



# County of Wellington 2021 Budget and 10-Year Plan

January 11, 2021

# Purpose of today's meeting

- ▶ Review 2021 Budget Process
- ▶ Provide a background of the County's finances
- ▶ To provide Council with an overview of the 2021 Budget and 10-Year Plan in advance of January Committee meetings
- ▶ Opportunity for Council to review and discuss service levels and proposed capital projects



# Agenda

- ▶ Part 1: COVID-19 Budget Update
  - ▶ 2020 Financial Impacts
    - ▶ Expenses
    - ▶ Revenues
    - ▶ Cost Mitigation Measures
    - ▶ Municipal Support to Local Residents and Businesses
    - ▶ Federal and Provincial Funding
  - ▶ Impacts of COVID-19 on 2021 Budget
  - ▶ Financial Position and Future Impacts



# Agenda

- ▶ Part 2: 2021 Budget and 10-Year Plan
  - ▶ 2021 Budget Process
  - ▶ Changes to the 10-Year Plan since November
  - ▶ Capital Financing
  - ▶ Reserves and Reserve Fund Balances & Activity
  - ▶ County Debt Management and Forecast
  - ▶ Capital Budget Details
  - ▶ Operating Budget Forecast
  - ▶ Recap and wrap-up



# 2020 COVID Impacts – Expenses

- ▶ County has experienced approximately \$6.6 million in incremental costs due to COVID-19

Expenditure Type	2020 Expenditure
Shelter and motel costs to house the homeless	\$2,103,000
Increased community supports (child care centres, housing providers)	1,991,000
Pandemic pay and Personal Support Worker (PSW) top up	915,000
Cleaning supplies	350,000
PPE (masks, face shields, gloves, gowns, hand sanitizer, etc)	300,000
County share of additional paramedic (Ambulance) costs incurred by City	200,000
Screening shifts and staff redeployments	164,000
IT and remote work-related costs (laptops, software, supplies, conference calls)	130,000
Medical/infection control supplies	60,000
Air quality improvements at County facilities (HVAC upgrades/filtration/humidity)	57,000
Other (advertising, signage, legal, postage, security)	358,000
<b>TOTAL Estimated 2020 COVID Expenses</b>	<b>\$6,628,000</b>



# 2020 COVID Impacts – Revenues

- ▶ County has experienced estimated revenue losses of approx \$1.0 million due to COVID-19
  - ▶ \$535,000 in lost user fees (child care, library/museum programming and event revenue, RIDE WELL passenger revenue, police record checks)
  - ▶ \$300,000 in court revenue due to closures
  - ▶ \$100,000 drop in recyclable materials sales attributable to COVID
  - ▶ \$55,000 in lost room and event rentals at County locations



# 2020 COVID Impacts – Cost Mitigation

- ▶ Measures were taken early to mitigate impacts on the budget from pandemic
  - ▶ Eliminating the hiring of most summer students and some seasonal staff
  - ▶ Delayed hiring of new and vacant positions
  - ▶ Lower costs from shutdowns and working from home (mileage, travel, conferences and training)
  - ▶ Lower building and programming costs during service shutdowns



# 2020 COVID Impacts – Other Measures

- ▶ County undertook a number of measures to support local residents and businesses during the pandemic
  - ▶ Delayed property tax payments for up to 60 days interest-free across County
  - ▶ Doubled the minimum property tax relief for low-income seniors and persons with disabilities (from \$200 to \$400) and made available earlier in the year
  - ▶ Established the Keep Well Emergency Business Sustainability Fund (\$1 million) to support local businesses through low-interest loans



# Funding Announcements from Upper Levels of Government

- ▶ Emergency Funding from Province to support additional impacts from COVID-19 (\$4.5 million)
  - ▶ \$922,000 for Long-Term Care
  - ▶ \$200,000 for Social Housing
  - ▶ \$570,000 in Municipal Infrastructure Funding
  - ▶ \$2.8 million in Safe Restart Funding – can be carried over to 2021
- ▶ Funding to support specific programmes (\$10.7 million)
  - ▶ \$833,000 in Pandemic Pay for Long-Term Care and Housing Providers
  - ▶ \$7.7 million in various Housing programmes to support the homeless and vulnerable populations
  - ▶ \$2.1 million in Federal Child Care Safe Restart funding



# COVID Related Funding Received to Date

Department	Purpose of Funding	Amount
Long Term Care	Emergency funding to support screening, staffing, supplies and other costs to maintain the health and safety of residents and staff in long term care	\$922,104
Housing	Intended to mitigate ongoing risks for vulnerable people	\$200,000
Corporate	Municipal Infrastructure Funding announcement in the Provincial budget under the COVID stream. Member municipality allocation (\$1,083,412)	\$570,029
Corporate	Safe Restart Funding intended to assist municipalities in addressing financial pressures related to COVID-19, maintain critical services and protect vulnerable people as the province reopens	\$2,774,900
<b>Total Funding to Offset COVID related Operating Costs</b>		<b>\$4,467,033</b>
Long Term Care and Housing	Pandemic Pay funding to support the hourly wage increase of \$4 and lump sum payments for qualifying staff	\$833,359
Housing	LHIN funding to support the homeless and vulnerable population, encourage long term housing based solutions to homelessness	\$775,000
Housing	Social Services Relief Funding – (two phases) is intended to mitigate ongoing risks for vulnerable people, encourage long term housing based solutions to homelessness and enhance rent assistance	\$5,371,567
Housing	Reaching Home funding is flexible funding mitigate ongoing risks for vulnerable people, encourage long term housing based solutions to homelessness and enhance rent assistance	\$1,526,715
Child Care	Federal Safe Restart Funding to support a safe, sufficient and adequate supply of child care is available to support the gradual return to work of parents as the economy reopens.	\$2,155,034
<b>Total Funding to Support Specific Programmes (flow-thru)</b>		<b>\$10,661,675</b>



# Impacts of COVID-19 on 2021 Budget

- ▶ Staff have not made adjustments to revenue and expenditure lines where the impacts are anticipated to be temporary and offsetting
- ▶ The following incremental expenditures have been identified in the 2021 Budget to be funded by grants and subsidies from senior levels of government

Expenditure Type	2021 Expenditure
Long-Term Care Staffing Impacts	\$274,800
COVID-19 Business Recovery Fund to support local recovery efforts	200,000
Air quality and purification upgrades (HVAC/filtration/humidity)	184,900
Property cleaning additional staffing and supplies	49,000
Cleaning supplies at landfill sites and transfer stations	55,500
<b>TOTAL Estimated 2021 COVID Expenses</b>	<b>\$764,200</b>

- ▶ Remaining unspent Federal Safe Restart Agreement funding is just under \$100,000



# 2021 Unallocated Funds from COVID-19

- ▶ Housing Services:

- ▶ Has a total of \$5.3 million in funding received from senior levels of government that are not included in the 2021 budget
- ▶ These dollars will be committed/spent in 2021

- ▶ Children's Early Years:

- ▶ Has a total of \$450,000 in funding received from senior levels of government that are not included in the 2021 budget
- ▶ These dollars will be spent in the first quarter of 2021



# Financial Position and Future Impacts

- ▶ Variance projection provided to Council in October predicted a surplus of between \$1.7 million and \$2.4 million
- ▶ Since that time, additional information has come out with regard to eligible funding categories (e.g. lost revenues) for Safe Restart Agreement funds.
- ▶ County staff will utilize the funding to the maximum extent possible, which is likely to generate a larger surplus position in 2020
- ▶ Staff will come forward with recommendations in the future on how the surplus can be used to address the impacts of the pandemic, recovery efforts and future infrastructure investment



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# County's Budget Process

- ▶ Year-round effort – budget monitoring takes place throughout the year
  - ▶ Monthly financial statements
  - ▶ Budget variance reporting
  - ▶ Capital budget amendments, as required
- ▶ 2021 Budget Schedule was approved by AF&HR in May
- ▶ Preliminary Budget and 10-Year Plan was presented to all committees in November
- ▶ CAO & Department Heads reviewed line-by-line budgets in December



# Budget Schedule to Date

Description	Deadline/Date
Treasury staff update 10 year plan model and salary model	Summer 2020
Departments submit major 10 year operating budget items, draft 10 year capital forecast and proposed 2021 user fees to Treasury	September 11, 2020
Special Council Meeting – Budget Update Related to COVID-19	September 14, 2020
Staff Advisory Committee review of preliminary 10 year plan	Early October 2020
Preliminary 10 year plan completed	Late October 2020
Staff develop detailed 2021 operating budgets	October - November 2020
Preliminary 10 year plan and 2021 user fees reviewed by all Standing Committees and Boards	November 2020
AF and HR Committee review of preliminary 10 year plan and 2021 user fees	November 17, 2020
County Council adopts 2021 user fees and receives 10 year plan for information	November 26, 2020
CAO & Department Head review of budgets	December 2020



# 2021 Budget Process – Next Steps

- ▶ January 11, 2021 presentation to Council
- ▶ Budget reviews at Committee and Board meetings next 2 weeks
- ▶ Full budget package circulated to Council by January 15, 2021
- ▶ AF&HR review of budget on January 19, 2021
- ▶ AF&HR recommendations considered by Council on January 28, 2021



# 10-Year Plan Outlook in November

- ▶ 10-Year Plan projected a 2.5% budget increase for 2021
- ▶ Increases from 3.4% to 3.9% in 2022-2030



# Changes to the 10-Year Plan since November

- ▶ SWIFT 2.0 Rural Broadband Implementation capital funding increase (\$250K)
- ▶ Reduced capital funding needs within Roads (\$275K)
- ▶ Land Ambulance cost sharing adjustment (\$136K)
- ▶ Additional Property Maintenance Worker position to support Roads Garages (\$60K)
- ▶ Planning increased revenue projections (\$60K)
- ▶ Erin Library Branch land acquisition moved to 2021 (funded by Property Reserve)
- ▶ Effect: increased tax levy by just under \$150K
- ▶ Increased assessment growth of 0.09% (to 1.79%)

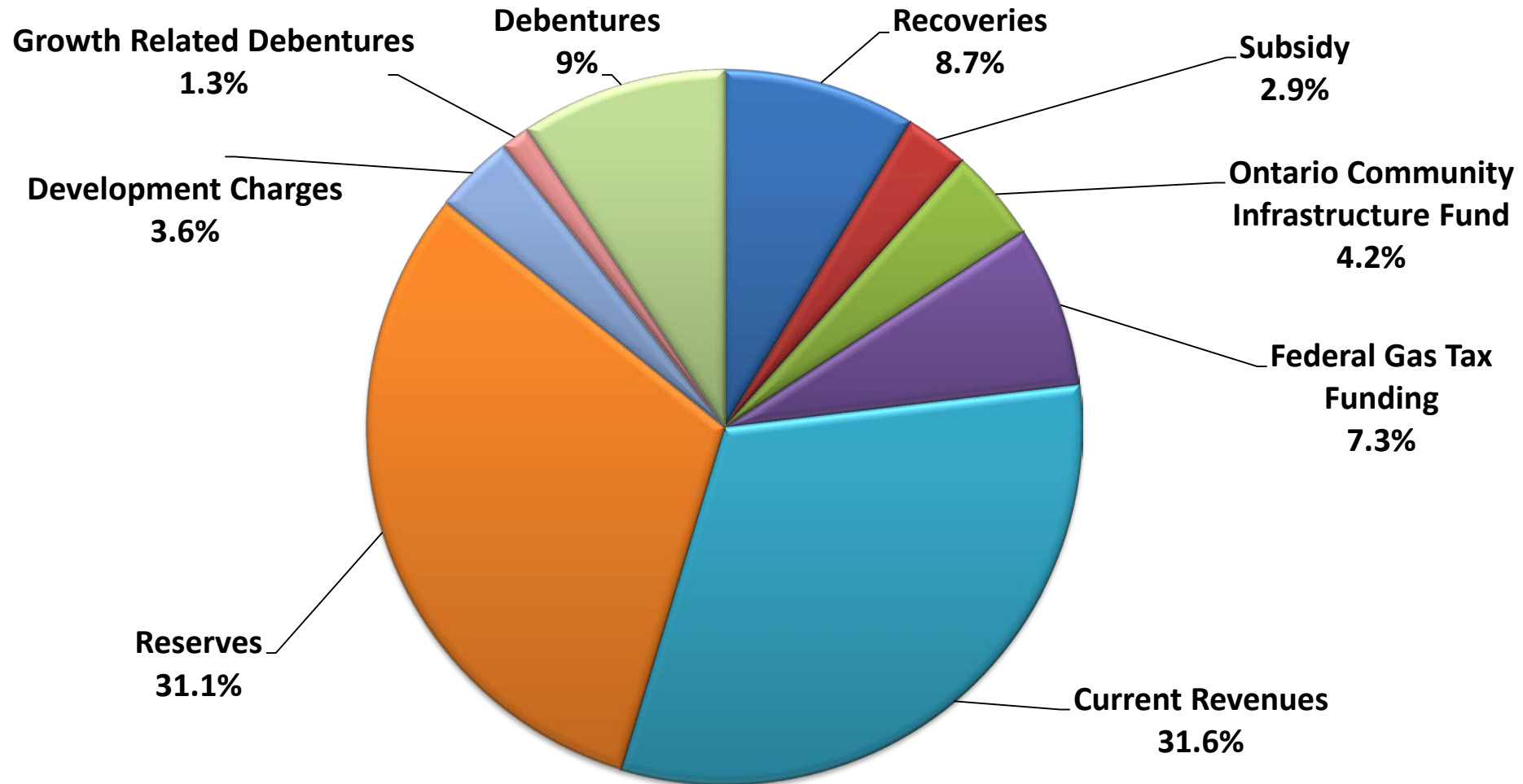


# Highlights of the revised 10 year plan

- ▶ Projected tax increase of 2.5% in 2021 and a range of 3.4% to 3.9% from 2022-2030
- ▶ Estimated 2021 operating budget of \$232.9 million
- ▶ \$441.1 million capital investment over 10 years
  - ▶ \$34.4 million in 2021
- ▶ \$46.7 million in new debt issues over 10 years



# 2021-2030 Capital Financing



# 2021-2030 Capital Budget Highlights

- ▶ 62.7% of capital spending will be funded from tax levy and reserves
- ▶ \$63.8 million -14.4% funded through Federal and Provincial subsidies
  - ▶ \$32.4 million in Federal Gas Tax
  - ▶ \$18.6 million in OCIF (2022 - 2030 forecasted)
  - ▶ \$12.8 million provincial subsidy Social and Affordable Housing, Roads
- ▶ \$46.7 million – 10.6% to be funded through Debt
  - ▶ \$41.0 million tax supported
  - ▶ \$5.7 million recovered from development charges
- ▶ \$15.9 million – 3.6% funded by Development Charges

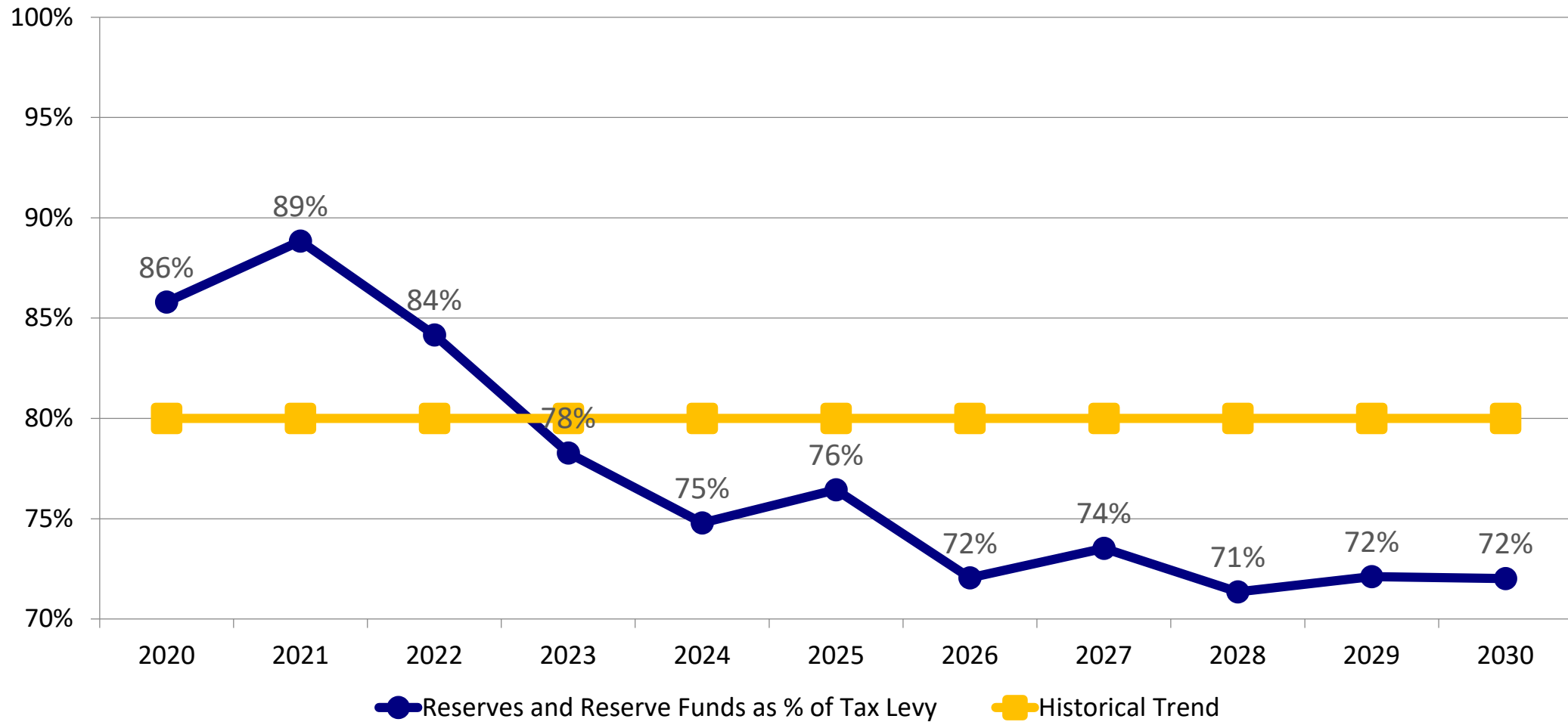


# Reserves and Reserve Fund Balances

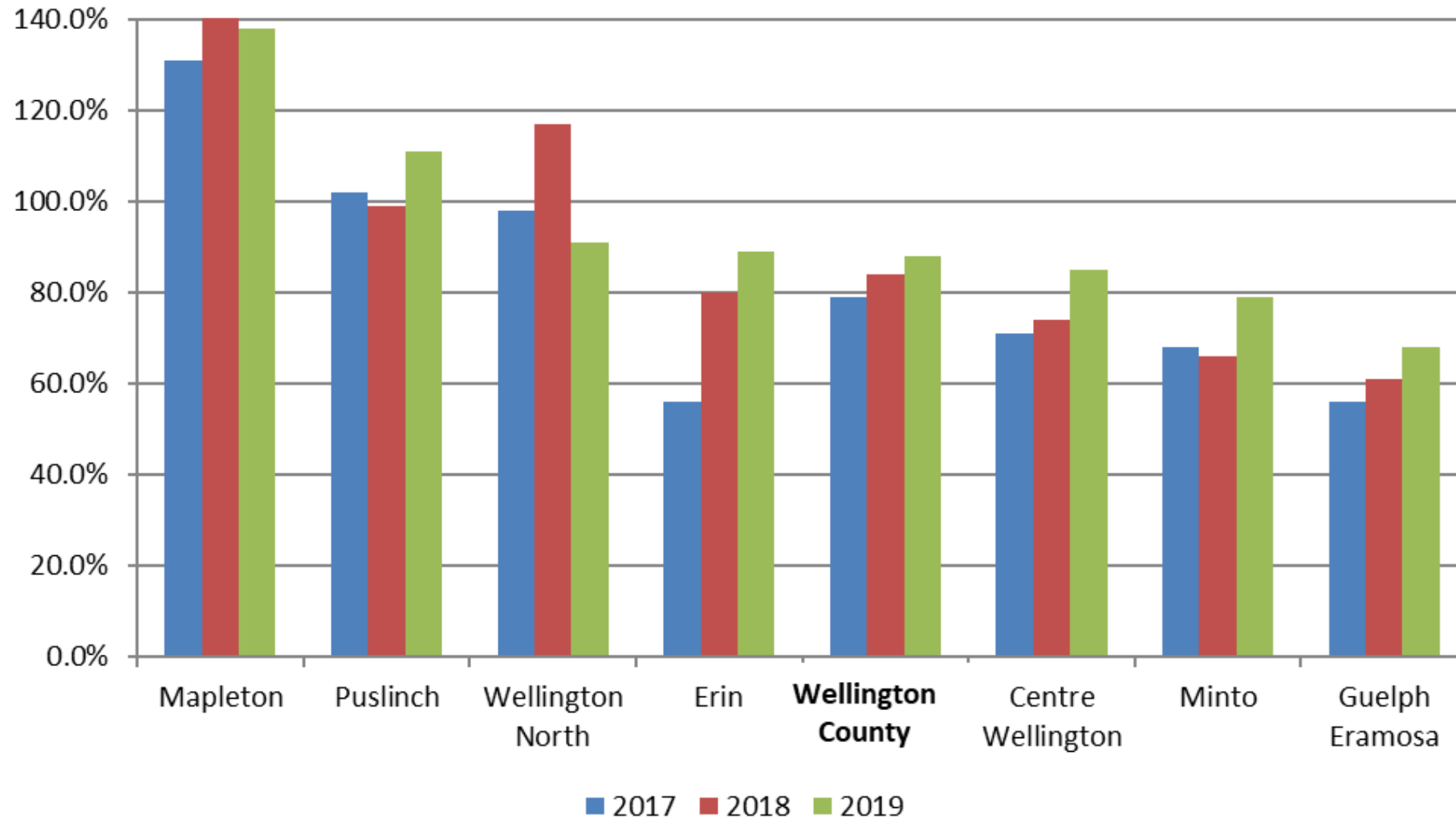
- ▶ County's reserve and reserve fund balances totalled \$89.9 million as of December 31, 2019
  - ▶ Reserves: \$68.2 million
  - ▶ Reserve Funds: \$21.7 million (more restrictive in use)
- ▶ Reserve and Reserve Fund balances currently sit at \$90.1 million in draft form
  - ▶ Interest earnings still to be allocated
  - ▶ Capital projects still to be closed
  - ▶ Projected surplus still to be allocated (\$1.7 to \$2.4 million)



# Reserves and Reserve Funds as % of Tax Levy



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



Note: Does not include Water and Wastewater Reserves

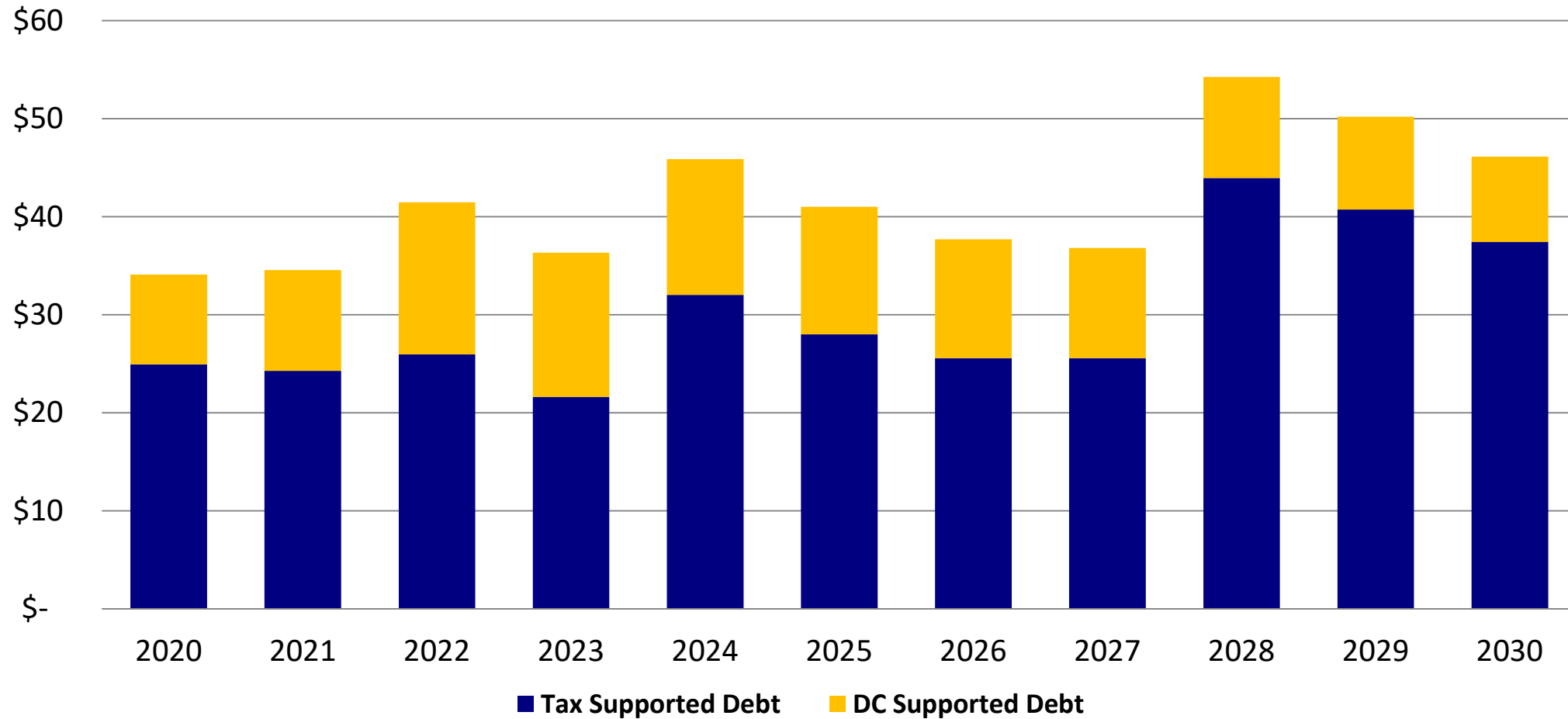


# Projected long term borrowing

- ▶ \$48.5 million in new debt to be issued over the next ten years, including \$1.8 million in previously approved, but unfunded debt:
  - ▶ Roads Related Projects - \$27.0 million
    - ▶ Roads Growth Related Debt - \$7.5 million
      - ▶ WR 46, WR 34 to 401 (2021) widening – unfunded debt approved in 2020
      - ▶ New Arthur Garage Construction (2022)
    - ▶ Roads Tax Supported Debt - \$19.5 million
      - ▶ Arthur (2022), Erin/Brucedale (2024) and Harriston (2027) Garage Construction
      - ▶ WR 109, Bridge #5 (2024)
  - ▶ Solid Waste Services - \$2.4 million for Riverstown Leachate Collection System (2021)
  - ▶ Library - \$2.0 million for new Erin Library Branch Construction (2023)
  - ▶ Property - \$17.1 million as a provision for Admin Centre Expansion (2028)

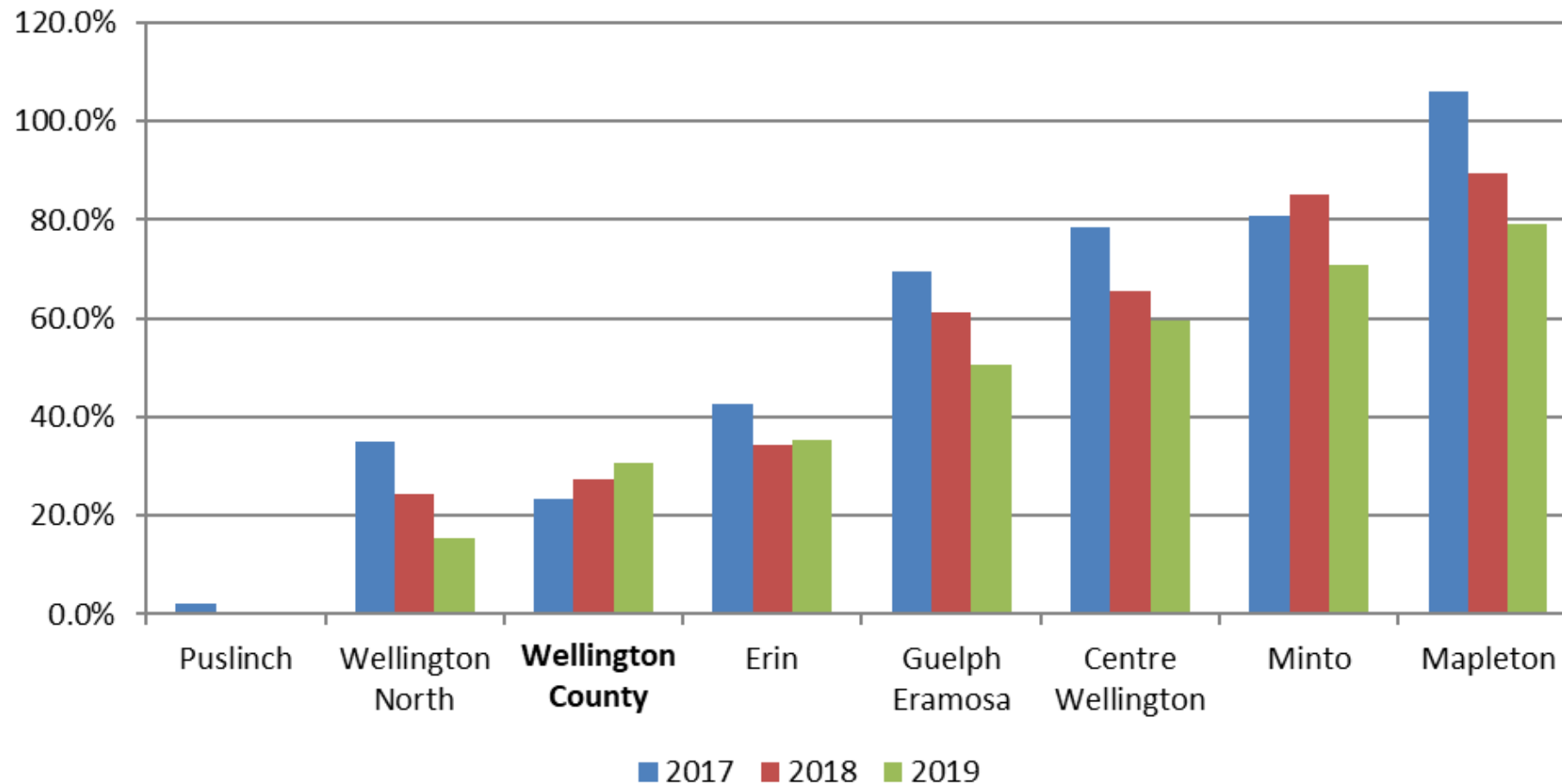


## County of Wellington Debt Outstanding 2020-2030 (\$ Million)



# Debt Outstanding per Own Source Revenues (less Water and Wastewater Revenue)

County and Member Municipalities

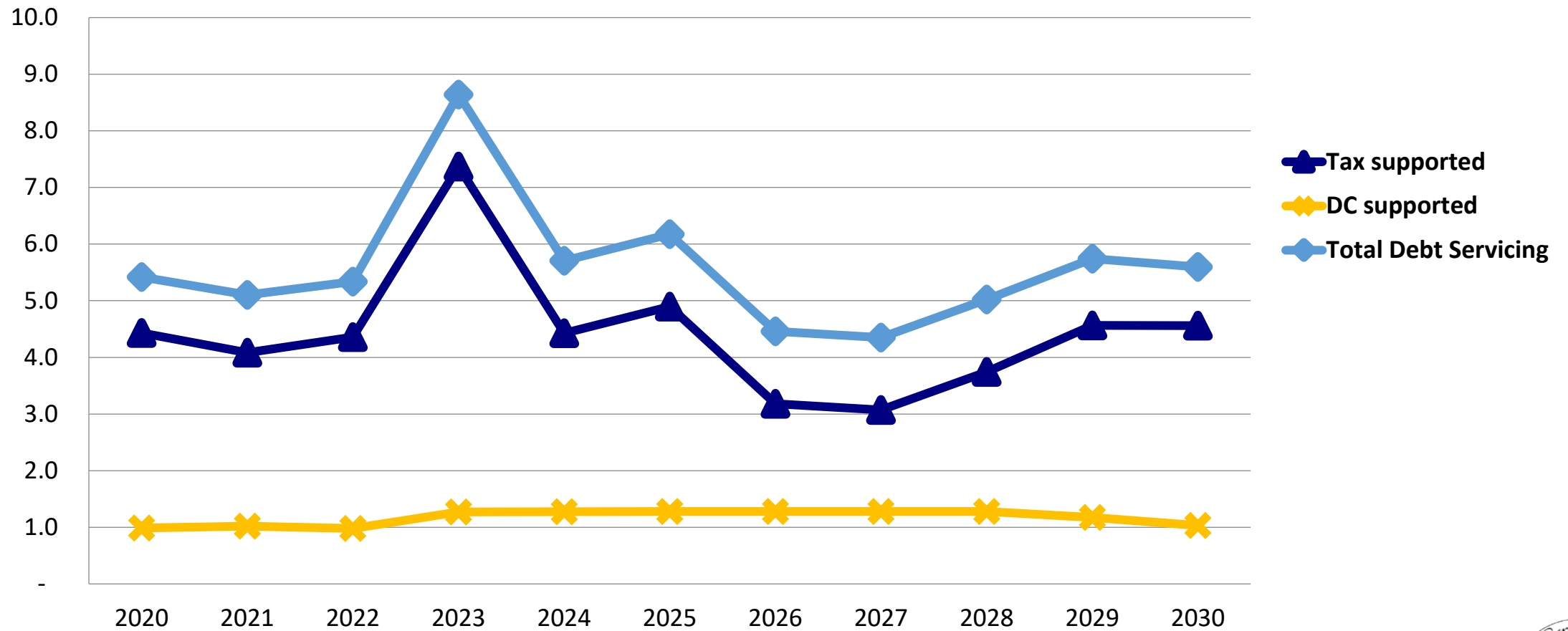


Note: Debt includes Tax Supported and DC supported debt; Own Source Revenue does not include DC revenue earned

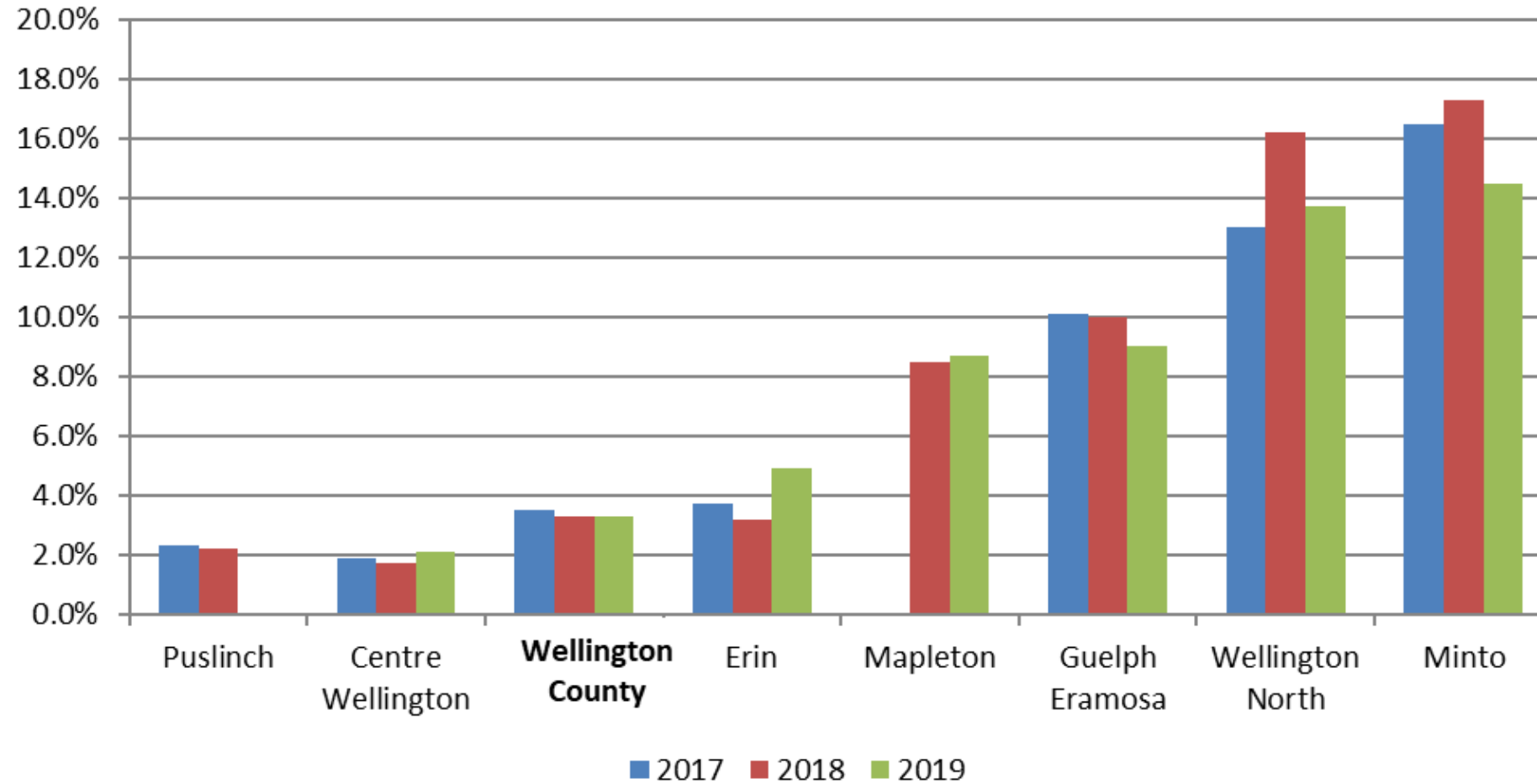


# County of Wellington

## Debt Servicing Charges 2020 - 2030 (\$ Millions)



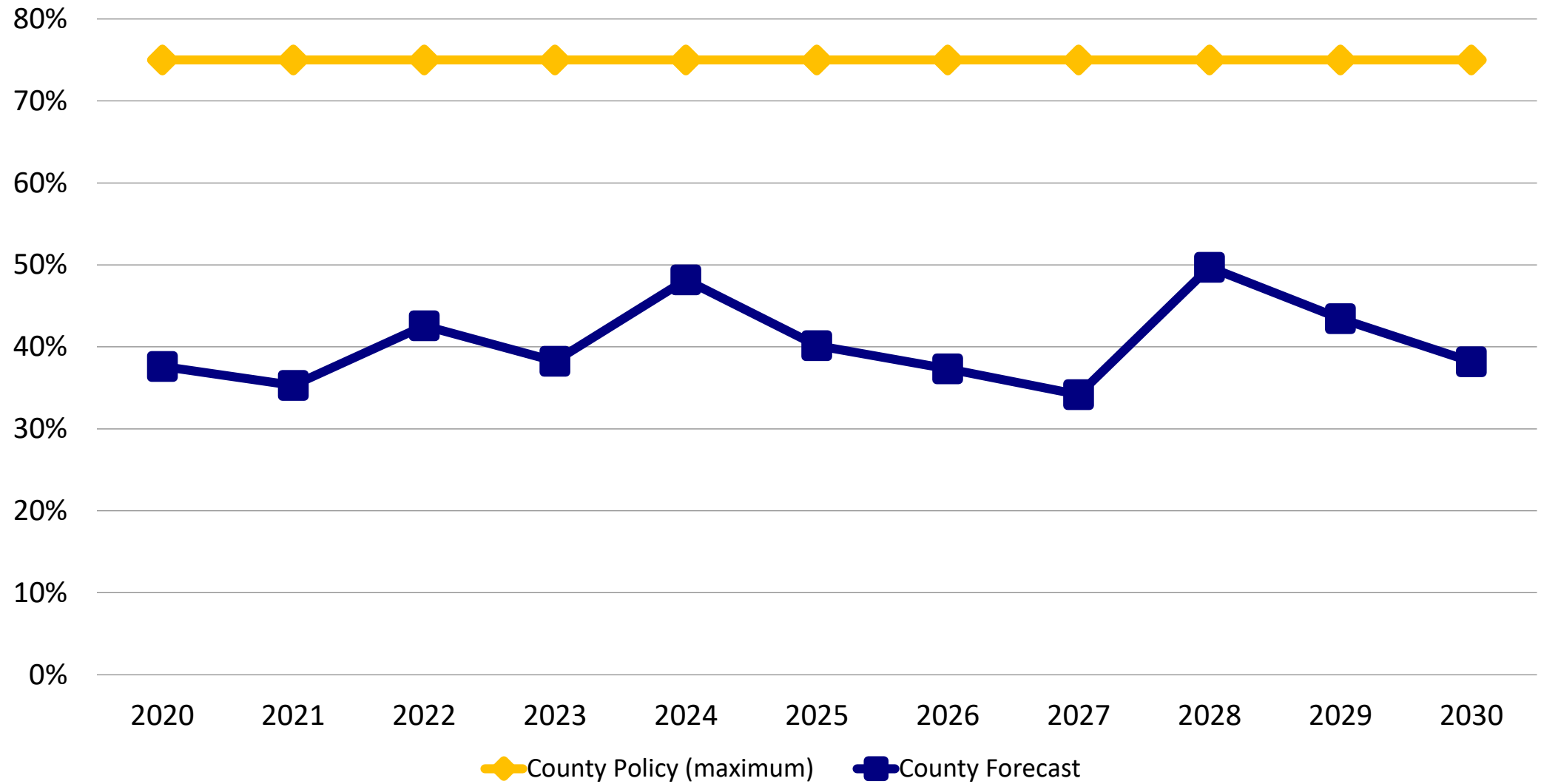
# Tax Debt Charges as % of Own Source Revenue (less Water and Wastewater Revenue) County and Member Municipalities



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

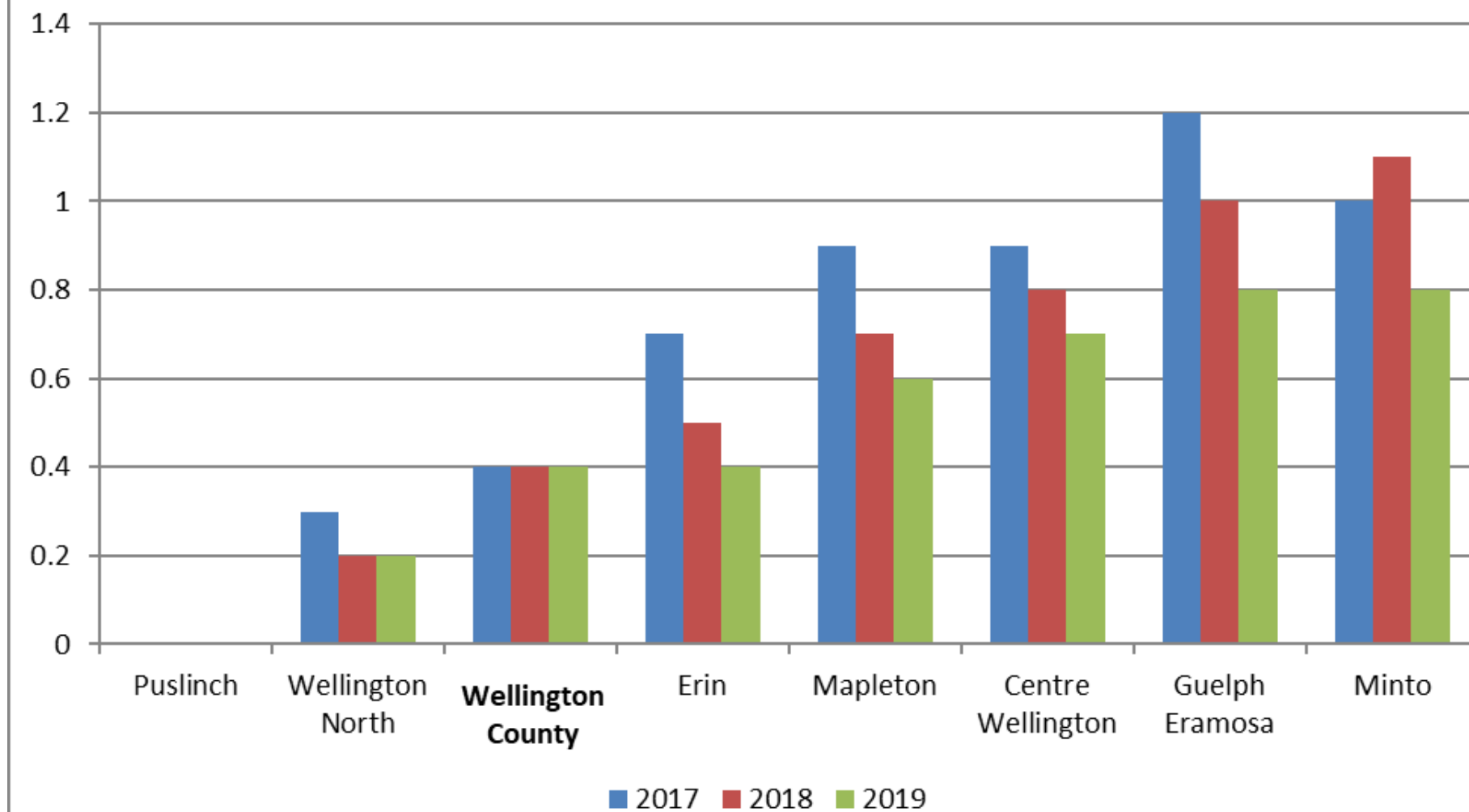


# Debt Outstanding to Reserve Ratio



# Debt to Reserve Ratio

## County and Member Municipalities

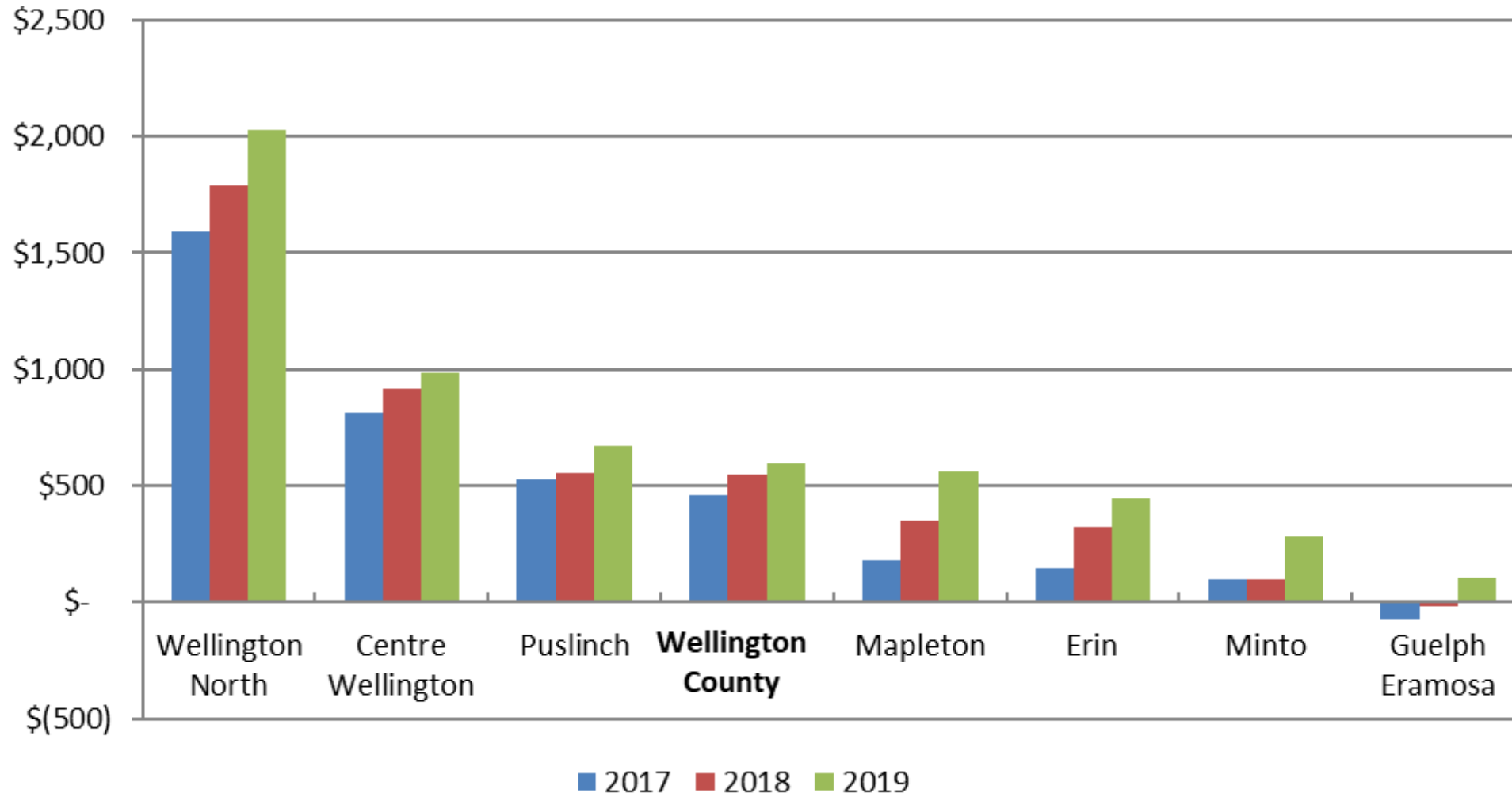


Note: Debt includes Tax Supported, Water and Wastewater and DC funded debt, Reserves include Water and Wastewater Reserves.



# Financial Position per Capita

## County and Member Municipalities

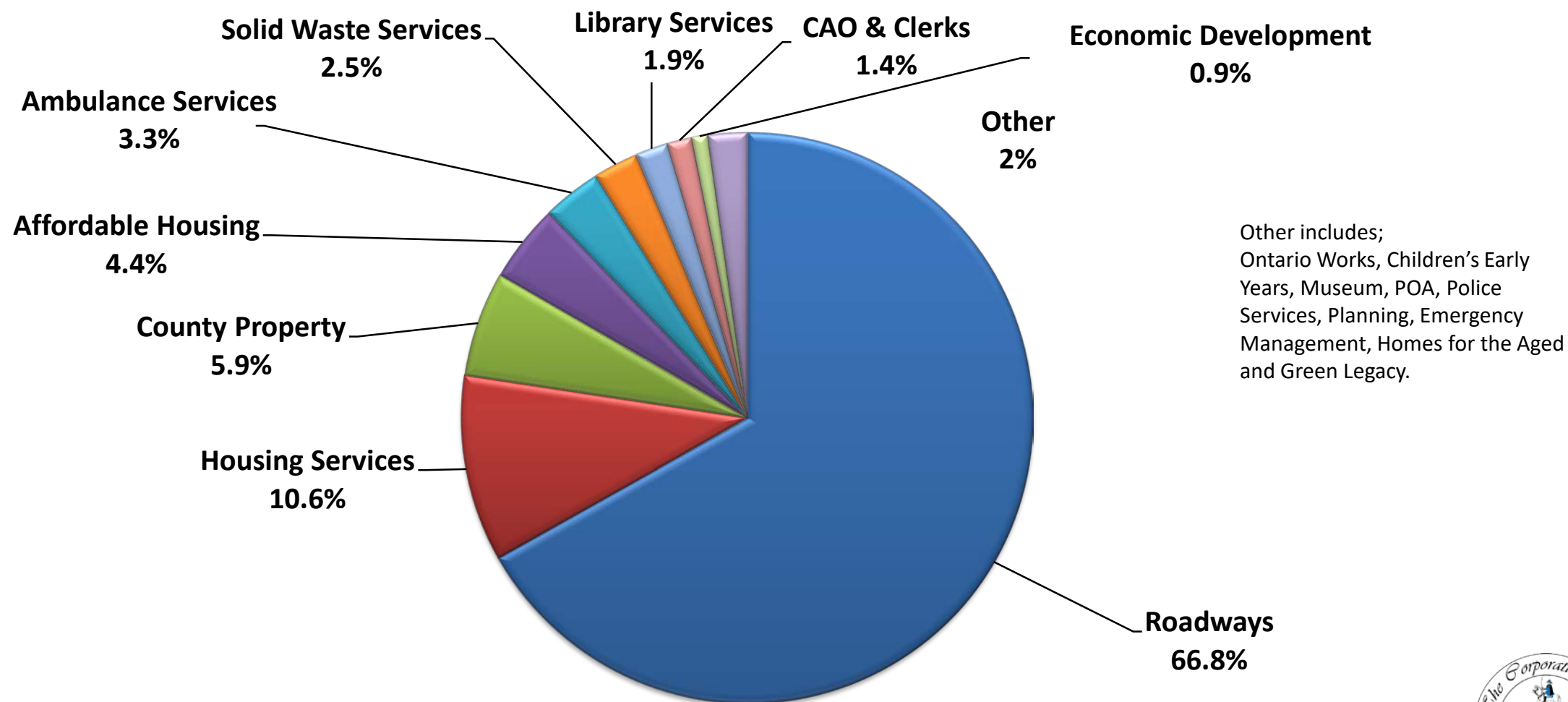


# Debt summary

- ▶ Debt outstanding will top out at \$54.3 million in 2028
  - ▶ \$44.0 million tax supported, \$10.3 million DC supported
- ▶ Debt servicing costs will top out at \$8.6 million
  - ▶ \$7.3 million tax supported, \$1.3 million DC supported
  - ▶ Includes \$3.1 million balloon payment for Health Unit
- ▶ County's tax supported debt levels are relatively stable for the first 7 years of the 10-year plan before climbing in the last 3 when the Admin Centre debt is added
- ▶ Debt servicing costs are generally maintained over the 10-year plan with a couple of notable dips and spikes
- ▶ Debt to reserve ratio is maintained over the 10-year forecast



# 2021-2030 Capital Expenditures (\$441.1 million)



# 10 Year Capital Plan Highlights – Infrastructure

- ▶ Investment in County roads network
  - ▶ Roads Garages –the replacement of Arthur, Erin / Brucedale, Harriston and Aberfoyle throughout the forecast
  - ▶ Approximately 250 kilometres of road improvements
  - ▶ Replacement or rehabilitation of 24 bridges and 10 culverts
  - ▶ 13 intersection improvements
- ▶ Social and Affordable Housing Capital Improvements
  - ▶ Increased investment in County owned social and affordable housing units
- ▶ Provision for Expansion of the Administration Centre
  - ▶ Increase office and parking space for administration staff in the forecast



# 10 Year Capital Plan Highlights – Services

- ▶ Rural Broadband Improvements
  - ▶ Provision of \$4.0 million in SWIFT 2.0 Implementation over the first five years of the forecast
- ▶ New Erin Library Branch Construction
  - ▶ Property acquisition in 2021, construction in 2023-24
- ▶ Development of Riverstown Landfill Site
  - ▶ Closure of phase I and preparation for phase II
- ▶ Ambulance Station Improvements
  - ▶ Proposed construction of 6 sites located throughout the County (5 locations identified over the forecast)
  - ▶ Construction delayed another year in the forecast due to provincial review for funding and service delivery



# Capital Plan: Roads

Investment in County roads network including bridges and culverts

- ▶ \$294.8 million investment over 10 years including:
  - ▶ \$85.6 million in roads construction projects
  - ▶ \$74.2 million in resurfacing projects
  - ▶ \$54.2 million in bridges and culverts
  - ▶ \$22.2 million in asset management activities
- ▶ Facility Construction - \$34.7 million:
  - ▶ Arthur Shop (2021-2022) - \$10.5 million
  - ▶ Erin / Brucedale Shop (2022-2024) - \$11.2 million
  - ▶ Harriston Shop (2025-2027) - \$6 million
  - ▶ Aberfoyle Shop (2028-2030) - \$6 million
  - ▶ \$1 million in various facility repairs over the 10 years
- ▶ Roads Equipment Replacements - \$24.0 million



# Capital Plan: Roads

- ▶ Internal funding (75%):
  - ▶ \$136.8 million from the tax levy
  - ▶ \$60.2 million from County Reserves
    - ▶ \$24.0 million funded from the Roads Equipment Reserve
    - ▶ \$36.2 million funded from the Roads Capital Reserve
  - ▶ \$25.2 million in debt
- ▶ External funding (25%):
  - ▶ \$55.2 million in Federal and Provincial Subsidies
    - ▶ \$4.2 million funded from Investing in Canada Infrastructure Fund
    - ▶ \$32.4 million funded from Federal Gas Tax
    - ▶ \$18.6 million funded from Ontario Community Infrastructure Fund (OCIF)
  - ▶ \$14.0 million funded through Development Charges
  - ▶ \$3.5 million in municipal recoveries



# Capital Plan: Solid Waste Services

- ▶ \$11.1 million in capital investment over 10 years
- ▶ \$7.1 million in improvements at active landfill sites and transfer stations
  - ▶ Riverstown Landfill (\$4.8 million) – development of Phase II
    - ▶ Cell Development, Leachate Collection System, Storm Water Retention Pond
  - ▶ Elora and Rothsay Transfer Station Improvements (\$1.8 million)
  - ▶ Site improvements at all other sites (\$500K)
- ▶ \$4 million for equipment



# Capital Plan: Social Housing

- ▶ \$43.8 million investment in the County's 1189 Social Housing units for improvements and upgrades
  - ▶ Cost shared with City of Guelph (75.8% based on 3 year historical average of previous residence)
  - ▶ County share funded from Housing Capital Reserve
- ▶ IT Network Replacements - \$200K (2024-2027)
  - ▶ County share funded from Housing Capital Reserve
- ▶ Provincial Funding Initiatives – continuation of 3-year programme
  - ▶ Community Housing Initiatives (COCHI – repair of existing community housing)
  - ▶ Ontario Priorities Housing Initiatives (OPHI – new rental housing development)



# Capital Plan: Affordable Housing

- ▶ Provision for Development of new County-owned Affordable Housing Units
  - ▶ Numbers are preliminary and assumptions are used
  - ▶ \$2 million in Provincial subsidy (assumed)
  - ▶ \$4 million from the Housing Development Reserve
  - ▶ New construction every third year of the forecast
- ▶ County owned Affordable Housing Buildings (131 units):
  - ▶ Retrofit projects for each building total \$1 million over the forecast
  - ▶ Funded by Housing Capital Reserve
- ▶ Installation of Air Conditioning Units at Fergusson Place (165 Gordon St) in 2021



# Capital Plan: Property Services

- ▶ Facility improvements to County-owned buildings:
  - ▶ Total \$2.9 million over the forecast
- ▶ Vehicle and equipment replacements
  - ▶ Total \$145,000 over the forecast
- ▶ Provision for Expansion of the Administration Centre (2028)
  - ▶ Concept plan at this stage
  - ▶ To provide for additional office and parking space
  - ▶ Estimated cost at \$23.1 million
  - ▶ Funding split between debt (\$17.1 million) and reserve (\$6 million)



# Capital Plan: Land Ambulance

- ▶ Ambulance Station Redevelopment – projects delayed another year in the forecast due to Provincial uncertainty in funding and service delivery
  - ▶ Erin (2019 - 2022 - \$1.5 million)
  - ▶ Guelph/Eramosa (2023-2024 - \$1.5 million)
  - ▶ Arthur (2025-2026 - \$3 million)
  - ▶ Drayton (2027-2028 - \$1.5 million)
  - ▶ Mount Forest (2029-2030 - \$1.5 million)
  - ▶ Funded through County Property Reserve - to be leased back to ambulance service
- ▶ Other Land Ambulance Capital (County share approx. 40%)
  - ▶ Ambulances and related equipment - \$4.3 million (County portion) over 10 years
  - ▶ Emergency Services joint training facility – 2028 - \$383,000 (County portion)
  - ▶ Delhi Street Station – 2028 - \$1.5 million (County portion)
  - ▶ Funded through Ambulance Reserve and development charges.



# Capital Plan: Wellington Terrace

- ▶ Facility improvements and lifecycle replacements of building components total \$2.3 million over the ten years
- ▶ \$1.4 million for equipment and technology replacements
  - ▶ Laundry equipment (2021)
  - ▶ Wireless Phones replacements (2024)
  - ▶ Tablet replacements (2025) and Network equipment (2026-2027)
  - ▶ Resident van (2027)
  - ▶ Garbage compactor (2030)
  - ▶ Nursing equipment throughout the forecast
- ▶ Two capital projects moved up in the forecast to address projects that will improve infection control



# Capital Plan: Library

- ▶ New Erin Branch Library Construction (\$5.05 million)
  - ▶ Property acquisition in 2021, construction in 2023-24
  - ▶ Funded by a mix of reserves, levy and debt
- ▶ Lifecycle replacements of building components of \$2.0 million
- ▶ Programming related projects for \$1.1 million
  - ▶ Software, Technology and Collection Enhancements
  - ▶ Library Master Plan in 2022
    - ▶ Review all aspects of library services and inform future programme initiatives



# Capital Plan: Economic Development

- ▶ Rural Broadband Improvements – SWIFT 2.0 Implementation
  - ▶ \$4.0 million County contribution over 5 years (2021-2025)
  - ▶ To complete the fibre optic broadband buildout
  - ▶ Based on Wellington's percentage of underserved roadways in the SWIFT project
  - ▶ Dependent on provincial, federal and WOWC funding commitments
  - ▶ To be funded by the General Capital Reserve
    - ▶ Annual contributions have increased to \$400,000 annually over 10 years

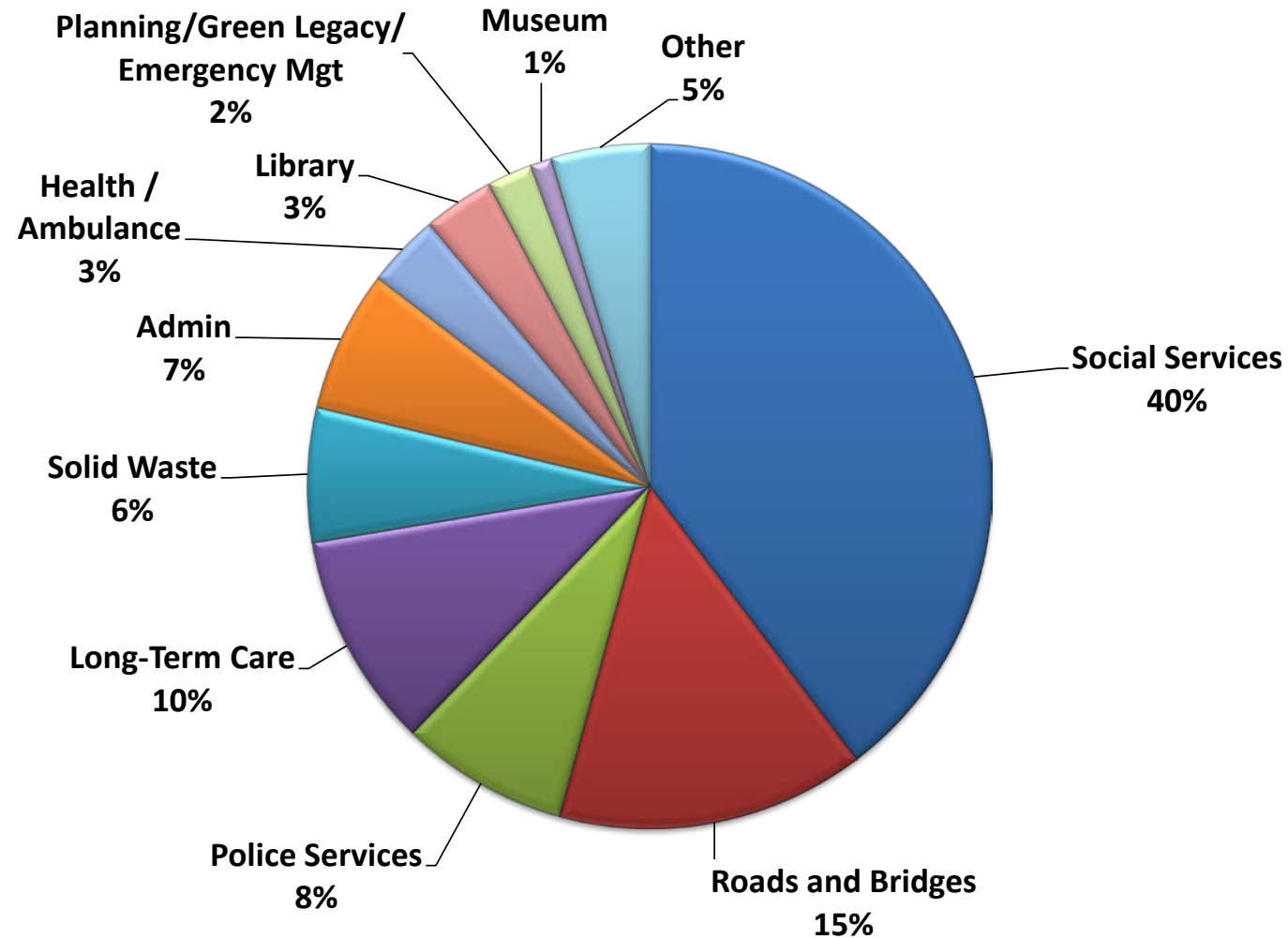


# Operating Budget Forecast

- ▶ \$232.9 million in expenditures and transfers in 2021
- ▶ Forecast to grow to \$305.1 million by 2030
  - ▶ Average annual increase of 2.9% over 10 years
  - ▶ Mainly driven by infrastructure requirements (capital transfers)
- ▶ Totals just under \$2.4 billion in projected spending over 10 years
- ▶ In 2021 -1% tax increase/decrease = \$1,075,000
- ▶ 2021 Assessment growth = 1.79%



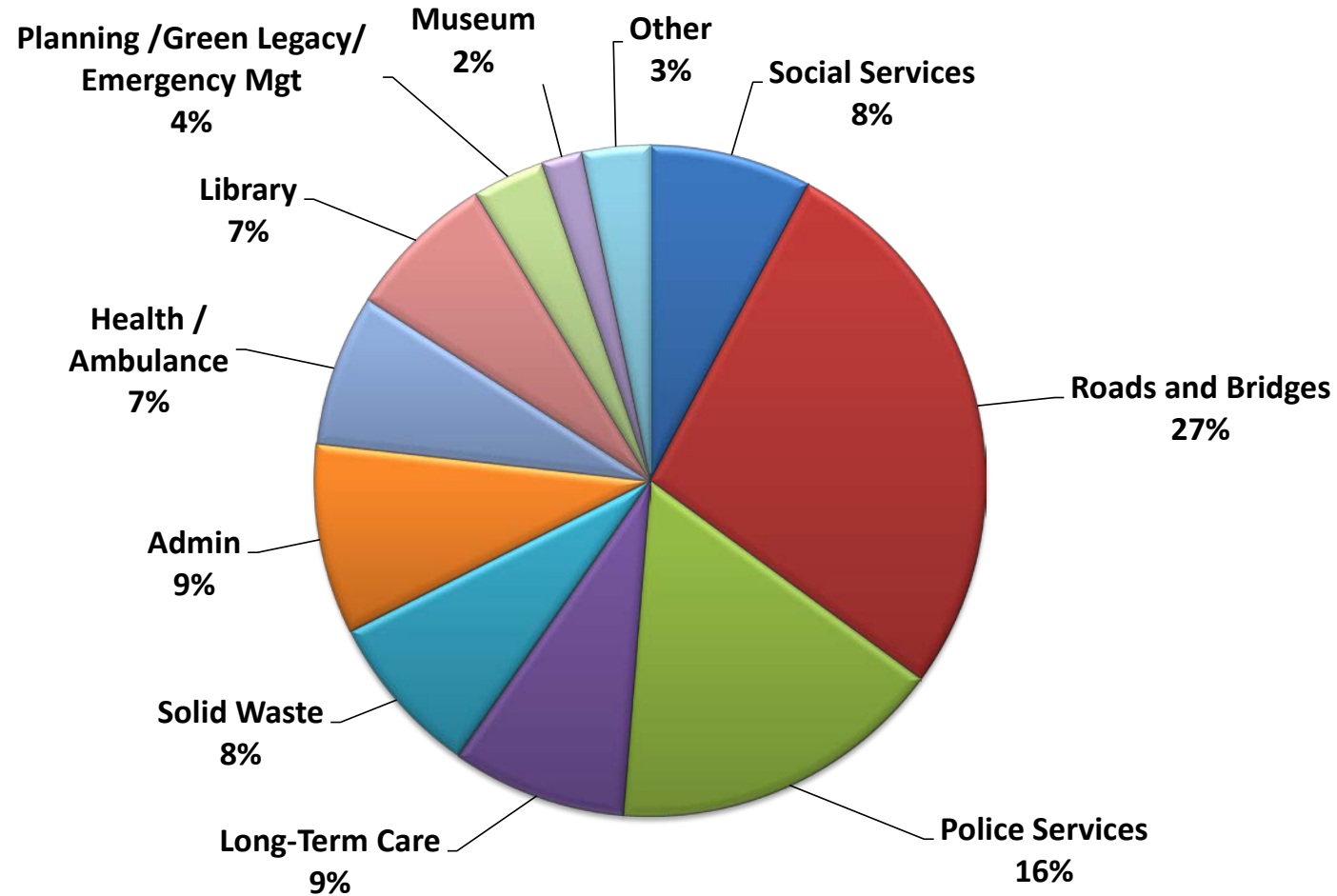
# Operating Budget By Department



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



# Levy Requirement By Department



# Operating Budget: Roads

- ▶ Capital funding requirements from operating have increased by \$1.3 million in 2021
  - ▶ Required to fund increasing capital costs over the forecast
  - ▶ 10-year roads capital plan has increased by \$22.1 million since last year's forecast
- ▶ Winter control budget of \$6.6 million in 2021
  - ▶ Includes inflationary increase to sand, salt and deicer expense of just over \$100,000
- ▶ Insurance premium increase of over \$130K
  - ▶ Reflects additional properties (Drayton Garage) and an increase in motor vehicle accident claims
- ▶ Staffing changes include:
  - ▶ Annualization of Infrastructure Technical Analyst and Construction Technologist added in 2020



# Operating Budget: Solid Waste Services

- ▶ Service enhancements to the curbside collection service introduced on July 1, 2020 are annualized in 2021 at a cost of \$1.4 million
  - ▶ Organics, leaf and yard waste collection and standardized rural collection

Description	2020 Budget	2021 Budget
Waste collection contract	\$1,582,200	\$1,868,600
Blue Box collection contract	\$2,417,700	\$3,010,000
Blue Box material processing contract	\$829,300	\$841,000
Organics collection contract	\$162,400	\$329,800
Organics material processing contract	\$100,000	\$235,000
Leaf and Yard Waste collection contract	\$44,400	\$179,000
Leaf and Yard Waste processing contract	\$80,000	\$130,000
<b>Total collection and processing contracts</b>	<b>\$5,216,000</b>	<b>\$6,593,400</b>



# Operating Budget: Police

- ▶ O.P.P. contract
  - ▶ \$16.9 million in 2021 (net of \$350,000 provision to account for expected savings from the annual contract reconciliation)
  - ▶ The 2021 budget includes a new Sergeant to lead the Community Safety Services unit
  - ▶ 10 year forecast includes projected contract amounts, the Sergeant in 2021 and 1 new officer/year beginning in 2022

	2020 budget	2021 estimate	2022 estimate	2023 estimate	2024 estimate	2025 estimate	2026 estimate	2027 estimate	2028 estimate	2029 estimate	2030 estimate
<b>OPP Base Contract</b> <small>*Net of Reconciliation Provision</small>	\$16,520,000	\$16,922,000	\$17,602,000	\$18,309,000	\$19,043,000	\$19,807,000	\$20,601,000	\$21,426,000	\$22,283,000	\$23,175,000	\$24,101,000
<b>1 new officer cost</b> <small>*2022 budget for CSS officer which would be a Sergeant costing</small>	\$0	\$206,000	\$387,900	\$588,700	\$772,500	\$979,100	\$1,193,300	\$1,427,300	\$1,645,300	\$1,883,600	\$2,126,400
<b>OPP Contract with 1 new Officer</b>	\$16,520,000	\$17,128,000	\$17,989,900	\$18,897,700	\$19,815,500	\$20,786,100	\$21,794,300	\$22,853,300	\$23,928,300	\$25,058,600	\$26,227,400



# Operating Budget: Social and Affordable Housing

- ▶ Property Tax Exemption for Non-Profit and Coop Housing Providers
  - ▶ Non-profit and coop housing providers in Guelph and Wellington opting in become tax exempt as of January 1, 2021
  - ▶ Gross reduction in expense of \$1.5 million
  - ▶ Net education tax savings of \$120K (\$59K County, \$61K City)
    - ▶ To be used for Housing Capital
- ▶ Affordable Housing
  - ▶ Contribution to the Housing Development Reserve Fund increased to \$1.0 million annually
    - ▶ Had been static at \$500,000 since 2010
    - ▶ Required for future investment in affordable housing identified in capital plan



# Operating Budget: Children's Early Years

- ▶ Staffing changes for 2021 include:
  - ▶ Changes to Special Needs Programme – provide in-house resources:
    - ▶ 2 Children's Early Years Resource Consultants (April 1<sup>st</sup> start date)
    - ▶ Children's Early Years Pedagogical Leader (April 1<sup>st</sup> start date)
    - ▶ Children's Early Years Master Trainer (January 1<sup>st</sup> start date)
    - ▶ Removal of 0.6 FTE Special Needs Programme Assistant (effective January 1<sup>st</sup>)
  - ▶ Total estimated cost of \$242K – offset by reducing the special needs consulting costs
  - ▶ Accounting Analyst (July 1<sup>st</sup> start date) – 0.3 FTE (allocation) – net County cost \$5K
- ▶ Additional special needs resourcing costs have been reallocated to:
  - ▶ Capacity building
  - ▶ General operating grants
  - ▶ To help sustain the child care system and increase quality levels



# Operating Budget: Long-Term Care

- ▶ 2020 in-year staffing adjustments - 4.7 FTE
  - ▶ Registered Nurse (RN), Registered Practical Nurse (RPN) and Terrace Aide – additional hours
    - ▶ For cleaning, swabbing and additional resident care required during the pandemic
    - ▶ Funded by Federal Safe Restart Agreement funding
  - ▶ Neighbourhood Assistant (accommodation)
- ▶ Staffing increases proposed for 2021 include:
  - ▶ Registered Nurse (contract) – Infection Control – 0.75 FTE
    - ▶ Funded through a combination of LHIN funding and Federal Safe Restart dollars
  - ▶ Accounting Analyst (July 1st start date) – 0.17 FTE (allocation) – net County cost \$15K
- ▶ The \$1 million transfer to reserve for the Continuum of Care project has been removed



# Operating Budget: Ambulance Services

- ▶ Service enhancements for 2021 include:
  - ▶ Additional paramedic shift to increase services in Rockwood to 24/7
  - ▶ Dispatch Information System Improvements
  - ▶ Net County cost is estimated to be \$249K
- ▶ Capital funding requirements from operating have increased by \$200,000 in 2021
  - ▶ City led projects for replacement ambulances, equipment and facilities total \$6.2 million over the 10-year forecast
  - ▶ Annual transfer now at \$600K



# Operating Budget: Planning

## ▶ Planning

- ▶ Climate Change Coordinator position is proposed to change from a contract position to permanent full-time
  - ▶ Complete the climate change mitigation plan and implement the recommendations including:
    - ▶ Green House Gas (GHG) emissions reductions
    - ▶ Climate change adaptation measures

## ▶ Green Legacy

- ▶ Tree Nursery Lead Hand position to move from PT to FT
  - ▶ Provide staffing continuity, year-round support for both the northern and southern nurseries and appropriate supervision of summer staff



# Operating Budget: Economic Development

- ▶ Capital funding requirements from operating for SWIFT 2.0 Implementation requires an annual increase of \$250K in 2021
- ▶ COVID-19 Business Recovery Fund
  - ▶ One-time funding (\$200K) to assist local businesses in the recovery from COVID-19
  - ▶ To be funded by the Safe Restart Agreement funds
- ▶ Smart Cities – “Our Food Future” - Canada’s first circular food economy
- ▶ Ride Well Community Transportation initiative



# Operating Budget: Treasury

## ▶ Asset Management Coordination

### ▶ Staffing changes include:

- ▶ Annualization of two full-time permanent Asset Management Analyst positions added in 2020
- ▶ Annualization of a two-year contract GIS Technician for Asset Management;
  - To be funded by the Provincial Modernization grant in 2021

### ▶ Software changes include:

- ▶ County's new Asset Management software (City Wide) licensing costs of \$22K
- ▶ Enterprise software licensing agreement with ESRI
  - Common GIS system platform across the County
  - Includes costs on behalf of the County's member municipalities (\$65K) – saves funds for local municipalities



# Operating Budget: Property Services

- ▶ Staffing changes include:
  - ▶ Property Services Coordinator – Asset Management (contract)
    - ▶ To develop and maintain the asset registry/database in City Wide
    - ▶ Funded by Provincial Modernization grant
  - ▶ New Maintenance Worker to attend to County roads garages maintenance and upkeep
  - ▶ Additional cleaning hours for 2021
    - ▶ To maintain the extra cleaning currently in place for all County buildings during the ongoing pandemic
    - ▶ Funded by Federal Safe Restart Agreement funds



# Operating Budget: General Rev and Exp.

- ▶ General Revenues:
  - ▶ OMPF Funding - \$1.09 million
  - ▶ Interest earnings - \$2.6 million
  - ▶ PIL's and supplementary taxes - \$2.3 million
  
- ▶ General Expenses:
  - ▶ Contribution to MPAC for property assessment - \$1.5 million
  - ▶ Tax write-offs - \$1.0 million



# Operating Budget: OMPF

- ▶ 2021 OMPF allocation amounts for Wellington County municipalities are as set out below
- ▶ County's 2021 OMPF allocation dropped by \$192,200
- ▶ County's OMPF allocation was \$4.7 million in 2012
- ▶ County has lost over \$3.6 million in annual funding since 2012

Total OMPF Entitlements	2012	2017	2018	2019	2020	2021
Centre Wellington	\$ 999,700	\$ 442,200	\$ 375,900	\$ 319,600	\$ 271,700	\$ 231,000
Erin	\$ 654,000	\$ 590,100	\$ 593,400	\$ 593,300	\$ 591,100	\$ 592,600
Guelph/Eramosa	\$ 579,700	\$ 497,000	\$ 490,200	\$ 490,300	\$ 494,200	\$ 488,800
Mapleton	\$ 1,321,800	\$ 735,500	\$ 835,500	\$ 837,400	\$ 832,700	\$ 862,600
Minto	\$ 1,354,300	\$ 1,802,900	\$ 1,630,700	\$ 1,604,600	\$ 1,540,800	\$ 1,520,200
Puslinch	\$ 447,800	\$ 370,200	\$ 413,600	\$ 415,700	\$ 417,400	\$ 419,800
Wellington North	\$ 1,088,600	\$ 1,379,700	\$ 1,317,000	\$ 1,296,800	\$ 1,283,700	\$ 1,277,500
County of Wellington	\$ 4,720,200	\$ 2,087,200	\$ 1,774,200	\$ 1,508,100	\$ 1,281,900	\$ 1,089,700
<b>County Total</b>	<b>\$ 11,166,100</b>	<b>\$ 7,904,800</b>	<b>\$ 7,430,500</b>	<b>\$ 7,065,800</b>	<b>\$ 6,713,500</b>	<b>\$ 6,482,200</b>



# Operating Budget: Staffing Changes

2021 Staffing Summary				
<b>2020 Approved staff complement (expressed as full time equivalents)</b>	<b>705.9</b>			
Annualization of positions approved in the 2020 budget	2.9			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
<b>2020 In-Year Staffing Adjustments</b>				
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
<b>Temporary Adjustments due to COVID-19</b>				
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)	-
<b>Total 2020 In-Year Staffing Adjustments</b>	<b>7.3</b>	<b>\$ 386,600</b>	<b>\$ (313,400)</b>	<b>\$ 73,200</b>
<b>Adjusted 2020 Staff Complement</b>	<b>716.1</b>			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
<b>2021 Proposed Staffing Changes</b>				
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
<b>Proposed changes to Staff Complement</b>	<b>5.4</b>	<b>\$ 453,000</b>	<b>\$ (350,200)</b>	<b>\$ 102,800</b>
<b>2021 Proposed Staff Complement (full time equivalents)</b>	<b>721.5</b>			



# 2021 Operating Budget Summary

- ▶ Standardized weekly organics and leaf and yard waste collection (1.4% on tax levy)
- ▶ Roads capital funding requirements (1.3% on tax levy)
- ▶ Affordable Housing Development capital funding (0.5% on tax levy)
- ▶ Ambulance service (Rockwood) and capital enhancements (0.4% on tax levy)
- ▶ SWIFT 2.0 Rural Broadband Implementation funding (0.3% on tax levy)
- ▶ Offset by Assessment Growth (1.79% reduction to tax impact)
- ▶ Current tax impact at 2.5%



# County of Wellington Tax Impact (2021-2030)

