improvements	315,000	285,000	730,000	35,000	35,000	215,000	35,000	535,000	35,000	71,000	2,291,000
Total	475,000	385,000	830,000	210,000	165,000	365,000	245,000	635,000	135,000	216,000	3,661,000
Sources of Financing											
Reserves	475,000	385,000	830,000	210,000	165,000	365,000	245,000	635,000	135,000	216,000	3,661,000
Total Financing	475,000	385,000	830,000	210,000	165,000	365,000	245,000	635,000	135,000	216,000	3,661,000



Programme Overview

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

Programme Description

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

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

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

2021 Budget Highlights

Operating Budget:

- Implementation of library event and room booking software

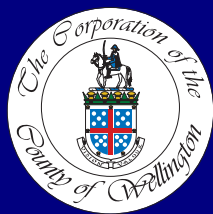
Capital Branch Improvements:

- A provision of \$5.05 million is included for the construction of a new Erin Branch (2021-2024). The current branch is located in the Centre 2000 complex, a multiuse facility which is also home to Erin District High School. The 25-year lease agreement with the Upper Grand District School Board expires in 2025.
- Life cycle replacement for building components at various branches total \$2.0 million and are scheduled throughout the forecast.

Capital Programme Enhancements:

- Library catalogue enhancement in 2021
- The Library Master Plan in 2022 to review all aspects of library services and make recommendations for future improvements.
- Courier van replacements are scheduled for 2022 and 2027
- Provisions for future technology advancements and furnishing replacements are included throughout the forecast.

Staff Complement (Full time equivalents)	2020	2021
Library Administration	8.0	8.0
Library Branch Staff	51.7	51.7
Total	59.7	59.7
Current employee count: 103		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$147,995	\$159,500	\$141,275	\$148,500	\$148,500	\$ -	-
Municipal Recoveries	\$30,600	\$30,000	\$33,600	\$30,000	\$30,000	\$ -	-
Licenses, Permits and Rents	\$53,033	\$50,000	\$33,315	\$50,000	\$50,000	\$ -	-
User Fees & Charges	\$76,952	\$88,700	\$24,558	\$86,200	\$86,200	\$ -	-
Sales Revenue	\$7,297	\$8,100	\$3,728	\$8,100	\$8,100	\$ -	-
Other Revenue	\$3,991	\$ -	\$1,742	\$ -	\$ -	\$ -	-
Total Revenue	\$319,868	\$336,300	\$238,218	\$322,800	\$322,800	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$4,396,343	\$4,440,600	\$4,471,822	\$4,627,600	\$4,660,000	\$32,400	0.7%
Supplies, Material & Equipment	\$893,841	\$916,000	\$827,337	\$878,200	\$875,800	(\$2,400)	(0.3%)
Purchased Services	\$1,075,845	\$1,122,300	\$1,079,836	\$1,196,100	\$1,229,800	\$33,700	2.8%
Insurance & Financial	\$100,798	\$103,900	\$106,067	\$108,500	\$111,000	\$2,500	2.3%
Minor Capital Expenses	\$21,227	\$69,000	\$ -	\$ -	\$ -	\$ -	-
Debt Charges	\$704,964	\$709,900	\$566,080	\$568,500	\$568,000	(\$500)	(0.1%)
Internal Charges	\$6,049	\$2,600	\$1,931	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$7,199,067	\$7,364,300	\$7,053,073	\$7,381,900	\$7,447,600	\$65,700	0.9%
Net Operating Cost / (Revenue)	\$6,879,199	\$7,028,000	\$6,814,855	\$7,059,100	\$7,124,800	\$65,700	0.9%
Transfers							
Transfer from Reserve	(\$273,838)	(\$319,400)	\$ -	(\$178,500)	(\$178,300)	\$200	(0.1%)
Transfer to Capital	\$155,000	\$155,000	\$135,000	\$135,000	\$90,000	(\$45,000)	(33.3%)
Transfers to Reserve	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000	\$ -	-
Total Transfers	\$241,162	\$195,600	\$495,000	\$316,500	\$271,700	(\$44,800)	(14.2%)
NET COST / (REVENUE)	\$7,120,361	\$7,223,600	\$7,309,855	\$7,375,600	\$7,396,500	\$20,900	0.3%



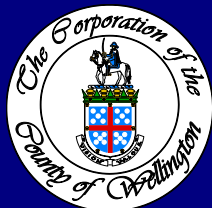
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Library Services

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	148,500	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	50,300	50,700	51,100
User Fees & Charges	86,200	86,200	86,200	86,200	86,200	86,200	86,200	86,200	86,300	86,500	86,900
Sales Revenue	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100
Total Revenue	322,800	322,800	322,800	322,800	322,800	322,800	322,800	322,800	323,200	323,800	324,600
EXPENDITURES											
Salaries, Wages and Benefits	4,627,600	4,660,000	4,787,500	4,928,400	5,070,900	5,225,800	5,390,100	5,558,800	5,732,200	5,913,100	6,098,400
Supplies, Material & Equipment	878,200	875,800	886,600	991,300	944,800	975,200	1,006,600	1,114,700	1,068,400	1,098,800	1,130,400
Purchased Services	1,196,100	1,229,800	1,354,900	1,392,000	1,427,400	1,467,100	1,508,000	1,550,500	1,579,700	1,627,400	1,664,100
Insurance & Financial	108,500	111,000	113,400	116,400	119,200	122,500	125,200	128,900	130,400	136,600	141,100
Debt Charges	568,500	568,000	506,600	396,600	467,200	467,300	467,800	467,000	467,900	236,200	236,200
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditures	7,381,900	7,447,600	7,652,000	7,827,700	8,032,500	8,260,900	8,500,700	8,822,900	8,981,600	9,015,100	9,273,200
Net Operating Cost / (Revenue)	7,059,100	7,124,800	7,329,200	7,504,900	7,709,700	7,938,100	8,177,900	8,500,100	8,658,400	8,691,300	8,948,600
yr/yr % change		0.9%	2.9%	2.4%	2.7%	3.0%	3.0%	3.9%	1.9%	0.4%	3.0%
TRANSFERS											
Transfer from Reserves	(178,500)	(178,300)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)
Transfer to Capital	135,000	90,000	155,000	628,000	74,000	160,000	44,000	176,000	114,000	130,000	49,000
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
Total Transfers	316,500	271,700	387,000	860,000	306,000	392,000	276,000	408,000	346,000	362,000	281,000
TAX LEVY REQUIREMENT	7,375,600	7,396,500	7,716,200	8,364,900	8,015,700	8,330,100	8,453,900	8,908,100	9,004,400	9,053,300	9,229,600
yr/yr % change		0.3%	4.3%	8.4%	(4.2%)	3.9%	1.5%	5.4%	1.1%	0.5%	1.9%



County of Wellington
10 Year Capital Budget
Library Services

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Library Services											
Programming											
Branch Improvements FFE	60,000	35,000	55,000		55,000		35,000	55,000	35,000		330,000
Catalogue Software Enhancement				30,000					30,000		60,000
Collection Enhancement					50,000						50,000
Future Technology Advancements		37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	337,500
Library Catalogue Replacement	80,000										80,000
Library Courier Van		75,000					75,000				150,000
Library Master Plan		30,000							40,000		70,000
Total Programming	140,000	177,500	92,500	67,500	142,500	37,500	147,500	92,500	142,500	37,500	1,077,500
Facilities											
Aboyne Branch: AC Replacements			44,000								44,000
Aboyne Library: Interior Upgrades										45,000	45,000
Arthur Branch Elevator Modernization								100,000			100,000
Arthur Branch: Flooring Replacements									25,000		25,000
Arthur Branch: HVAC Replacements									75,000		75,000
Arthur Branch: Parking Lot									35,000		35,000
Clifford Branch: AC Replacement						60,000					60,000
Clifford Branch: Roof Replace				60,000							60,000
Drayton Branch Parking Lot									75,000		75,000
Drayton Branch: Flooring									30,000		30,000
Drayton Branch: HVAC Replacements									30,000		30,000
Elora Branch: Elevator Modernization				200,000							200,000
Erin Branch: New Construction	550,000		2,500,000	2,000,000							5,050,000
Fergus Branch Flooring									50,000		50,000
Harriston Library: Plumbing Upgrades										40,000	40,000
Hillsburgh Branch: Sidewalk	30,000										30,000
Library Building Retrofits	50,000	40,000	40,000	70,000	70,000	70,000	70,000	70,000	95,000	95,000	670,000
MF Library: Elevator Modernization										220,000	220,000
MF Library: Exterior Rehab										30,000	30,000
MF Library: HVAC Upgrades										25,000	25,000
Palmerston Library: Air Conditioning										50,000	50,000
Palmerston Library: Interior Upgrades										45,000	45,000
Puslinch Library: Air Conditioning										70,000	70,000
Puslinch Library: Water Heater										30,000	30,000
Total Facilities	630,000	40,000	2,584,000	2,330,000	70,000	130,000	70,000	170,000	415,000	650,000	7,089,000
Total	770,000	217,500	2,676,500	2,397,500	212,500	167,500	217,500	262,500	557,500	687,500	8,166,500
Sources of Financing											
Current Revenues	140,000	150,500	592,500	67,500	142,500	37,500	147,500	92,500	102,500	37,500	1,510,500
Reserves	630,000	40,000	84,000	2,330,000	70,000	130,000	70,000	170,000	415,000	650,000	4,589,000
Development Charges		27,000							40,000		67,000
Debenture			2,000,000								2,000,000
Total Financing	770,000	217,500	2,676,500	2,397,500	212,500	167,500	217,500	262,500	557,500	687,500	8,166,500



Programme Overview

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

Programme Description

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

2021 Budget Highlights

Operating Budget

- Special events planned in 2021 reflect the activities identified in the Wellington County Museum and Archives Action Plan to be presented in February 2021

Capital Budget

- The Poultry House Restoration budgeted at \$25,000 in 2021 intends to utilize the coop to house heritage breed animals that engage the public and fit with the story of the original Poor House industrial farm.
- Samuel Honey Drive is an internal street within Wellington Place that will connect internal streets Charles Allan Way and David Boyle Drive. \$1.3 million is budgeted for construction in 2023.
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement (Full time equivalents)		
	2020	2021
Museum and Archives	18.7	18.7
Current employee count: 25		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Museum and Archives at Wellington Place

Department: Wellington County Museum and Archives

Governance: Information, Heritage and Senior's Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$56,184	\$54,800	\$52,264	\$54,800	\$54,800	\$ -	-
Licenses, Permits and Rents	\$43,258	\$52,100	\$9,422	\$52,100	\$52,100	\$ -	-
User Fees & Charges	\$80,010	\$84,300	\$27,483	\$75,000	\$75,000	\$ -	-
Sales Revenue	\$8,647	\$8,900	\$6,681	\$10,000	\$10,000	\$ -	-
Other Revenue	\$1,946	\$ -	\$1,975	\$ -	\$ -	\$ -	-
Total Revenue	\$190,045	\$200,100	\$97,825	\$191,900	\$191,900	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$1,504,044	\$1,519,200	\$1,496,108	\$1,584,600	\$1,591,200	\$6,600	0.4%
Supplies, Material & Equipment	\$165,634	\$196,300	\$111,249	\$143,100	\$150,800	\$7,700	5.4%
Purchased Services	\$391,572	\$415,500	\$358,780	\$432,900	\$461,500	\$28,600	6.6%
Transfer Payments	\$500	\$ -	\$ -	\$ -	\$ -	\$ -	-
Insurance & Financial	\$51,558	\$57,200	\$53,141	\$59,400	\$60,700	\$1,300	2.2%
Minor Capital Expenses	\$19,151	\$ -	\$ -	\$ -	\$13,000	\$13,000	-
Internal Charges	\$195	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenditure	\$2,132,654	\$2,188,200	\$2,019,278	\$2,220,000	\$2,277,200	\$57,200	2.6%
Net Operating Cost / (Revenue)	\$1,942,609	\$1,988,100	\$1,921,453	\$2,028,100	\$2,085,300	\$57,200	2.8%
Transfers							
Transfer from Reserve	(\$40,011)	(\$3,600)	\$ -	\$ -	\$ -	\$ -	-
Transfer to Capital	\$75,000	\$75,000	\$50,000	\$50,000	\$70,000	\$20,000	40.0%
Transfers to Reserve	\$71,061	\$25,000	\$ -	\$27,000	\$27,000	\$ -	-
Total Transfers	\$106,050	\$96,400	\$50,000	\$77,000	\$97,000	\$20,000	26.0%
NET COST / (REVENUE)	\$2,048,659	\$2,084,500	\$1,971,453	\$2,105,100	\$2,182,300	\$77,200	3.7%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
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	52,100	52,100	52,100	52,100	52,100	52,100	53,800	55,500	57,200
User Fees & Charges	75,000	75,000	75,800	76,600	77,400	78,200	79,000	79,800	82,500	84,900	86,900
Sales Revenue	10,000	10,000	10,200	10,400	10,600	10,800	11,000	11,000	11,200	11,400	11,600
Total Revenue	191,900	191,900	192,900	193,900	194,900	195,900	196,900	197,700	202,300	206,600	210,500
EXPENDITURES											
Salaries, Wages and Benefits	1,584,600	1,591,200	1,656,700	1,721,800	1,781,000	1,842,100	1,903,500	1,967,000	2,032,500	2,101,600	2,172,700
Supplies, Material & Equipment	143,100	150,800	145,900	173,900	157,000	162,600	168,300	196,700	180,400	187,300	192,900
Purchased Services	432,900	461,500	453,100	470,100	486,300	504,500	523,400	543,000	553,900	573,800	584,000
Insurance & Financial	59,400	60,700	62,200	63,700	65,200	66,900	68,500	70,000	71,000	74,200	76,100
Minor Capital Expenses		13,000									
Total Expenditures	2,220,000	2,277,200	2,317,900	2,429,500	2,489,500	2,576,100	2,663,700	2,776,700	2,837,800	2,936,900	3,025,700
Net Operating Cost / (Revenue)	2,028,100	2,085,300	2,125,000	2,235,600	2,294,600	2,380,200	2,466,800	2,579,000	2,635,500	2,730,300	2,815,200
yr/yr % change		2.8%	1.9%	5.2%	2.6%	3.7%	3.6%	4.5%	2.2%	3.6%	3.1%
TRANSFERS											
Transfer to Capital	50,000	70,000	242,000	32,000	115,000	90,000		256,000	117,000	64,000	33,000
Transfer to Reserves	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Total Transfers	77,000	97,000	269,000	59,000	142,000	117,000	27,000	283,000	144,000	91,000	60,000
TAX LEVY REQUIREMENT	2,105,100	2,182,300	2,394,000	2,294,600	2,436,600	2,497,200	2,493,800	2,862,000	2,779,500	2,821,300	2,875,200
yr/yr % change		3.7%	9.7%	(4.2%)	6.2%	2.5%	(0.1%)	14.8%	(2.9%)	1.5%	1.9%



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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Museum & Archives at WP											
Museum and Archives											
Programming											
Poultry House Restoration	25,000										25,000
Total Programming	25,000										25,000
Facilities											
Museum Air Conditioning							180,000				180,000
Aboyne Hall Flat Roof		200,000									200,000
Museum and Archives Reshingle Roof	45,000										45,000
Museum Carpet Replacement			30,000	30,000	30,000						90,000
Aboyne Hall Flooring Replacement					25,000						25,000
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
Fire Alarm Panel								65,000			65,000
Aboyne Hall Kitchen									50,000		50,000
Total Facilities	45,000	235,000	30,000	30,000	80,000		180,000	95,000	50,000	25,000	770,000
Total Museum and Archives	70,000	235,000	30,000	30,000	80,000		180,000	95,000	50,000	25,000	795,000
Wellington Place											
Rehab Driveways	150,000										150,000
Samuel Honey Drive Construction			1,300,000								1,300,000
Museum Tractor				75,000							75,000
New Kubota Lawn Mower							35,000				35,000
Total Wellington Place	150,000		1,300,000	75,000			35,000				1,560,000
Total	220,000	235,000	1,330,000	105,000	80,000		215,000	95,000	50,000	25,000	2,355,000
Sources of Financing											
Current Revenues	70,000	235,000	30,000	105,000	80,000		215,000	95,000	50,000	25,000	905,000
Reserves	150,000		1,300,000								1,450,000
Total Financing	220,000	235,000	1,330,000	105,000	80,000		215,000	95,000	50,000	25,000	2,355,000



Programme Overview

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

Programme Description

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

2021 Budget Highlights

Operating Budget:

- Staffing: the Climate Change Coordinator position is proposed to change from a contract position to permanent full-time. The position originally had an intended end date of May 2021. The position will be required in an ongoing basis in order to complete the climate change mitigation plan and implement the recommendations including GHG emissions reductions and climate change adaptation measures.
- Municipal revenues have been updated to reflect changes to fees for services provided to local municipalities by County staff.
- User fees and charges have been updated to reflect experience to date in 2020

Capital Budget

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

Staff Complement (Full time equivalents)	2020	2021
Planning and Development	15.0	15.0
Land Division Committee	2.0	2.0
Weed Inspection / Tree Cutting	0.5	0.5
Total	17.5	17.5
Current employee count: 18		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service:

Planning and Land Division

Department:

Planning

Governance:

Planning and Land Division Committee

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$39,892	\$62,500	\$58,501	\$62,500	\$10,000	(\$52,500)	(84.0%)
Municipal Recoveries	\$89,985	\$90,000	\$315,605	\$180,000	\$290,000	\$110,000	61.1%
User Fees & Charges	\$724,858	\$809,800	\$982,868	\$809,800	\$932,000	\$122,200	15.1%
Other Revenue	\$9,438	\$ -	\$2,162	\$ -	\$ -	\$ -	-
Total Revenue	\$864,173	\$962,300	\$1,359,136	\$1,052,300	\$1,232,000	\$179,700	17.1%
Expenditure							
Salaries, Wages and Benefits	\$1,838,502	\$1,957,900	\$2,053,226	\$2,120,800	\$2,162,200	\$41,400	2.0%
Supplies, Material & Equipment	\$40,082	\$38,500	\$20,838	\$39,100	\$53,900	\$14,800	37.9%
Purchased Services	\$285,579	\$391,800	\$238,408	\$392,700	\$364,900	(\$27,800)	(7.1%)
Transfer Payments	\$733,103	\$756,000	\$672,132	\$831,700	\$725,000	(\$106,700)	(12.8%)
Insurance & Financial	\$36,568	\$41,700	\$41,585	\$44,900	\$45,200	\$300	0.7%
Internal Charges	\$6,051	\$6,400	\$4,305	\$6,600	\$6,600	\$ -	-
Total Expenditure	\$2,939,885	\$3,192,300	\$3,030,494	\$3,435,800	\$3,357,800	(\$78,000)	(2.3%)
Net Operating Cost / (Revenue)	\$2,075,712	\$2,230,000	\$1,671,358	\$2,383,500	\$2,125,800	(\$257,700)	(10.8%)
Transfers							
Transfer from Reserve	(\$113,316)	(\$106,000)	\$ -	(\$106,700)	(\$10,000)	\$96,700	(90.6%)
Transfer to Capital	\$56,000	\$56,000	\$8,500	\$8,500	\$17,500	\$9,000	105.9%
Transfers to Reserve	\$40,064	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Transfers	(\$17,252)	(\$50,000)	\$8,500	(\$98,200)	\$7,500	\$105,700	(107.6%)
NET COST / (REVENUE)	\$2,058,460	\$2,180,000	\$1,679,858	\$2,285,300	\$2,133,300	(\$152,000)	(6.7%)



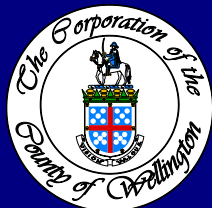
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Planning

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	62,500	10,000									
Municipal Recoveries	180,000	290,000	296,700	303,400	310,100	316,800	323,500	330,200	336,900	343,600	350,300
User Fees & Charges	809,800	932,000	940,200	948,400	956,700	965,000	973,400	979,700	988,200	1,014,300	1,041,300
Total Revenue	1,052,300	1,232,000	1,236,900	1,251,800	1,266,800	1,281,800	1,296,900	1,309,900	1,325,100	1,357,900	1,391,600
EXPENDITURES											
Salaries, Wages and Benefits	2,120,800	2,162,200	2,242,800	2,322,300	2,394,300	2,465,900	2,546,100	2,608,100	2,713,800	2,803,500	2,894,900
Supplies, Material & Equipment	39,100	53,900	40,600	41,600	42,800	44,000	45,200	46,400	47,400	48,200	49,000
Purchased Services	392,700	364,900	364,700	374,900	385,600	396,500	407,700	419,300	431,100	444,600	458,500
Transfer Payments	831,700	725,000	725,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000
Insurance & Financial	44,900	45,200	46,700	48,400	50,100	51,700	53,300	55,300	56,500	59,100	61,300
Internal Charges	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600
Total Expenditures	3,435,800	3,357,800	3,426,400	3,458,800	3,544,400	3,629,700	3,723,900	3,800,700	3,920,400	4,027,000	4,135,300
Net Operating Cost / (Revenue)	2,383,500	2,125,800	2,189,500	2,207,000	2,277,600	2,347,900	2,427,000	2,490,800	2,595,300	2,669,100	2,743,700
yr/yr % change		(10.8%)	3.0%	0.8%	3.2%	3.1%	3.4%	2.6%	4.2%	2.8%	2.8%
TRANSFERS											
Transfer from Reserves	(106,700)	(10,000)									
Transfer to Capital	8,500	17,500	8,000								
Total Transfers	(98,200)	7,500	8,000								
TAX LEVY REQUIREMENT	2,285,300	2,133,300	2,197,500	2,207,000	2,277,600	2,347,900	2,427,000	2,490,800	2,595,300	2,669,100	2,743,700
yr/yr % change		(6.7%)	3.0%	0.4%	3.2%	3.1%	3.4%	2.6%	4.2%	2.8%	2.8%



County of Wellington
10 Year Capital Budget
Planning

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Planning											
Official Plan / MCR Update	175,000	80,000	45,000								300,000
Trestle Bridge Trail Resurfacing	40,000	40,000									80,000
Official Plan Review/Update			100,000					100,000			200,000
Total	215,000	120,000	145,000					100,000			580,000
Sources of Financing											
Current Revenues	17,500	8,000									25,500
Reserves	40,000	40,000									80,000
Development Charges	157,500	72,000	145,000					100,000			474,500
Total Financing	215,000	120,000	145,000					100,000			580,000



Programme Overview

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

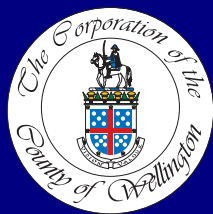
Programme Description

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

2021 Budget Highlights

- Salaries, Wages and Benefits: the Tree Nursery Lead Hand position is proposed to change from part-time to full-time in order to provide staffing continuity, year-round support for both the southern and northern nurseries, and appropriate supervision of summer staff
- An annual transfer of \$30,000 to the General Capital Reserve has been established in 2021 in order to fund future capital requirements for the Green Legacy that have been identified in the 10 year forecast
- The 2021-2030 capital budget forecast includes end of life cycle vehicle and equipment replacements totalling \$290,000.

Staff Complement (Full time equivalents)	2020	2021
Green Legacy Manager	1.0	1.0
Brad Whitcombe Nursery	4.4	4.7
Northern Tree Nursery	2.5	2.5
Total	7.9	8.2
Current employee count: 14		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service:

Green Legacy

Department:

Planning

Governance:

Planning and Land Division Committee

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Sales Revenue	\$5,756	\$1,000	\$9,919	\$2,000	\$2,000	\$ -	-
Other Revenue	\$1,830	\$1,500	\$100	\$1,500	\$1,500	\$ -	-
Total Revenue	\$7,586	\$2,500	\$10,019	\$3,500	\$3,500	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$559,109	\$582,000	\$633,852	\$604,800	\$625,500	\$20,700	3.4%
Supplies, Material & Equipment	\$87,277	\$98,800	\$49,921	\$103,600	\$99,500	(\$4,100)	(4.0%)
Purchased Services	\$69,672	\$89,200	\$44,543	\$92,300	\$86,800	(\$5,500)	(6.0%)
Insurance & Financial	\$17,522	\$22,100	\$19,188	\$23,100	\$25,100	\$2,000	8.7%
Minor Capital Expenses	\$ -	\$8,000	\$ -	\$5,000	\$35,000	\$30,000	600.0%
Internal Charges	\$2,850	\$5,500	\$796	\$5,600	\$5,600	\$ -	-
Total Expenditure	\$736,430	\$805,600	\$748,300	\$834,400	\$877,500	\$43,100	5.2%
Net Operating Cost / (Revenue)	\$728,844	\$803,100	\$738,281	\$830,900	\$874,000	\$43,100	5.2%
Transfers							
Transfer from Reserve	\$ -	(\$8,000)	\$ -	(\$5,000)	(\$35,000)	(\$30,000)	600.0%
Transfer to Capital	\$40,000	\$40,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$30,000	\$30,000	-
Total Transfers	\$40,000	\$32,000	\$ -	(\$5,000)	(\$5,000)	\$ -	-
NET COST / (REVENUE)	\$768,844	\$835,100	\$738,281	\$825,900	\$869,000	\$43,100	5.2%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Sales Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,100
Other Revenue	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Revenue	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,600
EXPENDITURES											
Salaries, Wages and Benefits	604,800	625,500	641,900	662,600	681,500	702,400	725,100	749,500	774,100	800,100	826,100
Supplies, Material & Equipment	103,600	99,500	102,700	106,000	113,100	113,000	116,600	120,300	127,700	127,700	131,300
Purchased Services	92,300	86,800	89,400	92,200	95,000	97,900	100,800	103,800	106,200	109,300	111,900
Insurance & Financial	23,100	25,100	24,800	25,700	26,300	26,700	27,400	27,900	28,100	29,400	30,100
Minor Capital Expenses	5,000	35,000	16,000		13,000	9,000	15,000	24,000		7,200	5,000
Internal Charges	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600
Total Expenditures	834,400	877,500	880,400	892,100	934,500	954,600	990,500	1,031,100	1,041,700	1,079,300	1,110,000
Net Operating Cost / (Revenue)	830,900	874,000	876,900	888,600	931,000	951,100	987,000	1,027,600	1,038,200	1,075,800	1,106,400
yr/yr % change		5.2%	0.3%	1.3%	4.8%	2.2%	3.8%	4.1%	1.0%	3.6%	2.8%
TRANSFERS											
Transfer from Reserves	(5,000)	(35,000)	(16,000)		(13,000)	(9,000)	(15,000)	(24,000)		(7,200)	(5,000)
Transfer to Reserves		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers	(5,000)	(5,000)	14,000	30,000	17,000	21,000	15,000	6,000	30,000	22,800	25,000
TAX LEVY REQUIREMENT	825,900	869,000	890,900	918,600	948,000	972,100	1,002,000	1,033,600	1,068,200	1,098,600	1,131,400
yr/yr % change		5.2%	2.5%	3.1%	3.2%	2.5%	3.1%	3.2%	3.3%	2.8%	3.0%



County of Wellington
10 Year Capital Budget
Green Legacy

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Green Legacy											
Skid Steer Replacement Northern			100,000								100,000
Green Legacy Van Replacement		45,000							45,000		90,000
Green Legacy Pick up Replacement				50,000							50,000
Northern Nursery Pick Up Replacement								50,000			50,000
Total		45,000	100,000	50,000				50,000	45,000		290,000
Sources of Financing											
Reserves		45,000	100,000	50,000				50,000	45,000		290,000
Total Financing		45,000	100,000	50,000				50,000	45,000		290,000



Programme Overview

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

Programme Description

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

2021 Budget Highlights

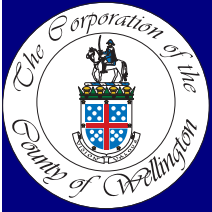
Operating Budget

- Annualization of the Emergency Management Coordinator added in 2020
- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2021-2030
- Annual subscription to the Weather Alert communication system, cost shared with the Roads Department

Capital Budget

- Emergency Management Portable and Mobile Radio replacements in 2021 and 2028
- Emergency Management Vehicle replacement scheduled for 2028

Staff Complement (Full time equivalents)	2020	2021
Community Emergency Management	3.8	4.0
Total	3.8	4.0
Current employee count: 4		

**COUNTY OF WELLINGTON****2021 OPERATING BUDGET****Programme/Service:****Community Emergency Management****Department:****Planning****Governance:****Planning and Land Division Committee**

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	\$274,607	\$280,900	\$299,112	\$342,000	\$362,500	\$20,500	6.0%
Supplies, Material & Equipment	\$7,449	\$9,800	\$278,470	\$25,700	\$9,900	(\$15,800)	(61.5%)
Purchased Services	\$153,379	\$175,100	\$371,145	\$194,200	\$200,500	\$6,300	3.2%
Transfer Payments	\$143,695	\$145,900	\$110,552	\$151,200	\$151,200	\$ -	-
Insurance & Financial	\$7,725	\$8,300	\$8,520	\$9,800	\$10,600	\$800	8.2%
Internal Charges	\$ -	\$ -	\$68,542	\$ -	\$ -	\$ -	-
Total Expenditure	\$586,855	\$620,000	\$1,136,341	\$722,900	\$734,700	\$11,800	1.6%
Net Operating Cost / (Revenue)	\$586,855	\$620,000	\$1,136,341	\$722,900	\$734,700	\$11,800	1.6%
Transfers							
Transfer to Capital	\$200,000	\$200,000	\$300,000	\$300,000	\$ -	(\$300,000)	(100.0%)
Total Transfers	\$200,000	\$200,000	\$300,000	\$300,000	\$ -	(\$300,000)	(100.0%)
NET COST / (REVENUE)	\$786,855	\$820,000	\$1,436,341	\$1,022,900	\$734,700	(\$288,200)	(28.2%)

*2020 Preliminary Actuals include County Wide Covid-19 Pandemic costs approximating \$509,000



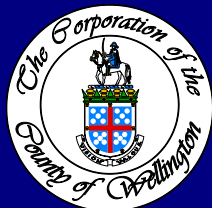
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Emergency Management

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	342,000	362,500	384,700	406,500	422,900	440,300	455,100	470,600	486,500	503,200	520,200
Supplies, Material & Equipment	25,700	9,900	10,000	10,100	26,000	10,300	10,400	10,500	26,400	10,700	10,800
Purchased Services	194,200	200,500	201,600	207,800	214,300	250,800	227,500	234,900	242,000	249,200	256,800
Transfer Payments	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200
Insurance & Financial	9,800	10,600	11,000	11,500	11,800	12,200	12,500	12,800	13,100	13,700	14,100
Total Expenditures	722,900	734,700	758,500	787,100	826,200	864,800	856,700	880,000	919,200	928,000	953,100
Net Operating Cost / (Revenue)	722,900	734,700	758,500	787,100	826,200	864,800	856,700	880,000	919,200	928,000	953,100
yr/yr % change		1.6%	3.2%	3.8%	5.0%	4.7%	(0.9%)	2.7%	4.5%	1.0%	2.7%
TRANSFERS											
Transfer to Capital	300,000										
Total Transfers	300,000										
TAX LEVY REQUIREMENT	1,022,900	734,700	758,500	787,100	826,200	864,800	856,700	880,000	919,200	928,000	953,100
yr/yr % change		(28.2%)	3.2%	3.8%	5.0%	4.7%	(0.9%)	2.7%	4.5%	1.0%	2.7%



County of Wellington
10 Year Capital Budget
Emergency Management

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Emergency Management											
CEM Vehicle Replacement								45,000			45,000
EM Portable and Mobile Radio replacement	30,000							30,000			60,000
Total	30,000							75,000			105,000
Sources of Financing											
Reserves	30,000							75,000			105,000
Total Financing	30,000							75,000			105,000



Programme Overview

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

Programme Description

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

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

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

2021 Budget Highlights

- The 2021 policing contract estimate of \$17,272,000 is up by 2.4% from 2020. The transfer payment line has been reduced by \$450,000 as a provision for the OPP contract reconciliation.
- The 2021 Budget includes a new Sergeant to lead the new CSS unit (Community Safety Services) starting in July at a cost of \$98,000. In addition, there is an allowance for a new officer in each year of the 2022-2030 forecast
- 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 a grant provided to and Project Lifesaver. The \$30,000 yearly grant to Safe Communities has been deferred for 2021.
- The Community Safety and Policing grant (\$180,000) continues in 2021. The grant is for the Integrated Mobile Police and Crisis Team (IMPACT) – Suicide Prevention/Postvention Support Programme.
- The 2021-2030 capital budget includes facility improvements and equipment replacements at the three County owned detachments. A parking ticket software upgrade is scheduled for 2021.

Staff Complement (Full time equivalents)		
	2020	2021
Purchasing and Risk Analysts	0.7	0.7
Cleaners- Rockwood/Fergus	1.4	1.4
Total	2.1	2.1
Current employee count: 4		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$238,528	\$198,300	\$113,943	\$270,500	\$263,300	(\$7,200)	(2.7%)
Licenses, Permits and Rents	\$122,508	\$115,400	\$105,090	\$115,400	\$115,400	\$ -	-
Fines and Penalties	\$54,689	\$55,000	\$49,868	\$52,000	\$52,000	\$ -	-
User Fees & Charges	\$83,413	\$85,000	\$51,644	\$80,000	\$80,000	\$ -	-
Other Revenue	\$3,104	\$1,000	\$16,324	\$4,000	\$16,000	\$12,000	300.0%
Total Revenue	\$502,242	\$454,700	\$336,869	\$521,900	\$526,700	\$4,800	0.9%
Expenditure							
Salaries, Wages and Benefits	\$135,682	\$140,600	\$132,284	\$144,500	\$145,300	\$800	0.6%
Supplies, Material & Equipment	\$42,475	\$58,100	\$65,529	\$58,800	\$61,400	\$2,600	4.4%
Purchased Services	\$454,252	\$485,000	\$538,141	\$685,600	\$687,100	\$1,500	0.2%
Transfer Payments	\$16,115,340	\$16,261,000	\$16,280,855	\$16,560,000	\$16,940,000	\$380,000	2.3%
Insurance & Financial	\$13,544	\$15,200	\$15,054	\$15,500	\$15,400	(\$100)	(0.6%)
Minor Capital Expenses	\$20,247	\$50,000	\$ -	\$30,000	\$62,000	\$32,000	106.7%
Debt Charges	\$402,234	\$404,900	\$399,285	\$402,100	\$402,400	\$300	0.1%
Internal Charges	\$832	\$1,600	\$1,315	\$1,600	\$1,600	\$ -	-
Total Expenditure	\$17,184,606	\$17,416,400	\$17,432,463	\$17,898,100	\$18,315,200	\$417,100	2.3%
Net Operating Cost / (Revenue)	\$16,682,364	\$16,961,700	\$17,095,594	\$17,376,200	\$17,788,500	\$412,300	2.4%
Transfers							
Transfer from Reserve	(\$109,077)	(\$171,300)	\$ -	(\$120,000)	(\$155,000)	(\$35,000)	29.2%
Transfers to Reserve	\$421,600	\$421,600	\$260,900	\$260,900	\$90,000	(\$170,900)	(65.5%)
Total Transfers	\$312,523	\$250,300	\$260,900	\$140,900	(\$65,000)	(\$205,900)	(146.1%)
NET COST / (REVENUE)	\$16,994,887	\$17,212,000	\$17,356,494	\$17,517,100	\$17,723,500	\$206,400	1.2%



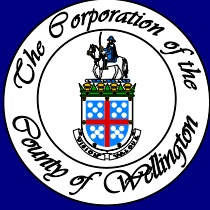
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Police Services

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Grants & Subsidies	270,500	263,300	128,300	83,300	83,300	83,300	83,300	83,300	83,300	83,300	83,300
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	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
User Fees & Charges	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Other Revenue	4,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Total Revenue	521,900	526,700	391,700	346,700	346,700	346,700	346,700	346,700	346,700	346,700	346,700
EXPENDITURES											
Salaries, Wages and Benefits	144,500	145,300	145,400	150,600	155,900	161,400	166,300	172,000	177,700	183,200	189,300
Supplies, Material & Equipment	58,800	61,400	61,600	62,900	64,300	65,700	67,100	68,500	70,000	71,500	73,100
Purchased Services	685,600	687,100	573,300	550,200	570,600	594,400	619,300	645,000	654,100	680,000	690,900
Transfer Payments	16,560,000	16,940,000	17,930,000	18,838,000	19,756,000	20,726,000	21,734,000	22,793,000	23,868,000	24,999,000	26,167,000
Insurance & Financial	15,500	15,400	15,500	15,800	16,100	16,200	16,300	16,500	16,800	17,600	17,700
Minor Capital Expenses	30,000	62,000		39,000	25,500	28,000	60,000		11,000	21,600	50,000
Debt Charges	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
Total Expenditures	17,898,100	18,315,200	18,948,200	19,799,300	20,590,000	21,593,300	22,664,600	23,696,600	24,799,200	25,974,500	27,189,600
Net Operating Cost / (Revenue)	17,376,200	17,788,500	18,556,500	19,452,600	20,243,300	21,246,600	22,317,900	23,349,900	24,452,500	25,627,800	26,842,900
yr/yr % change		2.4%	4.3%	4.8%	4.1%	5.0%	5.0%	4.6%	4.7%	4.8%	4.7%
TRANSFERS											
Transfer from Reserves	(120,000)	(155,000)		(39,000)	(25,500)	(28,000)	(60,000)		(11,000)	(21,600)	(50,000)
Transfer to Reserves	260,900	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Transfers	140,900	(65,000)	90,000	51,000	64,500	62,000	30,000	90,000	79,000	68,400	40,000
TAX LEVY REQUIREMENT	17,517,100	17,723,500	18,646,500	19,503,600	20,307,800	21,308,600	22,347,900	23,439,900	24,531,500	25,696,200	26,882,900
yr/yr % change		1.2%	5.2%	4.6%	4.1%	4.9%	4.9%	4.9%	4.7%	4.7%	4.6%



County of Wellington
10 Year Capital Budget
Police Services

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Police Services											
Equipment											
Parking Ticket Software Upgrade	60,000										60,000
Radar Detection Replacements							30,000				30,000
Total Equipment	60,000						30,000				90,000
Facilities											
Aboyne OPP: Elevator Modernization										100,000	100,000
Aboyne OPP: Furniture Replacements							75,000				75,000
Aboyne OPP: Interior Upgrades					40,000						40,000
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: Air Conditioning	30,000										30,000
Rockwood OPP: Elevator Modernization						110,000					110,000
Rockwood OPP: Furniture Replacements	50,000										50,000
Rockwood OPP: HVAC Replacements								25,000			25,000
Rockwood OPP: Lockup Cell Plumbing Fixtures								45,000			45,000
Teviotdale OPP: Air Conditioning										50,000	50,000
Teviotdale OPP: Furniture Replacements		50,000									50,000
Teviotdale OPP: Interior Upgrades									45,000		45,000
Teviotdale OPP: Security Camera Replacements									25,000		25,000
Total Facilities	80,000	50,000			40,000	160,000	75,000	70,000	245,000	150,000	870,000
Total Police Services	140,000	50,000			40,000	160,000	105,000	70,000	245,000	150,000	960,000
Total	140,000	50,000			40,000	160,000	105,000	70,000	245,000	150,000	960,000
Sources of Financing											
Reserves	140,000	50,000			40,000	160,000	105,000	70,000	245,000	150,000	960,000
Total Financing	140,000	50,000			40,000	160,000	105,000	70,000	245,000	150,000	960,000



Programme Overview

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

Programme Description

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

2021 Budget Highlights

-
- Net fine revenue to the County has been estimated at \$266,400. This amount has been increased by \$7,500 from 2020 in the County budget based on information received from the City of Guelph.
 - 2020 was the final year of debt charges for the POA court facility in the amount of \$255,000
 - The 2021 – 2030 capital budget includes the County's portion of capital equipment replacements totalling \$870,000 over ten years. These are funded through an annual transfer to the General Capital Reserve of \$80,000.



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

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

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Municipal Recoveries	\$333,698	\$251,400	\$38,579	\$258,900	\$266,400	\$7,500	2.9%
Total Revenue	\$333,698	\$251,400	\$15,612	\$258,900	\$266,400	\$7,500	2.9%
Expenditure							
Debt Charges	\$253,792	\$254,600	\$254,112	\$255,000	\$ -	(\$255,000)	(100.0%)
Total Expenditure	\$253,792	\$254,600	\$254,112	\$255,000	\$ -	(\$255,000)	(100.0%)
Net Operating Cost / (Revenue)	(\$79,906)	\$3,200	\$238,500	(\$3,900)	(\$266,400)	(\$262,500)	6,730.8%
Transfers							
Transfer to Capital	\$22,500	\$22,500	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$80,000	\$80,000	-
Total Transfers	\$22,500	\$22,500	\$ -	\$ -	\$80,000	\$80,000	-
NET COST / (REVENUE)	(\$57,406)	\$25,700	\$215,533	(\$3,900)	(\$186,400)	(\$182,500)	4,679.5%



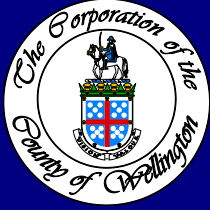
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
POA Administration

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Municipal Recoveries	258,900	266,400	273,900	281,400	288,900	296,400	303,900	311,400	318,900	326,400	333,900
Total Revenue	258,900	266,400	273,900	281,400	288,900	296,400	303,900	311,400	318,900	326,400	333,900
EXPENDITURES											
Debt Charges	255,000										
Total Expenditures	255,000										
Net Operating Cost / (Revenue)	(3,900)	(266,400)	(273,900)	(281,400)	(288,900)	(296,400)	(303,900)	(311,400)	(318,900)	(326,400)	(333,900)
yr/yr % change		6,730.8%	2.8%	2.7%	2.7%	2.6%	2.5%	2.5%	2.4%	2.4%	2.3%
TRANSFERS											
Transfer to Reserves		80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Total Transfers		80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
TAX LEVY REQUIREMENT	(3,900)	(186,400)	(193,900)	(201,400)	(208,900)	(216,400)	(223,900)	(231,400)	(238,900)	(246,400)	(253,900)
yr/yr % change		4,679.5%	4.0%	3.9%	3.7%	3.6%	3.5%	3.3%	3.2%	3.1%	3.0%



County of Wellington
10 Year Capital Budget
POA Administration

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
POA Administration											
POA Replacements	63,000	61,000	80,000	41,000	77,000	84,000	39,000	41,000	137,000	247,000	870,000
Total	63,000	61,000	80,000	41,000	77,000	84,000	39,000	41,000	137,000	247,000	870,000
Sources of Financing											
Reserves	63,000	61,000	80,000	41,000	77,000	84,000	39,000	41,000	137,000	247,000	870,000
Total Financing	63,000	61,000	80,000	41,000	77,000	84,000	39,000	41,000	137,000	247,000	870,000



Programme Overview

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

Programme Description

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

2021 Budget Highlights

Operating Budget

- Service expansions include increasing resources within Guelph and enhancement to the Dispatch Information System (estimated total cost of \$653,900, net County cost \$241,900). The resources added in Guelph were originally intended for Rockwood and may be reassigned once the Ambulance Service returns to pre-pandemic operations.
- The County funds approximately 38% (2020 budget—37%) of the municipal share of Land Ambulance expenditures based on calls for service, and has a levy requirement of \$4.7 million in 2021.
- The transfer to reserve for Ambulance capital needs has increased by \$200,000 to \$600,000 annually.

Capital Budget

- The capital forecast includes a proposal to build five new ambulance facilities throughout the County (plus additional facilities outside the 10-years) and lease back to the Ambulance Service through the City. Station construction projects have been delayed by another year throughout the forecast awaiting Provincial announcements on the future of this service.
 - Proposed locations include: Erin (2019-22), Guelph/Eramosa (2023-24), Arthur (2025-26), Drayton (2027-28), Mount Forest (2029-30). 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 \$4.4 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 and development charges.

**COUNTY OF WELLINGTON****2021 OPERATING BUDGET**

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

	2019 Actuals	2019 Budget	2020 Preliminary	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Expenditure							
Transfer Payments	\$4,158,230	\$4,521,100	\$4,238,748	\$4,445,800	\$4,705,500	\$259,700	5.8%
Total Expenditure	\$4,158,230	\$4,521,100	\$4,238,748	\$4,445,800	\$4,705,500	\$259,700	5.8%
Net Operating Cost / (Revenue)	\$4,158,230	\$4,521,100	\$4,238,748	\$4,445,800	\$4,705,500	\$259,700	5.8%
Transfers							
Transfers to Reserve	\$400,000	\$400,000	\$400,000	\$400,000	\$600,000	\$ 200,000	50.0%
Total Transfers	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$ 200,000	50.0%
NET COST / (REVENUE)	\$4,558,230	\$4,921,100	\$4,638,748	\$4,845,800	\$5,305,500	\$459,700	9.5%



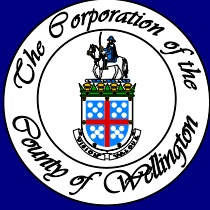
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Land Ambulance

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	4,445,800	4,705,500	4,655,900	4,833,600	4,947,300	5,565,700	5,798,300	6,189,500	6,477,300	6,863,700	7,221,900
Total Expenditures	4,445,800	4,705,500	4,655,900	4,833,600	4,947,300	5,565,700	5,798,300	6,189,500	6,477,300	6,863,700	7,221,900
Net Operating Cost / (Revenue)	4,445,800	4,705,500	4,655,900	4,833,600	4,947,300	5,565,700	5,798,300	6,189,500	6,477,300	6,863,700	7,221,900
yr/yr % change		5.8%	(1.1%)	3.8%	2.4%	12.5%	4.2%	6.7%	4.6%	6.0%	5.2%
TRANSFERS											
Transfer to Reserves	400,000	600,000	600,000	600,000	650,000	650,000	700,000	700,000	700,000	700,000	700,000
Total Transfers	400,000	600,000	600,000	600,000	650,000	650,000	700,000	700,000	700,000	700,000	700,000
TAX LEVY REQUIREMENT	4,845,800	5,305,500	5,255,900	5,433,600	5,597,300	6,215,700	6,498,300	6,889,500	7,177,300	7,563,700	7,921,900
yr/yr % change		9.5%	(0.9%)	3.4%	3.0%	11.0%	4.5%	6.0%	4.2%	5.4%	4.7%



County of Wellington
10 Year Capital Budget
Land Ambulance

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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
Total County of Wellington Led Projects		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											
Ambulance Equipment	50,000	43,000	10,000	10,000	55,000	28,000	54,000	227,000	37,000	61,000	575,000
Replacement Ambulances	300,000	150,000	215,000	375,000	340,000	330,000	165,000	450,000	450,000	200,000	2,975,000
Ambulance IT Implementations	81,000	68,000	62,000	53,000	52,000	53,000	62,000	46,000	49,000	54,000	580,000
Emergency Services Joint Training Facility								383,000			383,000
Delhi St Station Rehabilitation								1,480,000			1,480,000
COG Amb Facilities & Studies	15,000	55,000	15,000	15,000	15,000	15,000	60,000	15,000	15,000	15,000	235,000
Total City of Guelph Led Projects	446,000	316,000	302,000	453,000	462,000	426,000	341,000	2,601,000	551,000	330,000	6,228,000
Total	446,000	1,316,000	802,000	1,453,000	962,000	2,926,000	841,000	3,601,000	1,051,000	1,330,000	14,728,000
Sources of Financing											
Reserves	446,000	1,316,000	802,000	1,453,000	962,000	2,926,000	841,000	3,384,000	1,051,000	1,330,000	14,511,000
Development Charges								217,000			217,000
Total Financing	446,000	1,316,000	802,000	1,453,000	962,000	2,926,000	841,000	3,601,000	1,051,000	1,330,000	14,728,000



Programme Overview

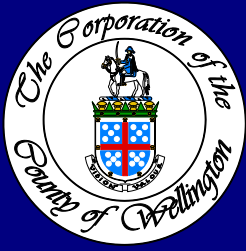
Programme/Service:	Public Health
Department:	Wellington-Dufferin-Guelph Public Health
Governance:	Board of Health

Programme Description

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

2021 Budget Highlights

- The County of Wellington's share of the gross municipal levy for WDGPH in 2021 is \$2,845,600. The annual loan repayment of \$419,100 is deducted from that amount, for a net transfer in 2021 of \$2,426,500.
- This represents an increase of 2.1% (\$67,000) from the 2020 gross levy and no change in the loan repayment amount.

**COUNTY OF WELLINGTON****2021 OPERATING BUDGET****Programme/Service: Public Health****Department: Wellington-Dufferin-Guelph Public Health****Governance: Board of Health**

	2019 Actuals	2019 Budget	2020 Preliminary	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Expenditure							
Transfer Payments	\$2,305,012	\$2,305,000	\$2,359,495	\$2,359,500	\$2,426,500	\$67,000	2.8%
Debt Charges	\$343,006	\$343,400	\$345,137	\$345,600	\$347,100	\$1,500	0.4%
Total Expenditure	\$2,648,018	\$2,648,400	\$2,704,632	\$2,705,100	\$2,773,600	\$68,500	2.5%
Net Operating Cost / (Revenue)	\$2,648,018	\$2,648,400	\$2,704,632	\$2,705,100	\$2,773,600	\$68,500	2.5%
Transfers							
NET COST / (REVENUE)	\$2,648,018	\$2,648,400	\$2,704,632	\$2,705,100	\$2,773,600	\$68,500	2.5%



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

	Approved 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	2,359,500	2,426,500	2,495,600	2,620,700	2,755,500	3,181,400	3,308,700	3,441,000	3,578,600	3,721,700	3,870,600
Debt Charges	345,600	347,100	345,900	3,054,100							
Total Expenditures	2,705,100	2,773,600	2,841,500	5,674,800	2,755,500	3,181,400	3,308,700	3,441,000	3,578,600	3,721,700	3,870,600
Net Operating Cost / (Revenue)	2,705,100	2,773,600	2,841,500	5,674,800	2,755,500	3,181,400	3,308,700	3,441,000	3,578,600	3,721,700	3,870,600
yr/yr % change		2.5%	2.4%	99.7%	(51.4%)	15.5%	4.0%	4.0%	4.0%	4.0%	4.0%
TRANSFERS											
Transfer from Reserves				(3,054,100)							
Total Transfers				(3,054,100)							
TAX LEVY REQUIREMENT	2,705,100	2,773,600	2,841,500	2,620,700	2,755,500	3,181,400	3,308,700	3,441,000	3,578,600	3,721,700	3,870,600
yr/yr % change		2.5%	2.4%	(7.8%)	5.1%	15.5%	4.0%	4.0%	4.0%	4.0%	4.0%