

Corporation of the County of Wellington

2022 BUDGET

AND TEN YEAR PLAN



Approved for January 1 - December 31, 2022

2022 BUDGET

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



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

**The County of Wellington • 74 Woolwich Street
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DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**County of Wellington
Ontario**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director

The Government Finance Officer's Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Wellington for its annual budget for the fiscal year beginning January 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets programme criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to programme requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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E warden@wellington.ca

COUNTY OF WELLINGTON

74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

January 31, 2022

Dear Residents of Wellington County:

On January 27, County Council adopted the 2022 budget. The County's 2022 budget attempts to strike a balance between fiscal responsibility and investing in community services and infrastructure investment. Council approved the budget with a tax impact of 2.0% with a focus on core services. This amount is well below current levels of inflation and continues to invest in key County services, while addressing the existing infrastructure gap.

Highlights of the 2022 Budget include:

- Significant investment in roads capital infrastructure and public works facilities over the next ten years, including \$41.2 million in facility upgrades including the replacement of the Arthur Public Works Facility in 2022, as well as the Erin, Brucedale, Harriston and Aberfoyle public works facilities throughout the forecast.
- Rural Broadband investment to complete the gigabyte fibre optic buildout. A municipal contribution of \$4.0 million over five years which began in 2021 continues in 2022-2025
- Property acquisition and design for the construction of a new Erin Library Branch
- Climate Change Mitigation Plan implementation for the County of Wellington
- Land Ambulance service expansion will add a new 12-hour shift to improve response times in the County
- Affordable housing property acquisition for future development to assist with meeting community needs
- Enhanced direct care hours at the Wellington Terrace Long-Term Care Home as supported by a significant provincial funding contribution
- Waste Management enhancements including improvements to the Elora and Rothsay Transfer Station sites and two additional weeks of leaf and yard waste collection in the fall

2022 offers the hope of moving beyond the global pandemic for residents and the County will continue the commitment to improved services and support during this time.

Kelly Linton
 Wellington County Warden



STRATEGIC ACTION PLAN

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

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

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

**FUTURE
FOCUSED.
PEOPLE
INVESTED.**



Wellington County
Strategic Action Plan

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

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

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

STRATEGIC ACTION PLAN

WELLINGTON COUNTY VALUES

Above all, Wellington County values:

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

WELLINGTON COUNTY ASPIRATIONS

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

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

STRATEGIC ACTIONS AND PRIORITY AREAS

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



People as the main priority of Wellington County.



Making the best decisions.



Providing the highest level and best quality services.



Planning for, and providing, the best physical infrastructure.

PEOPLE AS THE MAIN PRIORITY OF WELLINGTON COUNTY

In order to achieve this objective, we will:

1. Continue to partner with the Canadian Mental Health Association (CMHA) and the Ontario Provincial Police (OPP) to increase awareness and promote good mental health and suicide prevention;
2. Fund a new Police Sergeant to lead the new Community Safety Services (CSS) unit in 2022;
3. Continue the work of the Be Well Steering Committee with a focus on Diversity and Inclusion, Staff Appreciation and Health Promotion;
4. Continue the work of the indigenous Advisory Committee to explore and promote the County's Indigenous history and culture.



MAKING THE BEST DECISIONS

In order to achieve this objective, we will:

1. Provide County residents with a tax impact well below the current inflation rate while focusing on core services;
2. Implement the recommendations from the completed County Climate Change Mitigation Plan;
3. Work towards providing the services and programmes the County offered at a pre-pandemic level as well as enhancing these for future years.



PROVIDING THE HIGHEST LEVEL AND BEST QUALITY SERVICES

To achieve this objective, we will:

1. Waste Management enhancements including improvements to the Elora and Rothsay Transfer Station sites and two additional weeks of leaf and yard waste collection in the fall;
2. Enhanced direct care hours at the Wellington Terrace Long-Term Care Home as supported by a significant provincial funding contribution;
3. Land Ambulance service expansion will add a new 12-hour shift to improve response times in the County.



PLANNING FOR AND PROVIDING THE BEST PHYSICAL INFRASTRUCTURE

To achieve this objective, we will:

1. Continue our investment in County infrastructure including a provision of \$12 million to build new County-owned affordable housing units over the next 10 years;
2. Rural Broadband investment to complete the gigabyte fibre optic buildout. A municipal contribution of \$4.0 million over five years which began in 2021 continues in 2022-2025;
3. Design and construction of a new Erin Library Branch and a new Arthur Roads Garage;
4. Continued investment in the County road and bridge network.



MESSAGE FROM THE COUNTY TREASURER

February 1, 2022



Ken DeHart, CPA, CGA
County Treasurer

On behalf of the members of County Council, the Warden and the Senior Management Team, I am pleased to present the County of Wellington's 2022 Budget and Ten-Year Plan, which was adopted by Council on January 27, 2022.

This is the fourth budget of the Council term from 2018 to 2022. This is the County's second pandemic budget and we're focused on supporting the community through the latest variants and to strengthen the local economy for a more optimistic outlook for the balance of 2022. The County continues to assist with the vaccination effort through organizing local clinics and redeploying staff to aid public health and safety. We're continuing to support the local economy through increased infrastructure investment and approving a budget well below current levels of inflation.

The Omicron variant has forced another lockdown and another round of booster shots for the community. Fortunately, upper-levels of government have been very supportive of municipal efforts to assist the most vulnerable members of the public with funding to help house the homeless, boost long-term care and provide social services in the community. Significant investments have been made in supportive housing, increasing direct care hours at long-term care facilities and providing additional child care spaces and family resources.

The County continues to make substantial investments in local infrastructure. The 2022 Budget and Ten-Year Plan includes a planned increase of \$55 million in 10-year capital spending. This represents a 13% increase over 2021 and 26% increase in the last two years. The majority of the County's investments are being made in roads and bridges, social and affordable housing, ambulance station improvements and waste facilities, including the development of Phase II of the Riverstown landfill. Phase II of the landfill will add nearly 30 years of waste capacity, which is being further extended by the County's diversion efforts. The County is also making progress towards addressing the infrastructure deficit with an additional \$2 million in annual tax-supported financing to the roads capital budget.

The estimated tax increase of 2.0% is well below current levels of inflation. For the past five months, the Consumer Price Index (CPI) for Ontario has ranged from 4.0% to 5.2%. Inflation has impacted the costs of goods/services that the County needs to acquire—such as fuel, food (for long-term care residents), construction prices and staffing. The County recognizes the impact this is having on families and local businesses and has mitigated the impact through finding efficiencies and relying on strong growth. The County also commends upper-levels of government for investment in long-term care funding and the doubling of the Ontario Community Infrastructure Fund (OCIF), without which, a budget this far below inflation levels would not have been possible.

The County's operating budget is \$248.9 million in 2022, with capital spending of \$56.5 million and a total capital investment of \$496.3 million planned over the next ten-years. The average increase is 2.0% on the County portion of residential tax bills (1.1% of total tax bills) or \$13 per \$100,000 of assessment. New debt issues total \$64.2 million over the forecast. The 2022 Budget and Ten-Year Plan maintains strong capital investment and ensures the County's long-term financial sustainability.

CONSOLIDATED 2022-2021 BUDGET SUMMARY

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

	2022 Budget	2021 Budget (Amended)	Change	
	\$	\$	\$	%
Revenue Summary				
Operating Budget				
Taxation	116,401,800	111,160,900	5,240,900	4.7%
Government Transfers	76,538,200	67,537,100	9,001,100	13.3%
Municipal Recoveries	22,003,000	21,335,900	667,100	3.1%
Departmental Revenues	21,284,300	20,895,300	389,000	1.9%
Other - Donations, Interest	5,254,600	3,302,600	1,952,000	59.1%
Internal Charges	11,947,400	11,424,700	522,700	4.6%
	253,429,300	235,656,500	17,772,800	7.5%
Capital Budget				
Development Charges	1,057,000	692,000	365,000	52.7%
Government Transfers	11,819,000	10,605,000	1,214,000	11.4%
Municipal Recoveries and Other	3,939,000	3,274,500	664,500	20.3%
Current Funding	143,000	10,691,000	(10,548,000)	-98.7%
Debt and Transfers from Reserves	39,552,000	12,916,800	26,635,200	206.2%
	56,510,000	38,179,300	18,330,700	48.0%
Other Budgets				
Wellington Housing Corporation	878,500	970,200	(91,700)	-9.5%
Wellington-Dufferin-Guelph Public Health	10,200,017	10,000,017	200,000	2.0%
	11,078,517	10,970,217	108,300	1.0%
Budgeted Revenues	321,017,817	284,806,017	36,211,800	12.7%
Adjustments to Annual Financial Statements				
Internal Recoveries, Transfers from Reserves, Debt	(52,300,400)	(35,744,400)	(16,556,000)	46.3%
Revenues Per Financial Statements	268,717,417	249,061,617	19,655,800	7.9%
Expenditure Summary				
Operating Budget				
General Government Services	30,047,200	27,280,300	2,766,900	10.1%
Protection Services	19,376,300	19,224,400	151,900	0.8%
Transportation Services	38,172,800	34,765,600	3,407,200	9.8%
Solid Waste Services	15,620,900	15,129,700	491,200	3.2%
Housing, Employment, Children's Early Years, Long-term Care	125,685,300	116,545,000	9,140,300	7.8%
Health, Library, Museum and Planning Services	24,526,800	22,711,500	1,815,300	8.0%
	253,429,300	235,656,500	17,772,800	7.5%
Capital Budget				
Capital Expenditures	56,510,000	38,179,300	18,330,700	48.0%
Other Budgets				
Wellington Housing Corporation	882,200	970,200	(88,000)	-9.1%
Wellington-Dufferin-Guelph Public Health	10,200,017	9,850,820	349,197	3.5%
	11,082,217	10,821,020	261,197	2.4%
Budgeted Expenditures	321,021,517	284,656,820	36,364,697	12.8%
Adjustments to Annual Financial Statements				
Amortization*	26,700,000	26,000,000	700,000	2.7%
Internal Charges, Transfers to Reserves, Debt Payments	(43,525,800)	(39,223,800)	(4,302,000)	11.0%
Tangible Capital Asset Expenditures	(56,510,000)	(38,179,300)	(18,330,700)	48.0%
	(73,335,800)	(51,403,100)	(21,932,700)	42.7%
Expenditures per Financial Statement	247,685,717	233,253,720	14,431,997	6.2%
Excess Revenues over Expenditures per Financial Statements**	21,031,700	15,807,896	5,223,804	33.0%

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

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

COUNTY OF WELLINGTON AT A GLANCE

Wellington County Quick Facts

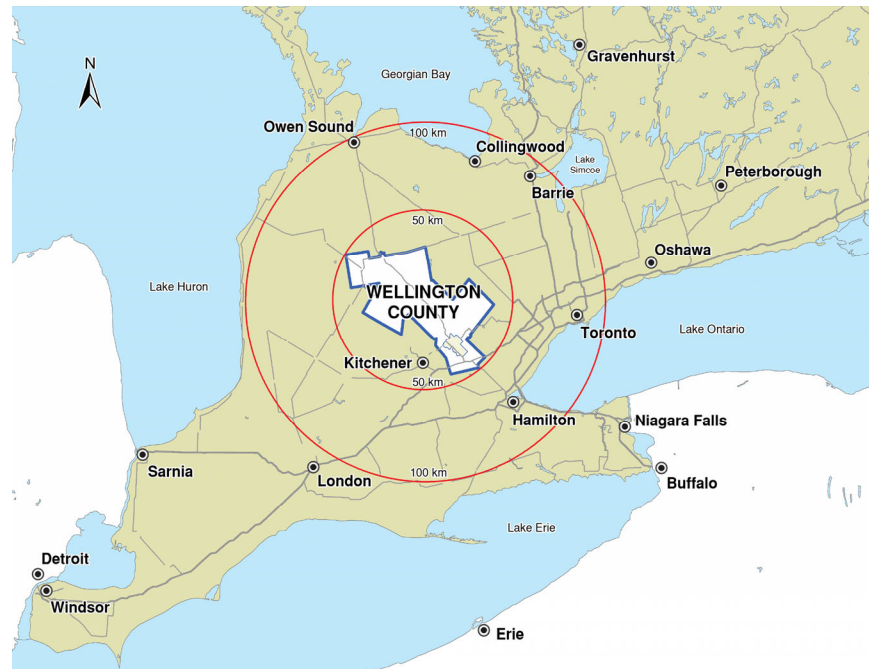
7 Member Municipalities
Area: 2,600km²

101,860 Residents
35,880 Households

3,651 Businesses
46,794 Jobs

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

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



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

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



Township of Centre Wellington

519.846.9691
www.centrewellington.ca



Town of Erin

519.855.4407
www.erin.ca



Township of Mapleton

519.638.3313
www.mapleton.ca



Township of Guelph/Eramosa

519.856.9596
www.get.on.ca



Town of Minto

519.338.2511



TOWNSHIP OF
PUSLINCH
EST. 1850

Township of Puslinch

519.763.1226
www.puslinch.ca



Township of Wellington North

519.848.3620
www.wellington-north.com

HISTORY OF THE COUNTY OF WELLINGTON

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

In subsequent years, other municipalities joined the County:

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



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

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

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



COUNTY OF WELLINGTON LIFESTYLE

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

Arts and Culture

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

- Elora Centre for the Arts
- Fergus Grand Theatre
- Drayton Festival Theatre
- Wellington County Museum and Archives

Recreational Facilities and Activities

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

Conservation Areas, Parks and Trails

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

Festivals and Events

Wellington County boasts over 200 local festivals and events annually. Top events including Hillside Music Festival, Fergus Scottish Festival and Highland Games, Riverfest Elora, Eden Mills Writers' Festival and more.



FESTIVALS AND EVENTS

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

DEMOGRAPHIC OVERVIEW

Population

In mid-2021, Wellington County had **35,880** households and a population of **101,860** (adjusted for net Census undercount). The population of Wellington County is projected to grow to 160,000 by 2051.

Wellington County 2021 Population Estimates				
Location	Mid Year—2020		Mid Year—2021	
	Population	Households	Population	Households
Centre Wellington	32,200	11,820	32,790	12,060
Fergus	16,950	6,390	17,340	6,550
Elora/Salem	7,850	2,900	8,030	2,970
Centre Wellington Rural	7,400	2,530	7,420	2,540
Erin	12,210	4,240	12,260	4,260
Erin Village / Hillsburgh	4,540	1,690	4,540	1,690
Erin Rural	7,670	2,550	7,720	2,570
Guelph/Eramosa	14,020	4,720	14,270	4,810
Rockwood	5,440	1,900	5,650	1,970
Guelph/Eramosa Rural	8,580	2,820	8,620	2,840
Mapleton	11,360	3,300	11,510	3,340
Drayton	2,490	880	2,560	900
Moorefield	680	220	740	230
Mapleton Rural	8,190	2,200	8,210	2,210
Minto	9,520	3,420	9,680	3,490
Clifford	970	390	980	390
Harriston	2,260	830	2,310	850
Palmerston	3,020	1,160	3,090	1,190
Minto Rural	3,270	1,040	3,300	1,060
Puslinch	8,210	2,920	8,270	2,950
Aberfoyle	350	200	340	200
Morrison	490	170	490	170
Puslinch Rural	7,370	2,550	7,440	2,580
Wellington North	12,940	4,920	13,080	4,970
Arthur	2,750	1,080	2,790	1,090
Mount Forest	5,610	2,360	5,690	2,390
Wellington North Rural	4,580	1,480	4,600	1,490
Wellington County	100,460	35,340	101,860	35,880

Note: Numbers may not add up due to rounding. Mid-2021 Population and Household totals are taken from the Watson and Associates Growth Tracking Model based on the 2016 census and recent building permit activity.

Source: Watson and Associates Economists Ltd. and County of Wellington Planning Department, January 2022

DEMOGRAPHIC PROFILE: IMMIGRATION

Immigration

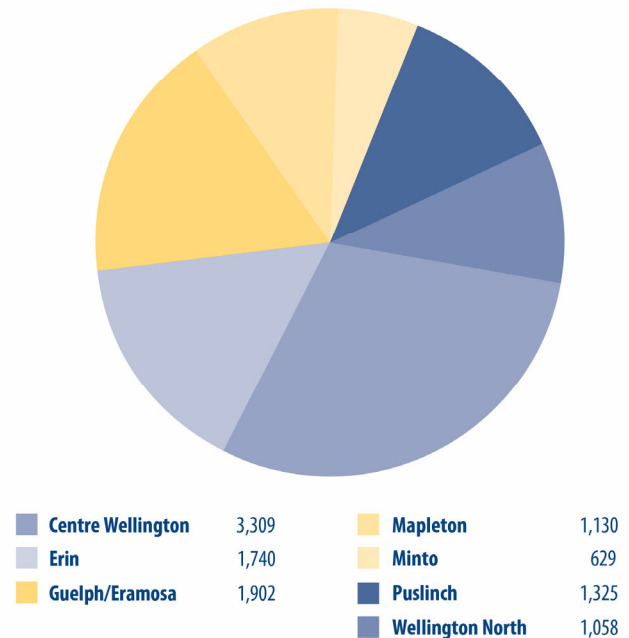
The Economic Development division undertakes talent attraction activities and collaborates with the Guelph Wellington Local Immigration Partnership, Immigrant Services Guelph-Wellington, and Wellington County Settlement Services to encourage newcomers and immigrants to settle in Wellington County. This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



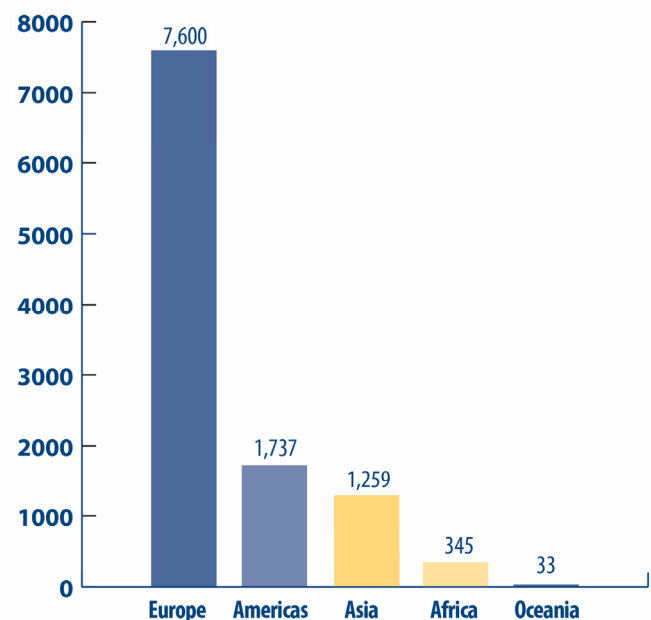
Immigrants born outside of Canada represent 11% of the community and stem predominantly from Europe: 30% of all immigrants in Wellington County are from the United Kingdom, while over 12% are from the Netherlands. 47% of recent immigrants (those who have arrived in Canada within the last 5 years) arrived predominately from four countries: 18% from Mexico, 10% from the Philippines, 10% from Syria and 9% from India. Of the municipalities, Puslinch has the highest proportional immigrant population of 17% compared to Minto which has the lowest at 7%. While immigrants make up 11% of the County's population, an additional 18% are second generation, meaning they have at least one parent who was born outside of Canada.

Source: Manifold Data, 2020

IMMIGRANTS IN WELLINGTON COUNTY (2020)



WELLINGTON COUNTY IMMIGRANTS BY PLACE OF BIRTH (2020)



DEMOGRAPHIC PROFILE: EDUCATION

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

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

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

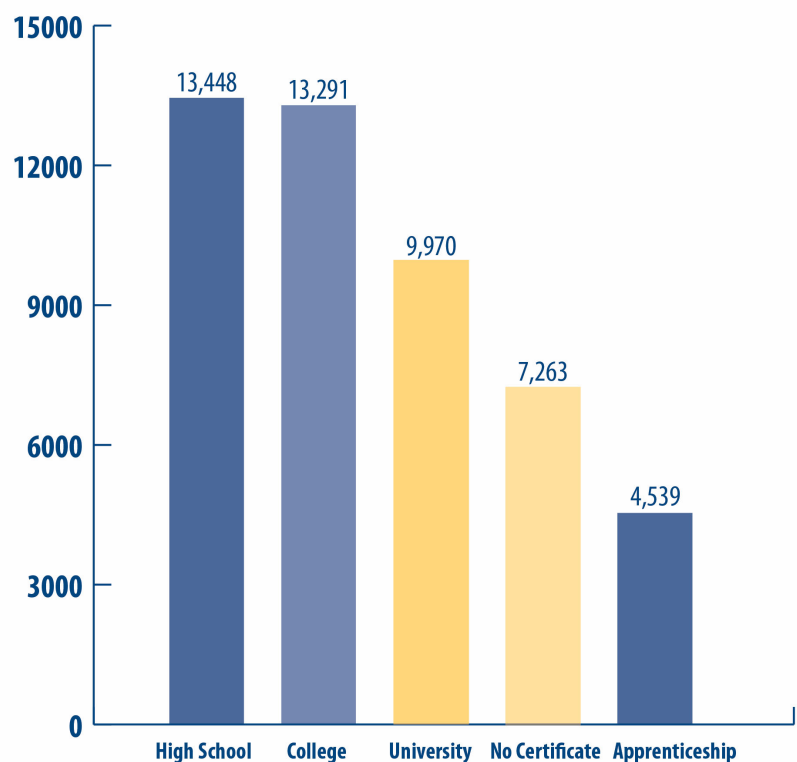
Conestoga College is Ontario's fastest growing college and a leader in polytechnic education. The college's project based learning model provides students with hands-on experience to prepare them for success in careers including business and hospitality, skilled trades, engineering and information technology,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

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

- University of Guelph
- University of Toronto
- McMaster University
- University of Waterloo
- Ryerson University
- Wilfrid Laurier University
- Brock University
- Georgian College
- Humber College
- Conestoga College

In Wellington County, 47% of the population aged 25-64 years have a college or university level education.

WELLINGTON COUNTY EDUCATION LEVEL (2020)
Highest certificate, diploma or degree for the population aged 25 to 64 years



Source: Manifold Data, 2020

AFFORDABILITY

Household Incomes

Wellington County has an average household income of \$121,334. The average household income in the member municipalities range from \$85,663 in the Township of Wellington North to \$191,630 in the Township of Puslinch. Wellington County has higher average household income in comparison to Ontario as a whole, as well as its comparative regional economic groups of Dufferin, Perth and Grey County.

Average Household Income 2020

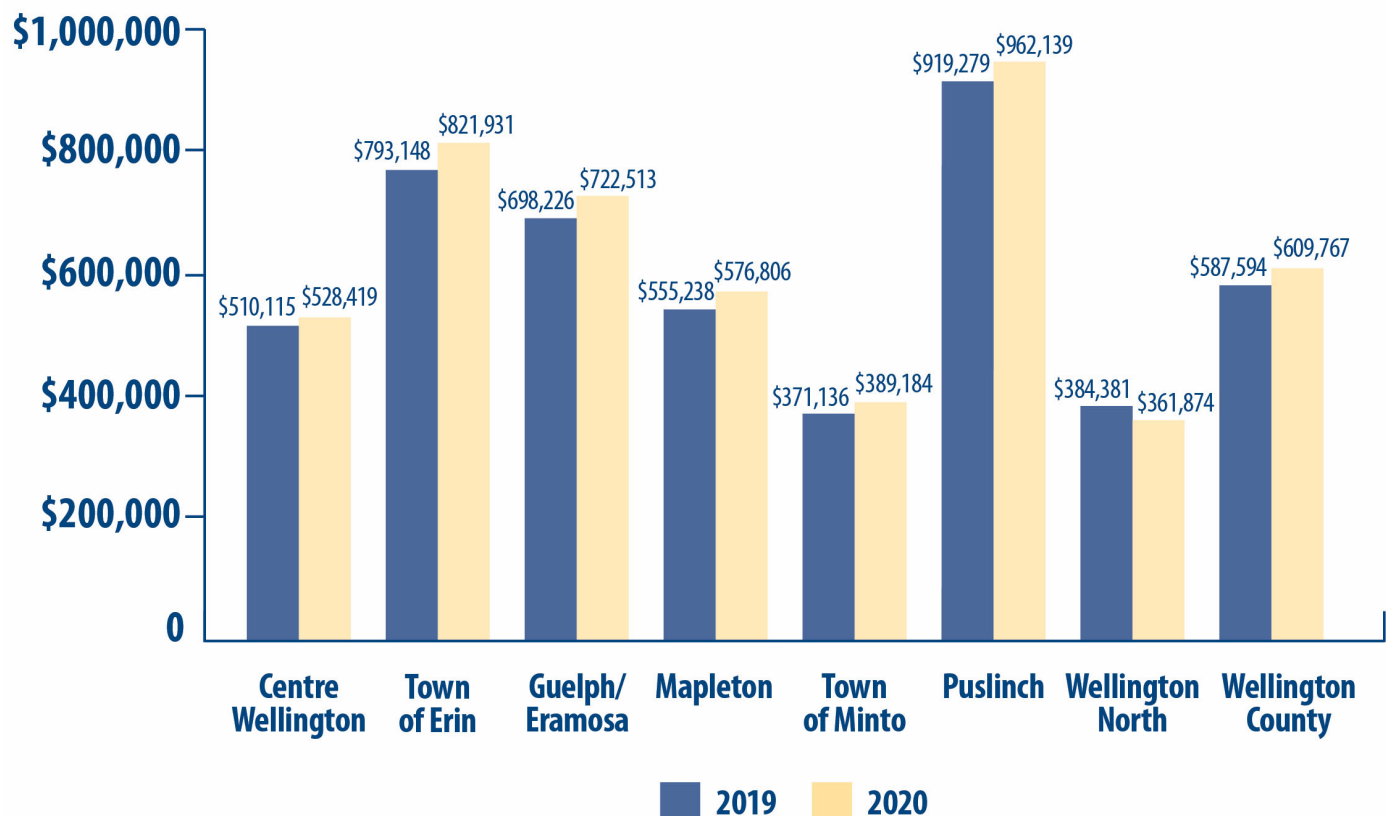
Municipality	Household Income
Wellington North	\$85,663
Minto	\$88,549
Mapleton	\$110,505
Centre Wellington	\$111,828
Wellington County	\$121,334
Guelph/ Eramosa	\$143,251
Erin	\$150,148
Puslinch	\$191,630

Average Municipal Household Incomes 2020

Region	Household Income
Grey County	\$93,234
Perth County	\$93,661
Ontario	\$108,247
Dufferin County	\$116,327
Wellington County	\$121,334
Waterloo Region	\$133,012
Halton Region	\$137,980

Source: Manifold Data, 2020

AVERAGE HOUSING PRICE



Source: Manifold Data, 2020

Note: Value refers to the dollar amount expected by the owner if the dwelling were to be sold.

LOCAL ECONOMY: LABOUR FORCE

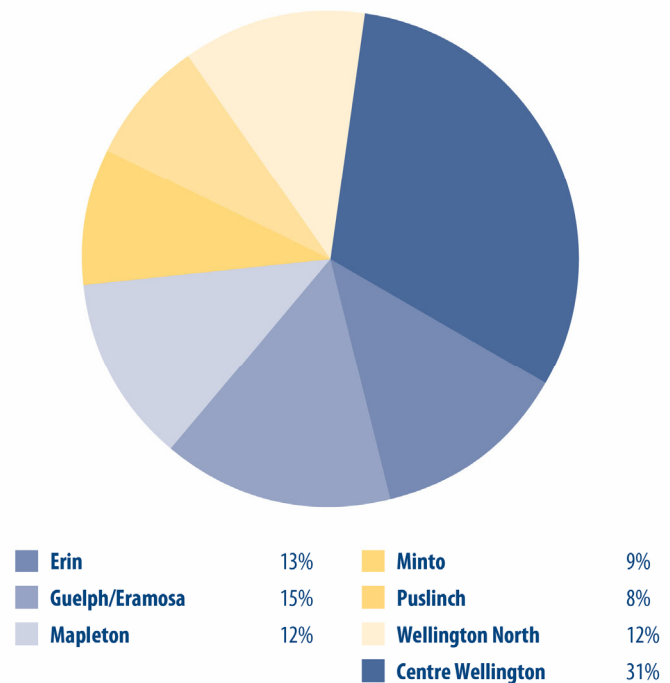
Resident Labour Force

The total labour force for the County of Wellington was 56,185 in 2020. Most of these resident workers were employed in the trades, transport and equipment operators and related occupations category (21% of total jobs). Centre Wellington had the largest labour force, representing 31%, followed by Guelph/Eramosa, representing 15% of the County's labour force.

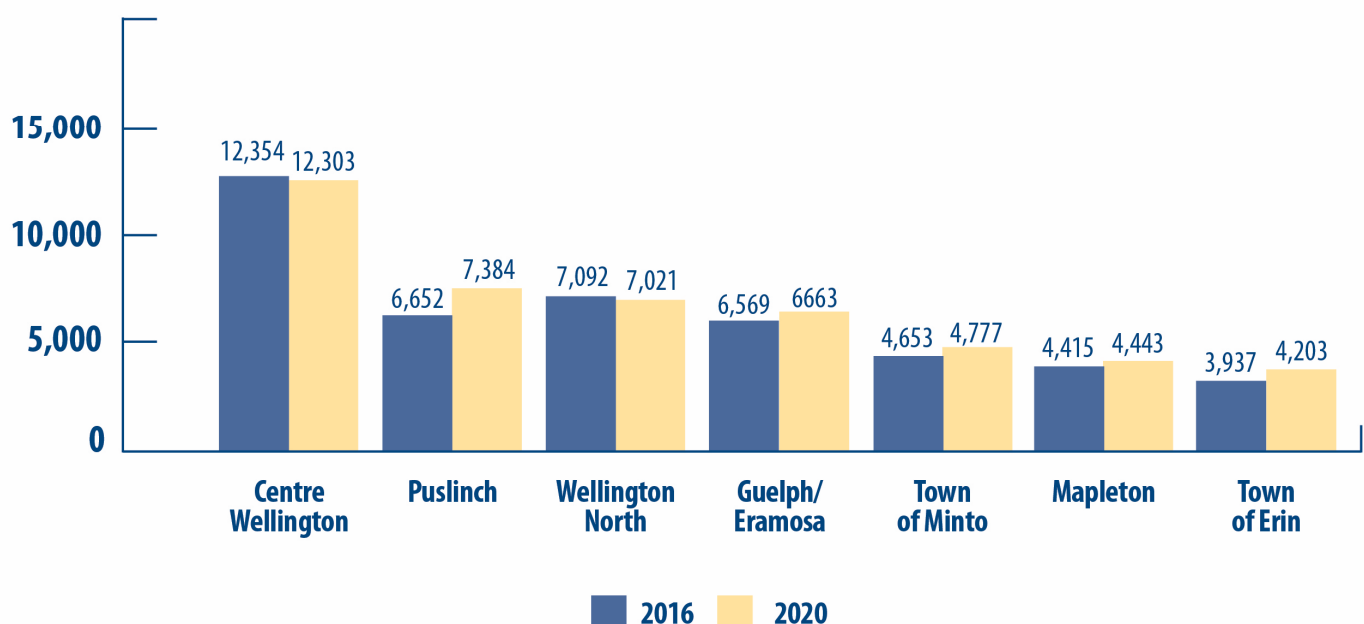
Job Growth and Distribution

Job growth from 2016-2020 was steady across the County. The largest job growth gains taking place in Puslinch with 8% and Erin recording 7% growth. Job distribution in the County ranges from Centre Wellington with 26%, to Erin, which retains 9% of the County's jobs.

LABOUR FORCE DISTRIBUTION (2020)



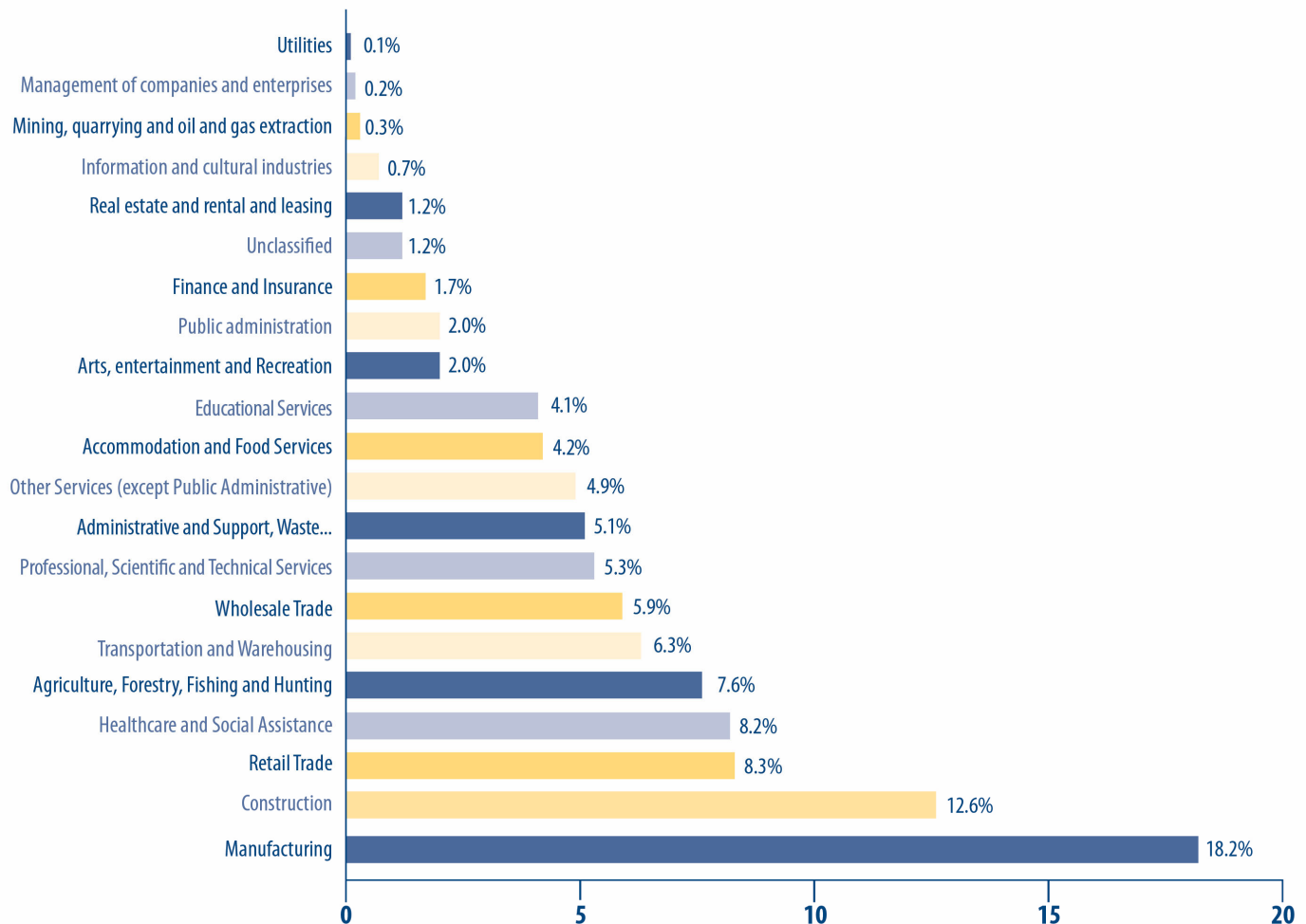
JOB GROWTH



LOCAL ECONOMY: MAJOR SECTORS

Wellington County provided 46,794 local jobs in 2020, growing 2% from 2019. Manufacturing continues to be the leading sector, representing 8,509 jobs or 18.2% of all local employment within the County. Over the past several years, Wellington has been experiencing significant growth in the number of jobs in construction, manufacturing, health care and professional, scientific and technical services sectors. This growth represents an indication of a strong, diversified and resilient economy in Wellington County.

WELLINGTON COUNTY SECTORS OF EMPLOYMENT (2020)



Source: EMSI Analyst

Top 3 Expanding and Shrinking Sectors

		2016 Jobs	2020 Jobs	Change	% of Total
Expanding	Manufacturing	7,943	8,509	566	18.2%
	Construction	5,394	5,895	501	12.6%
	Administrative and support, waste	2,066	2,376	310	5.1%
Shrinking	Agriculture, forestry, fishing and hunting	4,226	3,539	(687)	7.6%
	Accommodation and food services	2,541	1,981	(560)	4.2%
	Information and cultural industries	405	316	(89)	0.7%

LOCAL ECONOMY: BUSINESS SIZE

Small and medium-sized enterprises (SMEs) in Canada employ 88.5% of workers in the private sector, play a proportionally large role in job creation and produce 55.3% of Canada's gross domestic product¹(2016). Locally, SMEs with less than 50 employees represent approximately 95% of Wellington County businesses. Although a significant portion of employers in Wellington County are small businesses, there are a number of large employers in the area.

TOP EMPLOYERS (estimated employees)

County of Wellington (800+)
TG Minto (800+)
Jefferson Elora Corporation (500-599)
Musashi Auto Parts Canada Inc. (500-599)
Mammoet Crane (400-499)
Triton Water Canada Holdings (400-499)
Dana Long Corp (300-399)
Schneider National (300-399)
Cascade Canada Ltd (200-299)
Concast Inc. (200-299)
Elora Mill (200-299)
Groves Memorial Community Hospital (200-299)
Nexans Canada Inc. (200-299)
Royal Canin Canada (200-299)
Walinga Inc. (200-299)
Wallenstein Feed and Supply Ltd (200-299)
Walmart Supercenter (200-299)
Wellington North Health Care (200-299)
Zehrs (200-299)

TOP 20 CORPORATE TAXPAYERS IN 2021

Triton Water Canada Holdings
Skyline Retail Real Estate, Centre Wellington
Summit (7474 McLean Road) Ltd, Puslinch
TG Minto Corporation, Minto
Jefferson Elora Corporation, Centre Wellington
Musashi Auto Parts Canada, Wellington North
Wallenstein Feed and Supply Ltd., Mapleton
Darling International Canada Inc., Mapleton
RMM Fergus Property Inc., Centre Wellington
Royal Canin Canada Company, Puslinch
Concast Inc., Puslinch
Coldpoint Properties Ltd., Guelph/Eramosa
Sharon Farms and Enterprises, Wellington North
Riocan Holdings Inc., Centre Wellington
Nexans Canada Inc., Centre Wellington
Mammoet Crane, Puslinch
Pier Property Inc., Puslinch
1056469 Ontario Inc. (Pentalift), Puslinch
Golden Valley Farms Inc., Wellington North
Russel Metals Inc., Puslinch



Royal Canin Canada



Concast Inc.

ECONOMIC DEVELOPMENT HIGHLIGHTS

Smart Cities: Our Food Future

Our Food Future is a \$10 million federally-funded partnership with the City of Guelph, focused on building Canada's first circular food economy. The Our Food Future project has reached the halfway point of its four-year scope and surpassed the goal of 50 new circular food businesses, collaborations, or social enterprises.

The three main goals of Our Food Future are:

1. 50 new circular food businesses, collaborations, or social enterprises
2. 50% increase in access to affordable, nutritious food
3. 50% increase in economic benefit by unlocking the value of waste

Our Food Future continues to launch new supports and programmes, including:

COIL: Circular Opportunity Innovation Launchpad. The success of the Smart Cities business stream led to an additional \$5M federal funding to launch COIL, which extends the catchment area across Southern Ontario. This enables wider partnerships while continuing to attract businesses and innovators to our region. COIL funds and coaches small and medium enterprises through several scaled programmes.

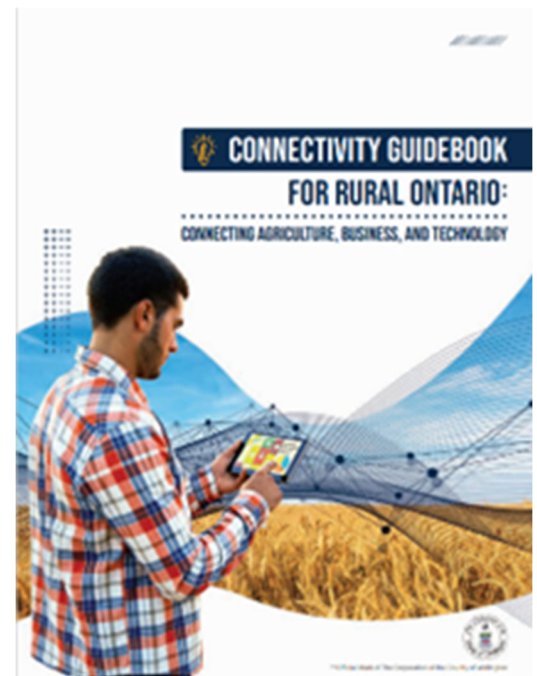
Resource Exchange Marketplace. Launched in September, the Resource Exchange offers an online business-to-business tool for circularity, aiding in the location and exchange of unused materials.

Circular Economy Digital Passport. This online guide with completion stamps and back-end concierge service assists businesses wanting to track their progress and build their Circular Economy network.

Connectivity Guidebook. The County produced and distributed this digital literacy guide to support farms and agricultural businesses with varying levels of technology challenges, and to ensure our residents are well positioned to make the right decisions when increased connectivity arrives.

Experimental Acres. This on-farm pilot is designed for climate friendly farming practices known as Regenerative Agriculture. Farmers are supported in learning what will work on their farm, ensuring they are confident in scaling these practices in order to seek other funding such as the Rural Water Quality Programme.

Our Circular Future. A full list of programmes and activities is included in the Our Food Future Midterm Report, available online at foodfuture.ca.



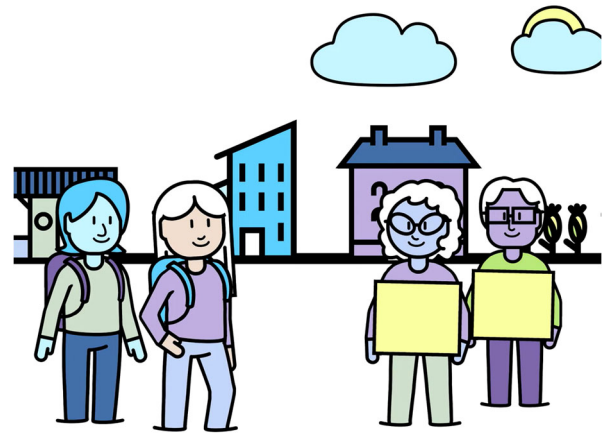
ECONOMIC DEVELOPMENT HIGHLIGHTS

Attainable Housing

The County of Wellington recognizes that there is a need for attainable housing in Wellington County. This attainable housing shortage diminishes the ability of the County of Wellington to retain and attract key business and residents that will support growth and economic development. In 2019, an Attainable Housing Strategy was prepared by Weston Consulting to explore ways to increase housing supply and mechanisms needed to encourage public and private sector organizations to build housing that is more affordable. Wellington County has formed a senior working group that includes staff from Economic Development, Planning, Social Services, Housing, Treasury, and political representation from across Wellington County to undertake the review, validation and implementation of the Attainable Housing Strategy recommendations and move attainable housing forward.

Actions to Date

- Establishing a County Attainable Housing Taskforce.
- Updates to the County Official Plan to permit Additional Residential Units (ARUs).
- Development of a Public Awareness Campaign to express the need to a variety of housing options in Wellington County.
- Review of the Invest Well Community Improvement Programme to include attainable housing incentives.
- Seeking an attainable housing pilot project.



Talent Attraction Initiative

The Talent Attraction Initiative continues to promote Wellington County as a desirable place to live and work. In 2020, Immigration, Refugee and Citizenship Canada (IRCC) funding was secured to support the Economic Development Talent Attraction position with the aim to attract and connect newcomers with employers, thus helping address the labour skills shortage. In 2021, a Welcoming and Inclusion Assessment Survey was conducted to learn more about ways we can make Wellington County a more desirable place to live. The Talent Attraction Initiative supports employers, newcomers, immigrants as our businesses and communities continue to employ and welcome newcomers. Make Wellington County a more inclusive and welcoming community.

Wellington County Signage Programme

The County of Wellington's signage programme is an initiative to promote greater awareness of Wellington County, to generate new investments, attract tourism and strengthen County pride.

The programme includes three phases. Gateway Entrance Signage on County boundary roads (2017-2019), Pay-to-Play Directional Tourism Signage, an annual programme to promote tourism based businesses (launched in 2018) and Community Directional Signs for urban population centres (2020).



ECONOMIC DEVELOPMENT HIGHLIGHTS

Business Retention and Attraction (BR+E)

Business Retention and Expansion (BR+E) is a community-based economic development programme that focuses on supporting existing businesses.

In November and December 2020, staff from the County and all seven member municipalities conducted the OMAFRA Business Retention and Expansion (BR+E) Recovery Survey. In total, 435 surveys were submitted by Wellington County businesses and a BR+E Recovery Action plan was developed. In 2021 recovery efforts addressed four key areas with actions that support: Operating Safety, Business Services, Mental Health Resources for Businesses, and Shop Local and Promotion of Wellington County.

Working with local community futures organizations: Wellington-Waterloo Community Futures (WWCF) and the Saugeen Economic Development Corporation (SEDC), the Wellington County Business Recovery Grants were developed. These included the: Business Safety Supply and PPE Grant, Business Service Support Grant and a Physical Adaptation and Technology Grant. There were 156 grants provided for a total of \$150,000 supporting recovery efforts for local businesses. Additional actions supported shop local campaigns, promotion development, and sponsorship of business workshops that help businesses gain knowledge and skills to support their businesses.



BR+E Implementation Fund

The BR+E Local Implementation Fund provides funding for the direct execution of BR+E activities to enhance the local economy. The BR+E Implementation Fund began in 2014 and in seven years has produced a total investment of approximately \$3.8 million in Wellington County with a 66% return on investment.

Invest Well Community Improvement Programme (CIP)

The Invest Well Community Improvement Programme (CIP) launched in 2018, and continues to support business revitalization, beautification, and investment attraction in Wellington County.

The CIP provides a framework for the County to participate financially in local member municipal CIP projects by providing tax incentives and grants to projects that align with our countywide goals. The Invest Well priorities include:

1. Using land strategically
2. Provide rental housing
3. Improve building infrastructure
4. Diversify the economy
5. Promote Tourism

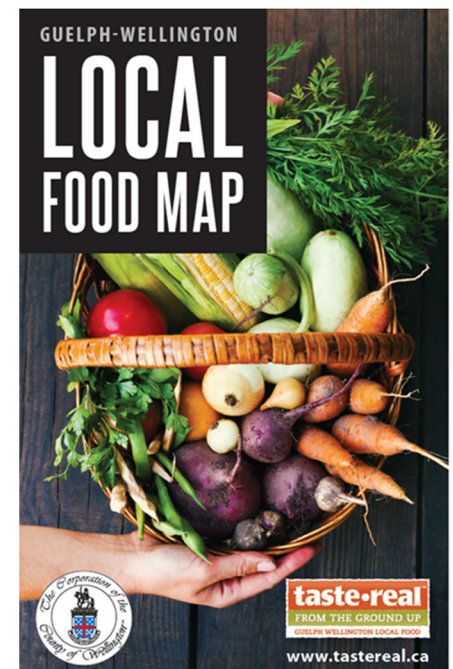
ECONOMIC DEVELOPMENT HIGHLIGHTS

Taste Real Local Food

Guelph Wellington is a region deeply rooted in agriculture, with a long tradition in food preparation and processing. The Taste Real programme helps to build connections within the region to make it easy for residents and visitors to access local food and local food experiences. Taste Real programming focuses on highlighting experiences, farm and food outings, and local ingredients, as well as seasonal shop local campaigns.

Wellington County is home to many excellent food events and festivals, engaging on-farm experiences, and seven farmers' markets that highlight the county's diverse terroir. The region is also famous for its craft breweries and an emerging distilleries scene - a testimony to the type of entrepreneurial spirit and craftsmanship that makes this region unique and complements Wellington's authentic food culture.

In 2021, Taste Real continued to support local farm and food businesses by adapting its buy local initiatives to the various phases of pandemic restrictions. The online Wellington County Food Takeout map and Picnic initiative supported the local restaurant sector, encouraged outdoor dining, and encouraged visitors to explore rural destinations. The Local Holiday Food and Gift Guide encouraged holiday shoppers to buy their gifts and food locally. The Rural Romp campaigns helped residents rediscover farms and local food. The new Taste Real Farmers' Market Trail invites residents and visitors to discover our rural towns and support local businesses along the way. The new Farmers' market Box series generated just under \$25,000 in revenue for local businesses and provided an excellent opportunity to showcase each market, its vendors, and outstanding products.



RIDE WELL Rural Transportation Programme

RIDE WELL is a demand-based, rideshare transit service that provides transportation for Wellington County residents and visitors is supported by the RideCo technology platform. In 2018, the County of Wellington was awarded a \$499,500 MTO Community Transportation Grant over a five-year period to pilot the RIDE WELL rural transit programme. In 2021, an additional \$242,000 was awarded to extend the programme to March 31, 2025.

The RIDE WELL service officially launched on October 1, 2019 and has grown year over year. In 2020 the service completed 2,248 rides and in 2021 the service experience 103% growth, providing 4,572 rides. RIDE WELL offers door-to-door service in Wellington County and pick-up or drop-off into the City of Guelph as long as the ride starts or ends in Wellington County. The service operates from Monday to Friday, from 6:00 a.m. to 7:00 p.m. and rides can be books through the RIDE WELL app, on the website or by calling RIDE WELL phone operators.



ECONOMIC DEVELOPMENT HIGHLIGHTS

Ontario Food Cluster, Investment Attraction

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



Rural Broadband and Southwest Integrated Fibre Technology (SWIFT)



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

SWIFT announced in May 2019 that Wellington County would receive \$12.1 million in targeted projects focused on underserved homes and businesses. Requests for proposals were submitted in September 2019 and in January 2020 the successful Wellington County projects were

announced. The projects have been executed with a total project value of \$12,969,036 the final number of premises passed reached 3,085 and 197 total fiber road kilometres archived.

In 2021, the Economic Development Committee and Council further supported the County's investment in Rural Broadband Improvements, dedicating \$4 million over the next five years to support further internet infrastructure across Wellington County.

Western Ontario Warden Caucus (WOWC)

Councillor Bridge, Chair of the County Economic Development Committee, led the creation of a regional Economic Development Strategic Plan for Southwestern Ontario that was completed in 2017. In 2022, the WOWC Workforce Strategy was completed to support workforce, housing and newcomer activity across the WOWC region. Councillor Bridge was once again re-appointed as Chair of the WOWC Economic Development Sub-Committee. The County continues to play an active role in WOWC advocacy and projects.



ORGANIZATIONAL PROFILE

County of Wellington Council

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

Top Row

Warden Kelly Linton
Mayor, Township of Centre Wellington

Councillor Gregg Davidson
Mayor, Township of Mapleton

Councillor Andy Lennox
Mayor, Township of Wellington North

Councillor James Seeley
Mayor, Township of Puslinch

Councillor Allan Alls
Mayor, Town of Erin

Councillor Chris White
Mayor, Township of Guelph / Eramosa

Councillor George Bridge
Mayor, Town of Minto

Councillor David Anderson
County Ward 1

Bottom Row

Councillor Earl Campbell
County Ward 2

Councillor Campbell Cork
County Ward 3

Councillor Steve O'Neill
County Ward 4

Councillor Mary Lloyd
County Ward 5

Councillor Diane Ballantyne
County Ward 6

Councillor Don McKay
County Ward 7

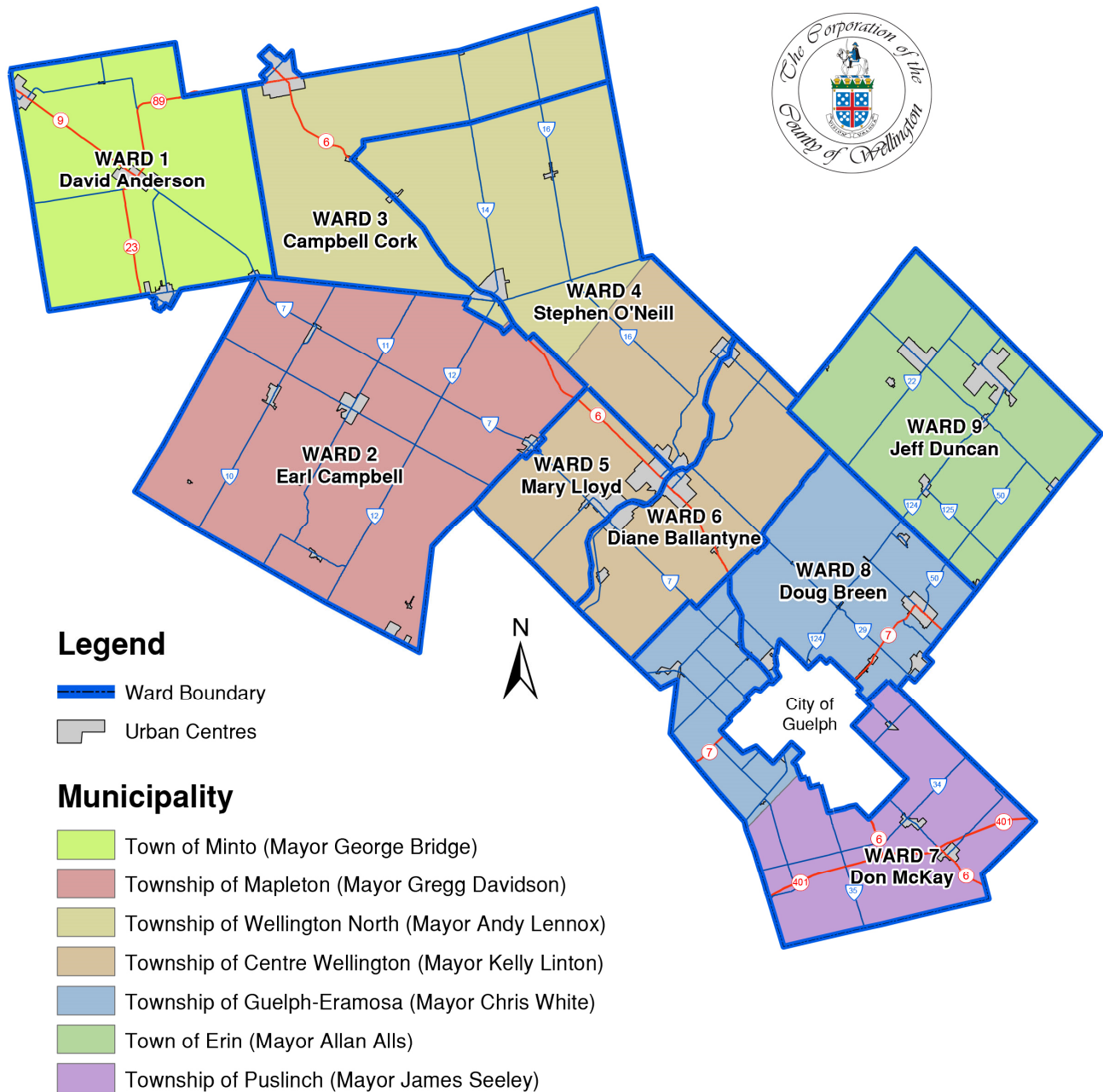
Councillor Doug Breen
County Ward 8

Councillor Jeff Duncan
County Ward 9

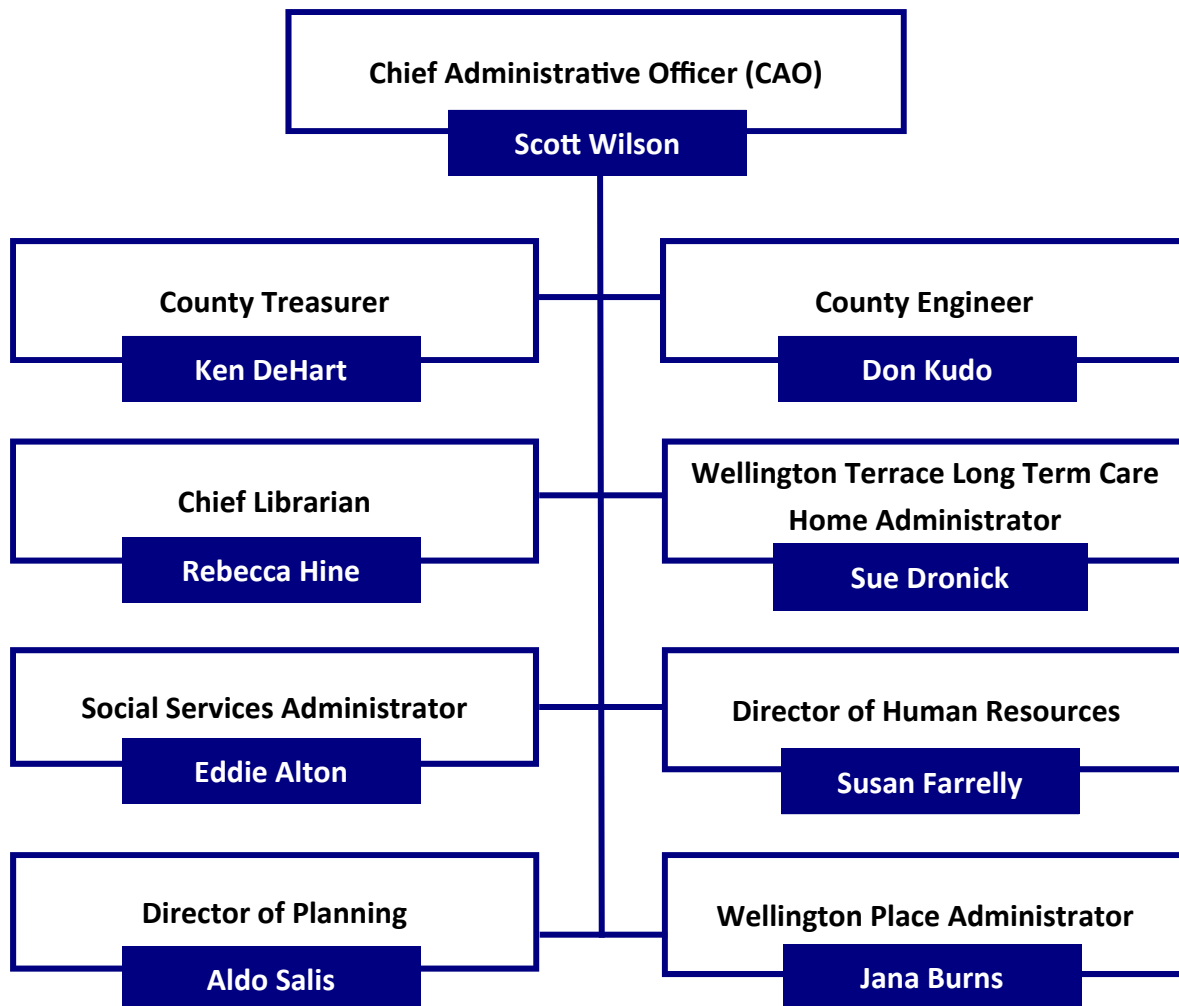


WARD BOUNDARIES

County of Wellington Ward Boundaries



ORGANIZATIONAL STRUCTURE



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

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

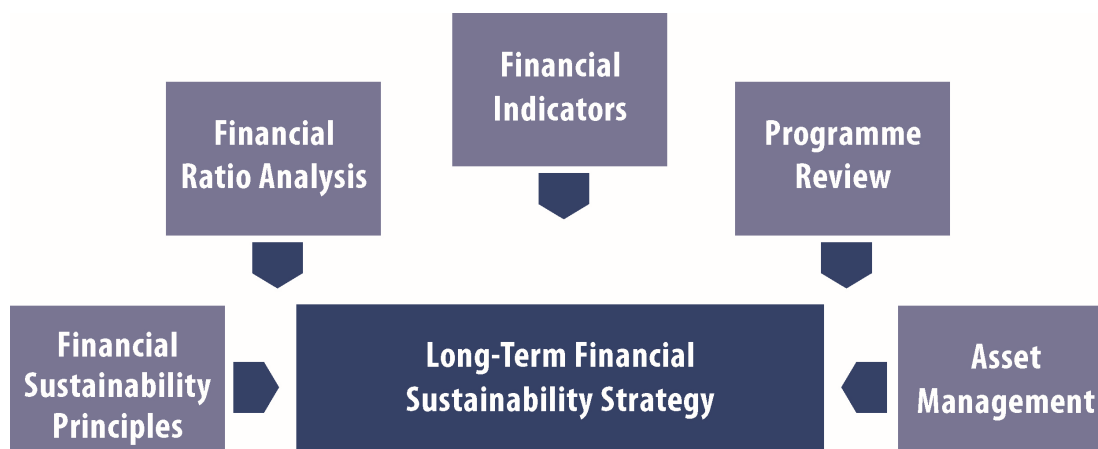
LONG-TERM FINANCIAL SUSTAINABILITY STRATEGY

THE COUNTY OF WELLINGTON'S LONG-TERM FINANCIAL SUSTAINABILITY STRATEGY APPLIES A PRUDENT AND INTEGRATED FINANCIAL PLANNING APPROACH TO IDENTIFY AND MANAGE RISKS TO THE COUNTY'S LONG-TERM FINANCIAL HEALTH. THE STRATEGY BUILDS ON EXISTING FINANCIAL PLANNING PRACTICES AND APPLIES A MORE COMPREHENSIVE AND INTEGRATED APPROACH TO RISK MANAGEMENT.

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



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



FINANCIAL POLICIES

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

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



Basis of Budgeting

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

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

FINANCIAL POLICIES

Assessment Base Management Policy

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

Balanced Budget

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

Budget Management Policy

The purpose of the policy is to ensure the long-term financial sustainability of the corporation by setting parameters for the development and ongoing management of the annual budget and capital forecast for the County. The policy establishes the authority and process for developing, reviewing, approving and amending the budget and ten-year plan; establishes the form and timing of operating and capital budget variance reporting to all Standing Committees of Council; and promotes a long-term approach to the use of surplus operating funds.

Cash and Investment Management Policy

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

Debt Management Policy

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

This policy also provides a debt management framework that establishes debt limits, debt structuring and debt issuance procedures in accordance with industry best practices.

FINANCIAL POLICIES

Development Charges By-Law

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

Property Tax Policy

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

Purchasing Policy

The policy promotes and maintains the integrity of the purchasing process to obtain the right goods and services when needed while achieving the best value through a fair and competitive process. The objective of the Purchasing Policy is to achieve consistency, efficiency and competitiveness in the procurement of goods and services.

Reserve and Reserve Funds Policy

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

User Fee Policy

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

BUDGET PROCESS

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

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

Description	Deadline / Date
Treasury staff update 10 year plan model and salary model	Summer 2021
Departments submit major 10 year operating budget items, draft 10 year capital forecast and proposed 2022 user fees to Treasury	September 10, 2021
Staff Advisory Committee review of preliminary 10 year plan	Mid October 2021
Preliminary 10 year plan completed	Late October 2021
Staff develop detailed 2022 operating budgets	October - November 2021
Preliminary 10 year plan and 2022 user fees reviewed by all Standing Committees and Boards	November 2021
AF and HR Committee review of preliminary 10 year plan and 2022 user fees	November 16, 2021
County Council adopts 2022 user fees and receives 10 year plan for information	November 25, 2021
CAO and Department Head review of budgets	December 2021
H A P P Y N E W Y E A R	
Special meeting of County Council to review the 10 year plan and 2022 budget	January 10, 2022
Committee and Board review and approval of 2022 budgets and 10 year plan	January 2022
AF and HR review of budget and 10 year plan and recommendation to Council	January 18, 2022
Council review and approval of 2022 budget and final 10 year projection	January 27, 2022

BUDGET PROCESS

Public Input

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

Budget Amendment Procedures

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

Operating Budget

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

Capital Budget

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

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2022 BUDGET AND 10-YEAR PLAN



BUDGET OVERVIEW

County Council adopted the 2022 budget on January 27, 2022. The County's 2022 budget attempts to strike a balance between fiscal responsibility and investing in community services and infrastructure investment. Council approved the budget with a tax impact of 2.0% with a focus on core services. This amount is well below current levels of inflation and continues to invest in key County services, while addressing the existing infrastructure gap.

Highlights include:

- Significant investment in roads capital infrastructure and public works facilities over the next ten years, including \$41.2 million in facility upgrades including the replacement of the Arthur Public Works Facility in 2022, as well as the Erin, Brucedale, Harriston and Aberfoyle public works facilities throughout the forecast.
- Rural Broadband investment to complete the gigabyte fibre optic buildout. A municipal contribution of \$4.0 million over five years which began in 2021 continues in 2022-2025
- Property acquisition and design for the construction of a new Erin Library Branch
- Climate Change Mitigation Plan implementation for the County of Wellington
- Land Ambulance service expansion will add a new 12-hour shift to improve response times in the County
- Affordable housing property acquisition for future development to assist with meeting community needs
- Enhanced direct care hours at the Wellington Terrace Long-Term Care Home as supported by a significant provincial funding contribution
- Waste Management enhancements including improvements to the Elora and Rothsay Transfer Station sites and two additional weeks of leaf and yard waste collection in the fall

	2022	2023	2024	2025	2026
County Tax Levy (\$000's)	\$113,491	\$118,894	\$124,853	\$130,502	\$136,913
Residential Tax Impact	2.0%	3.5%	3.7%	3.2%	3.6%
	2027	2028	2029	2030	2031
County Tax Levy (\$000's)	\$143,294	\$150,351	\$157,564	\$164,614	\$171,536
Residential Tax Impact	3.4%	3.6%	3.5%	3.2%	2.9%

Financial Summary and Statistics	
2022 Operating Budget	2022-31 Capital Budget Forecast
<ul style="list-style-type: none"> • Operating expenditure = \$248.9 million • 2022 tax levy = \$113.5 million • County tax impact = 2.0%, which results in an increase of 1.1% on the average residential property tax bill • Residential tax impact per \$100,000 of assessment = \$13 	<ul style="list-style-type: none"> • Total 2022 capital investment = \$56.5 M • Total 10-year capital investment = \$511.2 M • New debt issues are projected to be \$64.2 million over ten-years and include \$33.2 million for roads facility projects, \$4.0 million for a new Erin Library Branch and \$27.0 million for an Admin Centre Expansion • Total debt outstanding peaks at \$66.7 M in 2028

BUDGET OVERVIEW: CHALLENGES

Challenges Facing Wellington

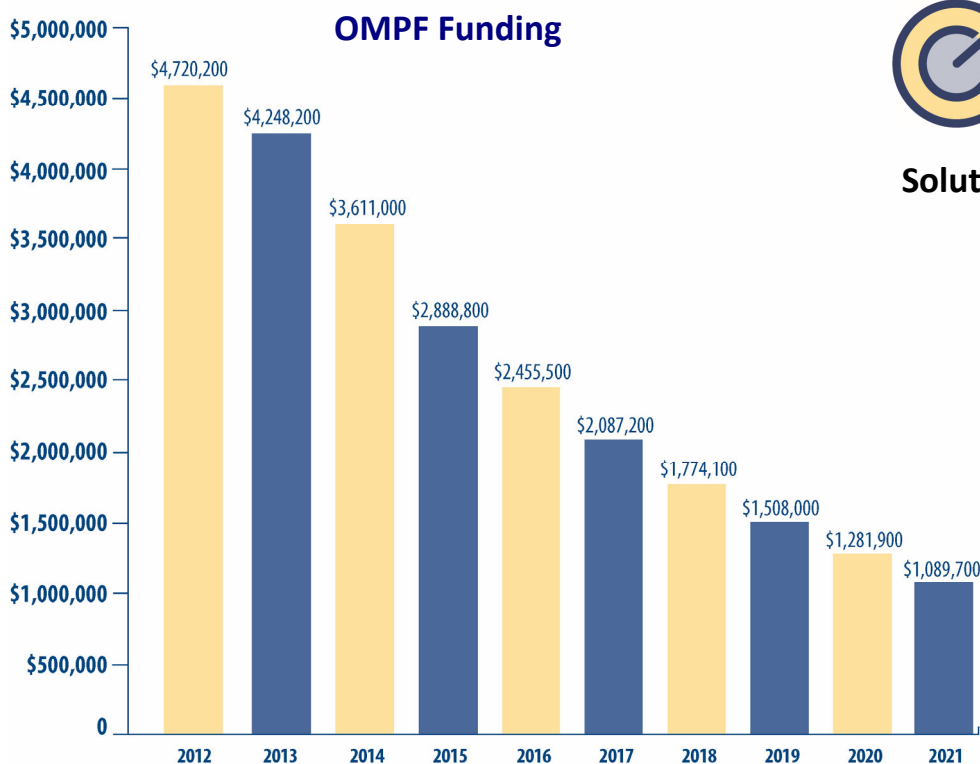
Wellington County is facing challenges common to many rural municipalities including: inconsistent financial support from upper levels of government, infrastructure renewal requirements with a large geographic area and low population density, and a changing demographic profile. The County is committed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



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

Challenge: Providing the Highest Level and Best Quality Services

Wellington County, like many other rural municipalities, must self-fund the farm tax rebate and the conservation land exemption governed by the province. These programmes were previously shared among all citizens of Ontario. The Community Reinvestment Fund (CRF) and its replacement, the Ontario Municipal Partnership Fund (OMPF) were created to help offset these costs to rural municipalities. Since 2012, the County's OMPF funding has dropped by over 77% or nearly \$3.6 million, which has been supplemented by increases in the County property tax levy.



Solution: Budgetary Adjustments

The 2022 Budget incorporates a further 15% drop in OMPF funding from 2022 (\$163,400). Council and staff have built the declining OMPF funding into our forecast and have been able to offset these decreases by finding operational efficiencies and other savings to the extent possible. Also helping to partially offset the drops in OMPF funding is the upload of social assistance costs to the province.

FARM TAX REBATE

What is it?

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

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

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

Implications for Rural Municipalities

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

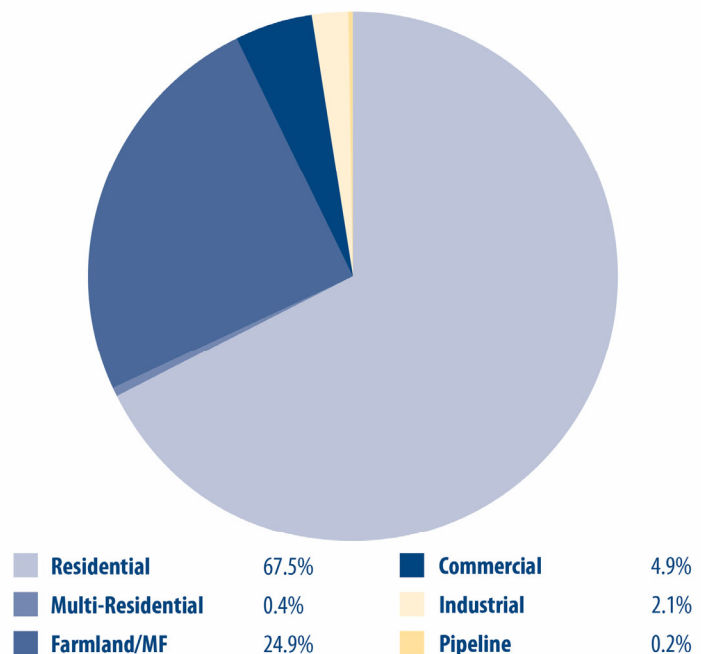
The shift in taxes from farmland assessment to other property taxes is worth approximately **\$44.3 million per year**.

Wellington and its member municipalities now receive only **\$6.3 million in OMPF funding** annually.

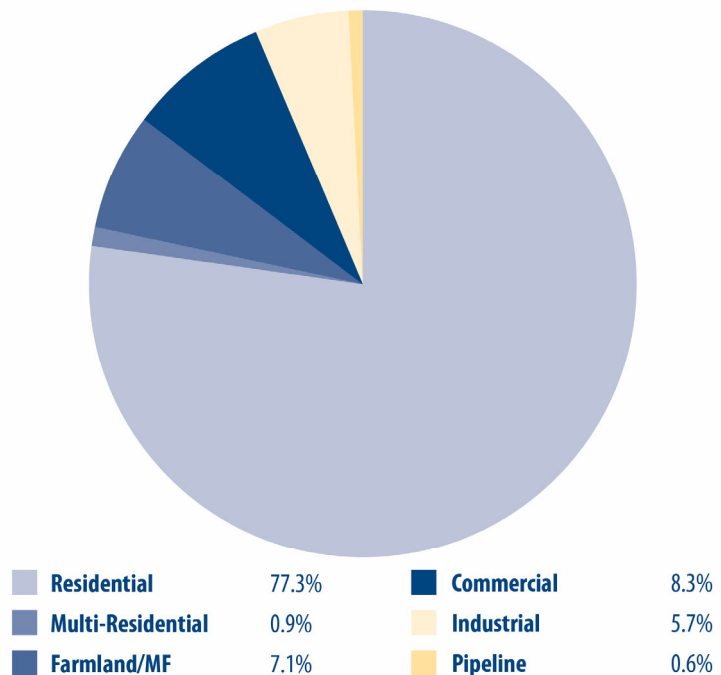
The difference of roughly **\$38 million** is shifted onto other property classes. This works out to an average cost of **\$1,175 per non-farm property owner** to fund the farm tax rebate.

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

2022 UNWEIGHTED ASSESSMENT BY CLASS (Share of Property Values)



2022 WEIGHTED ASSESSMENT BY CLASS (Share of Property Taxes)



BUDGET OVERVIEW: CHALLENGES

Challenge: Maintain service levels and provide added support to move beyond a Global Pandemic



Operations across all County departments continue to be impacted and face challenges throughout the past year. Wellington County and its member municipalities have successfully navigated province-wide shutdowns and changing restrictions as new variants to the COVID virus emerged. County departments continue to provide services to County residents in a manner that is safe for both residents and employees. Residents, local businesses and the County face the additional economic challenge of high inflation figures which are impacting operations through an increase in gas prices and capital costs have risen at historic rates.

Solution: Redeployment of County Staff, Business Recovery Support, COVID grant funding

In order to assist with our most vulnerable members of society, County staff were redeployed to the Wellington Terrace Long-Term Care Home to increase screening for entrance to the building. In 2022, the budget maintains temporary staff added in 2021 for additional screening and cleaning at the home as well as at Child Care facilities.

The County and its local municipalities supported Public Health with the vaccination effort by securing and supplying adequate facilities and redeploying County staff to ensure residents get vaccinated as quickly as possible.

The County provided \$200,000 for a COVID-19 Business Recovery Fund in 2021 to support local businesses through the County's Business Retention and Expansion programme. The funding provided more than 150 grants for a total of \$150,000 in support of recovery efforts for local businesses. Additional actions supported shop local campaigns, promotion development, and sponsorship of business workshops. Local business recovery remains an important focus for the County to offer continued support so these businesses can recover to pre-pandemic levels.

The County was successful in securing a number of COVID-19 funding opportunities resulting in funding of just under \$1.5 million. The money was used to support operations impacted by COVID and included additional cleaning, screening and upgrades to enhance air quality in the County's public facilities. These improvements were made to provide the highest level of safety for employees and the public entering the buildings.



BUDGET OVERVIEW: CHALLENGES

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



Wellington County has a land area of 2,600 km² and a population density of 39.2 per square kilometer. Since our population is spread out over a larger geographic area, more infrastructure is required to connect the County, and the maintenance of this infrastructure is funded by fewer people than in more urban centres. Further, private investment in infrastructure, such as fibre optics, is not always possible as the return on investment is not as high as in more populous regions.



Solution: Connecting People and Managing Assets

2022 marks the 2nd year of a five year commitment of \$4.0 million towards the Southwestern Integrated Fibre Technology (SWIFT) project. In 2016, the Federal and Provincial governments announced \$180 million in funding to support the total project cost of \$281 million. This investment will continue to expand access to broadband by delivering fibre optic coverage to rural communities and ensure that Wellington County remains a competitive place to work and do business.

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

Municipalities own over 60% of all public infrastructure and receive only nine cents of every tax dollar collected. This places pressure on the County to fund infrastructure improvements with limited finances. Building and maintaining infrastructure is a key objective for the County, and is achieved by applying sound asset management practices, taking inventory of what the County owns, conducting regular inspections, prioritizing work needs, preparing appropriate asset renewal projections and programmes to address renewal needs, and monitoring and reporting on asset condition. The County has developed a strategic asset management policy and completed the Asset Plan for Core assets in compliance with the provincial regulation Asset Management Planning for Municipal Infrastructure. The 2022 Budget and Ten-Year Plan includes \$511.2 million for infrastructure-related capital requirements over the next 10 years.

To offset some of the pressure faced by municipalities in addressing the infrastructure funding gap, the province continues the Ontario Community Infrastructure Funding (OCIF) in 2022. The County's allocation under this programme has doubled in 2022 to \$3,759,468. The province is to be commended for this increased investment towards the County's infrastructure funding as it will have a significant impact on the ability to address important projects now and in the future.



BUDGET OVERVIEW: CHALLENGES

Challenge: Changing Demographics

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



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



Solution: Improve Healthcare Facilities and Ambulance Response Times



The County has completed an initial design and costing for the development of a Continuum of Care retirement community campus at Wellington Place, the site of the Wellington Terrace, which is the County's long-term care home. The plan involves developing additional facilities to create a campus lifestyle, and includes assisted living, supportive and affordable housing, as well as life lease properties for seniors. Work continues to advance this important project.

The 2022 budget includes a significant investment by the provincial government to support Long Term Care. The objective of this funding is to increase direct hours of care to four hours per resident per day by 2024-25, and to increase the average working

hours of allied health professionals to 36 minutes per resident per day by 2022-23. A total of \$1.5 million in provincial funding was added to the budget.

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

The County committed \$14.4 million to support each of the three county hospitals over the period of 2014-2021: Groves Memorial Hospital in Fergus, Louise Marshall Hospital in Mount Forest and Palmerston and District Community Hospital.

BUDGET OVERVIEW: CHALLENGES

Challenge: Climate Change and Environmental Concerns

The window for avoiding serious impacts of climate change is shrinking. How do we spur action to reduce severity of climate change impacts?

Future Focused, the County's climate change mitigation plan, identifies climate change actions in response to some of our toughest climate change challenges:

1. Reduce greenhouse gases from natural gas usage in existing and future buildings.
2. Reduce greenhouse gases from gasoline and diesel in our transportation.
3. Reduce and reuse greenhouse gases from livestock and soil management practices.
4. Reduce greenhouse gases from organic waste and throughout product lifecycles.



Solutions: Shared learning and Community-focused action plans



Implementation of the Future Focused Plan centres on Five Big Moves:

1. Home energy retrofits – to improve the health of our homes and reduce fossil fuels in our heating.
2. Green Development Standards – to accelerate adoption of net-zero and net-zero-ready construction practices to avoid future greenhouse gas emissions.
3. Electric vehicle adoption – to improve air quality and reduce greenhouse gases from daily commutes.
4. Continued support for farmers through Rural Water Quality Programme, Green Legacy and Our Food Future – to promote practices that build and maintain healthy soils and increase carbon sequestration.
5. Continued implementation of County of Wellington's Solid Waste Service Strategy – to continue to explore innovative solutions to reduce waste and implement circular economy principles.

New and expanded existing programmes will equip us all with awareness, knowledge, ability and support they need to take action on climate change. In 2022, County of Wellington staff will be out in the community learning from residents about what motivates them to take action on climate change, providing information, demonstrating new tools and technology and creating programmes designed for the needs of our community.



BUDGET OVERVIEW: CHALLENGES

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

In 2016, Municipal Property Assessment Corporation (MPAC) and the Ontario Stone, Sand, and Gravel Association (OSSGA) came to an agreement to settle legacy appeals from the 2009-16 taxation years. This came as a result of successful lobbying efforts made by the industry to the provincial government to exempt the assessment of aggregate within the lands for property tax purposes. MPAC and the OSSGA also agreed upon a new formula to determine assessments for the 2017-20 taxation years. The COVID-19 pandemic has delayed the reassessment period meaning that the new formula is also in place for the 2021 and 2022 taxation years.



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



Wellington County municipalities are now facing a situation where a 94-acre gravel pit in Puslinch is paying less annual property taxes than hundreds of single family homes in that municipality. Gravel pits directly adjacent to other industrial properties of similar size receive a 97% discount on property taxes in comparison to their neighbours. This creates a great deal of inequity among property taxpayers.

Solution: Assessment Base Management

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

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

EXECUTIVE SUMMARY - OPERATING BUDGET

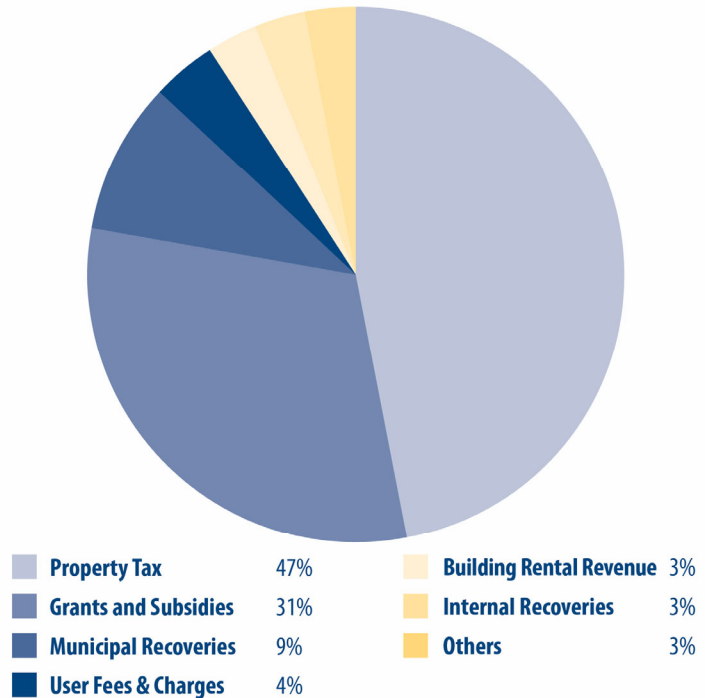
2022 Operating Budget Revenues

\$248.9 Million

Property taxes make up 47% of the County's revenues, followed by grants and subsidies totalling 31%.

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

2022 OPERATING BUDGET REVENUES



2022 County Property Tax

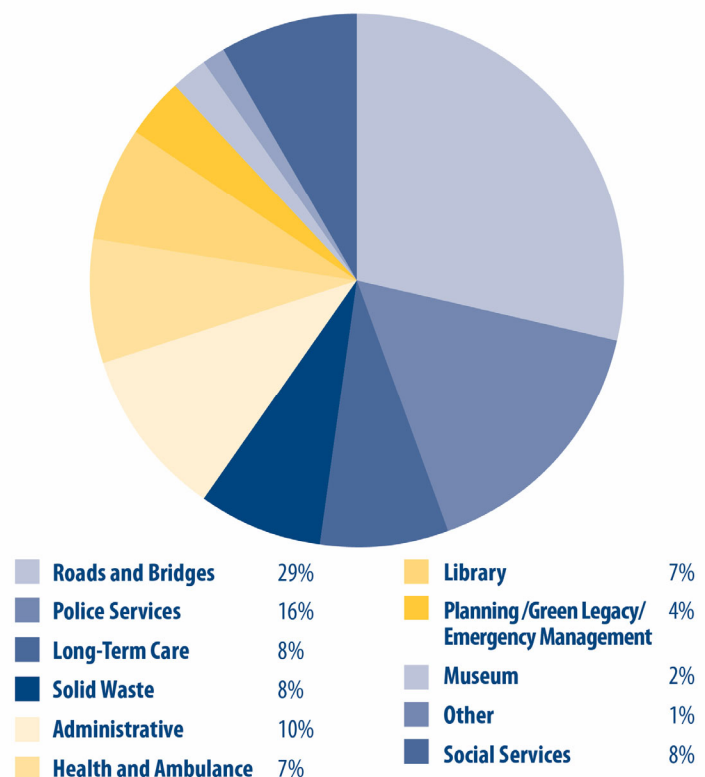
Requirement

\$113.5 Million

Property taxes remain the County's largest and most important source of revenue. Over 45% 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 31%.

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

2022 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-gear 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 2022 total just over \$76.5 million. Most of the subsidies received (\$61.2 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 (11.3 million). Much of the subsidies received for Social Services are received for services in the City of Guelph (\$46.7 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 \$14.5 million. Smaller grant and subsidy amounts are received for police, solid waste services, libraries and museum as well as the Ontario Municipal Partnership Fund (OMPF) grant. Other grants are received on a case-by-case basis.

Municipal Recoveries

The bulk of municipal recoveries (over \$22.0 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes (\$20.3 million). As well as \$273,900 estimated net fine revenue from the POA court services administered by the City of Guelph. A smaller amount of revenue is received from other municipalities (\$1.4 million) 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), curbside user pay bag fees (\$1.8 million) and tipping fees at County landfill sites and transfer stations (\$1.7 million). Other user fees include parent fees for the provision of child care (\$1.2 million) at the County's five directly operated child care centres, planning and land division application fees (\$1.0 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

2022 Operating Budget Expenditures - \$248.9 million

Salaries, Wages and Benefits

Consists of compensation costs for the County's over 900 employees. This includes overtime, shift and standby premiums, vacation pay, clothing allowances as well as the County's share of employee paid benefits.

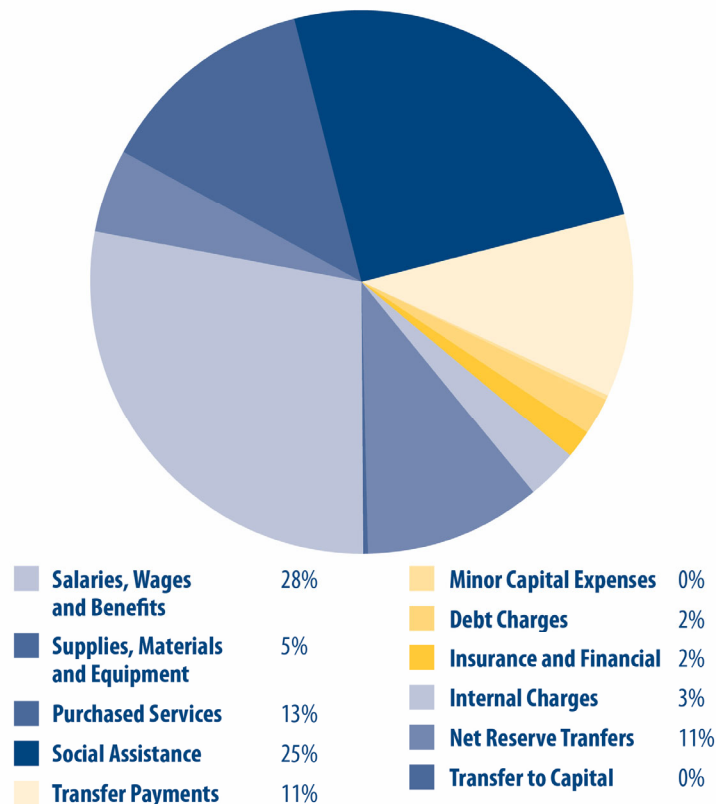
Supplies, Materials and Equipment

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.

2022 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, and Accessibility.

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.

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 31-32.

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

2021 Staffing Adjustments

Annualization of positions approved in 2021 budget as well as departmental restructuring as well as in year staffing adjustments.

Temporary Adjustments due to COVID-19

Long-Term Care : additional swabbing hours

Child Care: additional screening hours

Staffing Changes for 2022

Long-Term Care: additional part-time Personal Support Worker (PSW) hours

Housing: Housing Planning and Policy Analyst - 2 year contract

Climate Change (Planning): Sustainability Programme Assistant – Agriculture (2 year contract), Energy Data and Engagement Assistant (2 year contract)

SWS: Household Hazardous Waste (HHW) Technician change from part-time to full-time hours

Emergency Management: Summer Student

CAO and Clerks: Communications Officer; Information Management Analyst, System Administrator; Supervisor of IT Infrastructure

Human Resources: Disability Management Coordinator

Property: Property Services Coordinator (2021 contract to March 2022)

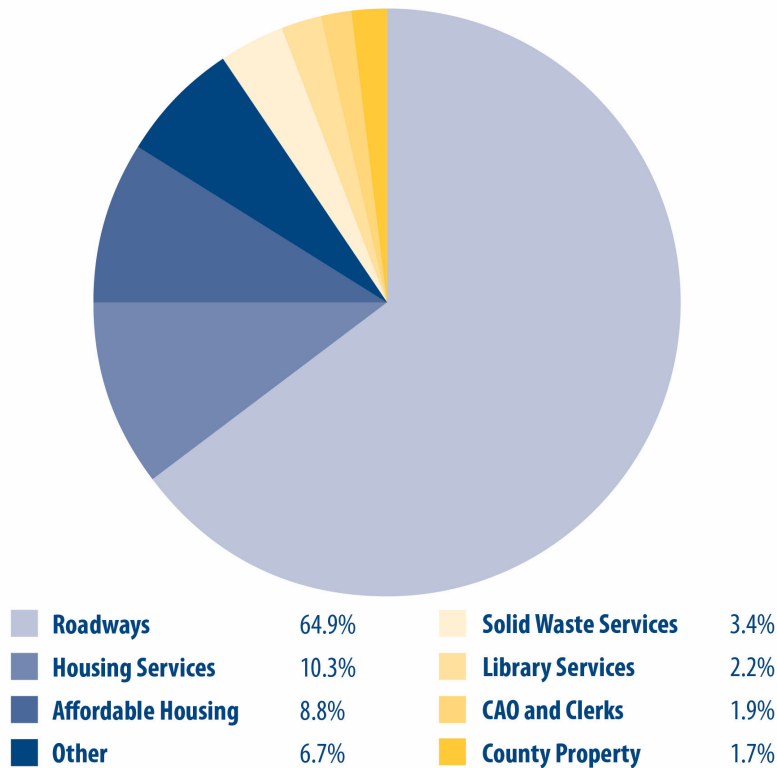
Department	Total FTEs			Change 2021-2022
	2020	2021	2022	
Office of the CAO/Clerk	34.6	35.0	38.3	3.3
Economic Development	7.0	7.0	8.2	1.2
Treasury	16.1	18.2	18.2	0.0
Human Resources	12.3	12.3	13.1	0.8
Property	12.4	14.8	14.4	(0.4)
Police	2.1	2.1	2.1	0.0
Roads Admin	8.5	9.0	10.0	1.0
Roads Field	60.2	60.2	59.7	(0.5)
Solid Waste	29.9	29.9	30.4	0.5
Planning	17.5	17.5	18.6	1.1
Tree Nursery	7.9	8.2	8.2	0.0
Emergency Management	3.7	4.0	4.3	0.3
Museum	18.7	18.7	18.2	(0.5)
Library	59.7	59.7	60.0	0.3
Ontario Works	69.3	69.4	69.4	0.0
Child Care	91.1	94.0	96.4	2.4
Housing	46.8	47.3	50.2	2.9
Long-Term Care	208.1	214.3	215.5	1.2
Total	706.0	721.6	735.2	13.6

SUMMARY OF STAFFING BY DEPARTMENT

2022 Staffing Summary				
2021 Approved staff complement (expressed as full time equivalents)	721.6			
Annualization of positions approved in the 2021 budget	1.5			
2021 In-Year Staffing Adjustments	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
Housing: Housing Stability Coordinator - 2 year contract	1.0	100,800	(100,800)	-
Long-Term Care: Nursing hours change to full-time for Infection Control (COVID)	0.2	35,000	(35,000)	-
Long-Term Care: 4 part-time Neighbourhood Clerks changed to 3 full-time positions	0.2	30,000	(30,000)	-
Long-Term Care: remove part-time Office Clerk	(0.6)		(54,000)	(54,000)
Roads Departmental Restructuring: new Roads Operations Clerk; reduce Winter Radio Shift hours; other vacant position(s) regraded lower	0.5	36,000	(71,000)	(35,000)
Economic Development Departmental Restructuring: Economic Development Officer to full-time; other vacant position(s) regraded lower	0.3	36,000	(31,000)	5,000
Library: Branch Supervisors to full-time from part-time hours at Palmerston, Drayton	0.3	34,000		34,000
Temporary Adjustments due to COVID-19				
Long-Term Care: Additional swabbing hours	0.2	14,700	(14,700)	
Child Care: Screeners (AM)	0.9	36,950	(36,950)	-
Child Care: Screeners (PM)	0.6	26,650	(26,650)	-
Total 2021 In-Year Staffing Adjustments	3.5	\$ 350,100	\$ (400,100)	\$ (50,000)
Adjusted 2021 Staff Complement	726.6			
2022 Proposed Staffing Changes	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
Long-Term Care: additional part-time Personal Support Worker (PSW) hours	1.4	92,400	(92,400)	-
Housing: staffing restructuring as of July 1st	1.0	133,800	(133,800)	-
Housing: Housing Planning and Policy Analyst - 2 year contract	0.8	68,000	(68,000)	-
Climate Change (Planning): Sustainability Programme Assistant – Agriculture (2 year contract)	0.8	51,400	(30,000)	21,400
Climate Change (Planning): Energy Data and Engagement Assistant (2 year contract)	0.8	51,400		51,400
SWS: Household Hazardous Waste (HHW) Technician change from part-time to full-time hours	0.4	32,000		32,000
Emergency Management: Summer Student	0.3	12,500		12,500
CAO & Clerks: Communications Officer; Information Management Analyst	1.6	157,400	(13,200)	144,200
IT: System Administrator; Supervisor of IT Infrastructure	1.7	176,900	(36,800)	140,100
HR: Disability Management Coordinator	0.8	80,400	(80,400)	-
Property: Property Services Coordinator (2021 contract to March 2022)	(0.8)	(58,000)	58,000	-
Proposed changes to Staff Complement	8.6	\$ 798,200	\$ (396,600)	\$ 401,600
2022 Proposed Staff Complement (full time equivalents)	735.2			

EXECUTIVE SUMMARY - CAPITAL BUDGET

2022 CAPITAL EXPENDITURES BY DEPARTMENT



Other includes: Planning, Emergency Management, Museum, Ontario Works, Long Term Care, Ambulance Services, Council, Green Legacy, Police and Provincial Offences Act Administration.

2022 Capital Budget and Ten-Year Forecast

The County's 2022 capital budget totals \$56.5 million. The County's investment in its roadway network and social and affordable housing make up 84% of the current year's capital budget. Of the current year's capital budget, 58.7% is funded through own source revenues (tax levy and reserves). The remainder is funded through Canada Community Building Fund, Ontario Community Infrastructure Fund (OCIF) and other provincial subsidies, municipal recoveries, development charges and growth related debentures.

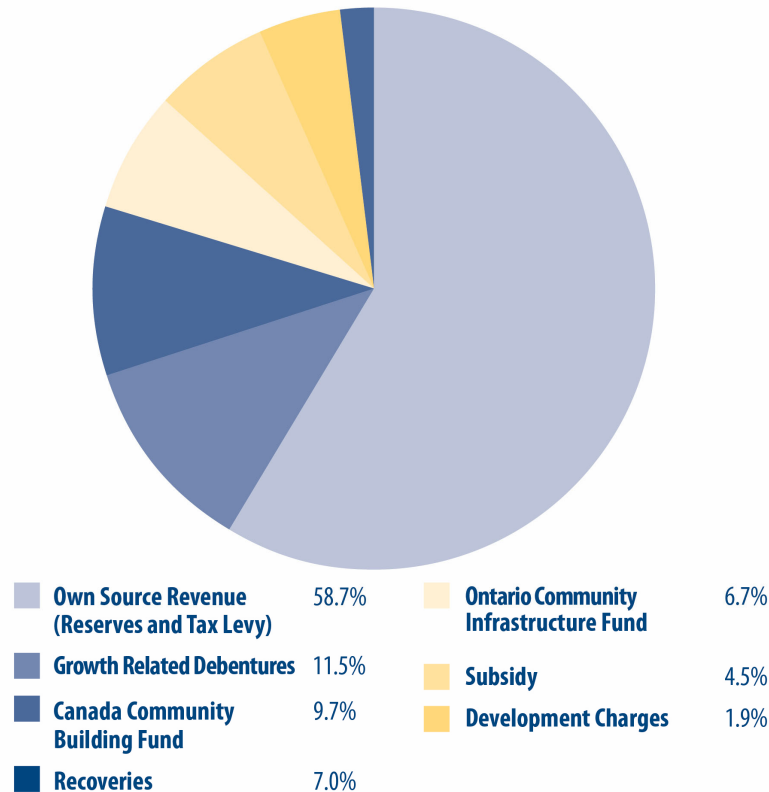
Major capital projects for the current year include:

- \$36.7 million in its existing network of roads, bridges, culverts and roads related equipment and facilities.
- \$10.8 million in capital repairs and enhancements within its social and affordable housing units.
- \$7.5 million over 2022-2024 for the design and construction of a new Erin Library Branch.
- \$800,000 in each of the first four years of the plan for a continued investment in the Rural Broadband Implementation throughout the County. Total County contribution of \$4 million (2021-2025)

The Ten-Year Capital Plan invests \$511.2 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 \$40.2 million to complete the design and construction of four public works facilities.

CAPITAL BUDGET - FUNDING SOURCES AND CASH FLOW

2022 CAPITAL FUNDING SOURCES



2022 Estimated Capital Cash Flow (in \$M)			
Capital Projects Carry-Forward from 2021 (A)	2022 Capital Budget (B)	Total Capital in 2022 (A+B)	2022 Projected Cash Flow
\$29.8	\$56.5	\$86.3	\$51.8

The table above shows the County's estimated projected cash flow for 2022.

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 2022 projected capital cash flow of \$51.8 million.

CAPITAL BUDGET: FUNDING SOURCES

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

Current Revenues

Current funding is raised through the property tax levy and is used sparingly to fund capital initiatives.

Reserves

The County funds its capital budget predominately through capital reserves providing stable, predictable, long-term, sustainable funding. Budgeted operating transfers to reserve helps to smooth the impact on the tax levy.

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.

Canada Community Building Fund

The County has planned to utilize \$32 million in Canada Community Building 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, five bridge and culvert projects, six road construction and resurfacing projects. The complete list of Canada Community Building 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 doubled funds to this programme for 2022 and will recalculate allocations for 2023 and beyond. The County's allocation is \$3.8M in 2022 and staff have assumed this level of funding through to 2031. 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. A development charge study update is scheduled for completion in 2022.

CANADA COMMUNITY BUILDING FUND PROJECTS

	2022	2023	2024	2025	2026	5 Year Total
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						
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	1,500,000				2,500,000
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
Roads Resurfacing						
WR 7, Rothsay to 700 m south of Sideroad 3			1,000,000			1,000,000
WR 18, Fergus to Dufferin PH 2		1,250,000				1,250,000
WR 35, WR 34 to Hamilton boundary, 6.6 km						
WR 38, City of Guelph to Highway 6, 3.7 km	1,250,000					1,250,000
WR 109, Hwy 6 to Dufferin 11.1 km						
Total County of Wellington	5,500,000	4,550,000	3,800,000	3,700,000	1,800,000	19,350,000

	2027	2028	2029	2030	2031	10 Year Total
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						
WR 124, WR 32 to Guelph Rd 1, 1.7 km						1,000,000
Bridges						
WR 7, Bosworth Bridge, B007028						2,500,000
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
Roads Resurfacing						
WR 7, Rothsay to 700 m south of Sideroad 3						1,000,000
WR 18, Fergus to Dufferin PH 2						1,250,000
WR 35, WR 34 to Hamilton boundary, 6.6 km		600,000				600,000
WR 38, City of Guelph to Highway 6, 3.7 km						1,250,000
WR 109, Hwy 6 to Dufferin 11.1 km	1,500,000	1,500,000				3,000,000
Total County of Wellington	3,300,000	3,900,000	1,800,000	1,800,000	1,800,000	31,950,000

ONTARIO COMMUNITY INFRASTRUCTURE FUND (OCIF) PROJECTS

	2022	2023	2024	2025	2026	5 Year Total
Roads Construction						
WR 16, WR 109 to WR 19						
WR 123, Palmerston WR 5 to Hwy 23, 2km						
WR 124, WR 32 to Guelph Rd 1, 1.7 km			1,000,000			\$1,000,000
Bridges						
WR 6, O'Dwyer's Bridge, 006008 Rehab						
WR 7, Bosworth Bridge, B007028	1,000,000					\$1,000,000
WR 32, Blatchford Bridge, Replace					1,860,000	\$1,860,000
WR 35, Paddock Bridge, B035087		1,000,000				\$1,000,000
WR 109, CR Bridge 4, B109133					1,860,000	\$1,860,000
WR 109, CR Bridge 10 B109134						
WR 109, CR Bridge 5, C109123				4,000,000		\$4,000,000
Culverts						
WR 11, Culvert C110930, Replace						
WR 18, Culvert C180210, Liner			860,000			\$860,000
Roads Resurfacing						
WR 7, Rothsay to WR 11, 5.2 km			860,000			\$860,000
WR 7, Hwy 6 to Ponsonby PL	750,000					\$750,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line						
WR 22, WR 26 to 300m S of WR24	2,030,000					\$2,030,000
WR 26, WR 124 to WR 18 15km						
WR 32, WR 34 to WR 124, 5 km						
Total County of Wellington	\$3,780,000	\$1,000,000	\$2,720,000	\$4,000,000	\$3,720,000	\$15,220,000

ONTARIO COMMUNITY INFRASTRUCTURE FUND (OCIF) PROJECTS

	2027	2028	2029	2030	2031	10 Year Total
Roads Construction						
WR 16, WR 109 to WR 19				860,000		\$860,000
WR 123, Palmerston WR 5 to Hwy 23, 2km		860,000	1,000,000	1,000,000		\$2,860,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						\$1,000,000
Bridges						
WR 6, O'Dwyer's Bridge, 006008 Rehab					2,000,000	\$2,000,000
WR 7, Bosworth Bridge, B007028						\$1,000,000
WR 32, Blatchford Bridge, Replace						\$1,860,000
WR 35, Paddock Bridge, B035087						\$1,000,000
WR 109, CR Bridge 4, B109133						\$1,860,000
WR 109, CR Bridge 10 B109134	3,000,000					\$3,000,000
WR 109, CR Bridge 5, C109123						\$4,000,000
Culverts						
WR 11, Culvert C110930, Replace		1,000,000				\$1,000,000
WR 18, Culvert C180210, Liner						\$860,000
Roads Resurfacing						
WR 7, Rothsay to WR 11, 5.2 km						\$860,000
WR 7, Hwy 6 to Ponsonby PL						\$750,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line			860,000			\$860,000
WR 22, WR 26 to 300m S of WR24						\$2,030,000
WR 26, WR 124 to WR 18 15km		2,000,000	2,000,000	2,000,000	3,860,000	\$9,860,000
WR 32, WR 34 to WR 124, 5 km	1,860,000					\$1,860,000
Total County of Wellington	\$4,860,000	\$3,860,000	\$3,860,000	\$3,860,000	\$5,860,000	\$37,520,000

FUND DESCRIPTIONS

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

Operating Fund:

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

Capital Fund:

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

Reserve Fund:

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

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

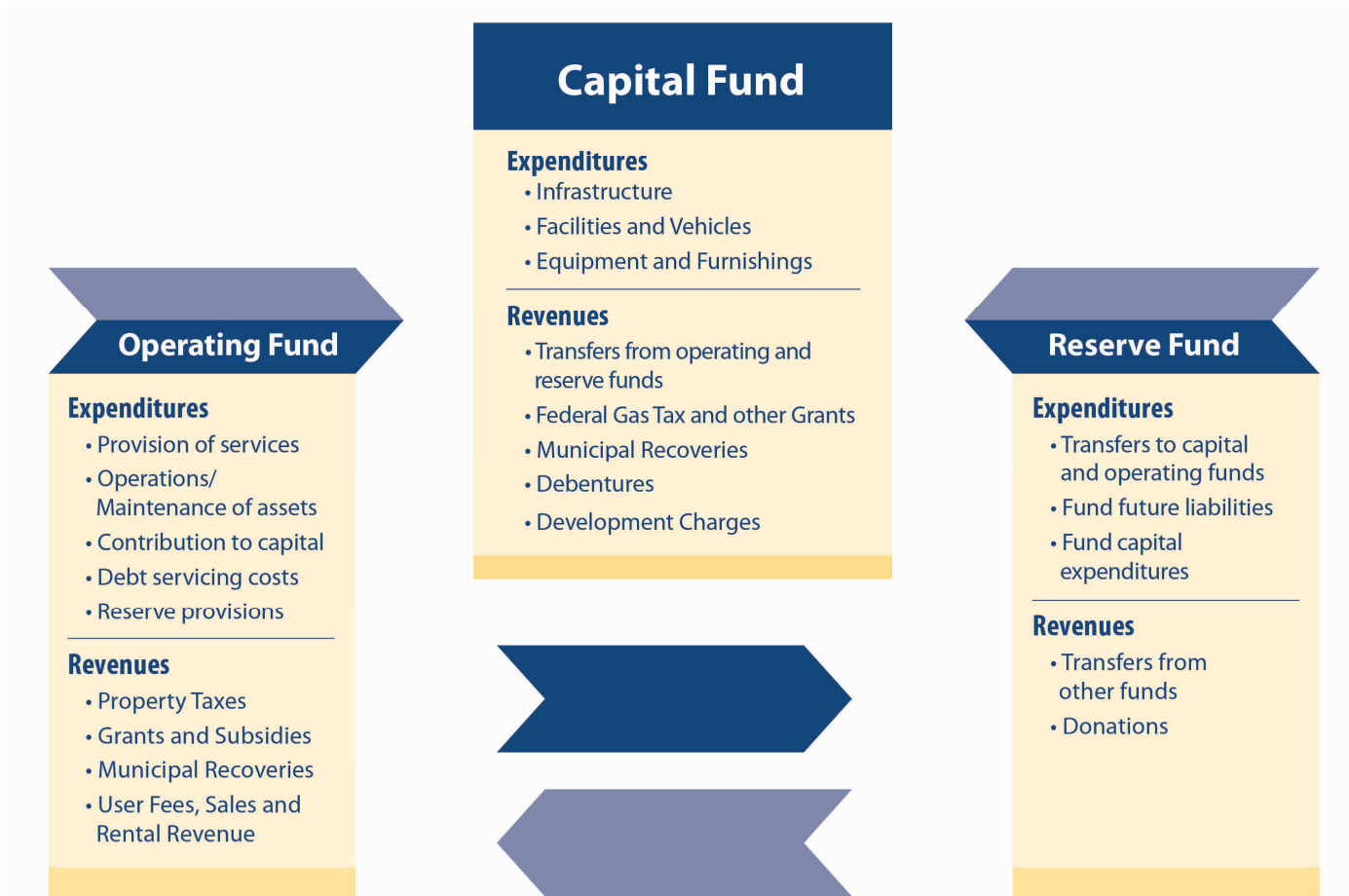
The Reserve and Reserve Fund Balance is budgeted to decrease \$3,461,000 in 2022.

Reserve transfers to fund major capital items in 2022 include:

- \$17.8 million for road works; \$3.5 million for property acquisition in affordable housing; \$2.8 million for Road and Solid Waste Equipment and \$4.9 million in facility improvements

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

- Roads, Affordable Housing, Museum, CAO and Clerks (IT) and Police



FUND BALANCES

Consolidated 2022 Budget Summary (\$000's)

	Operating	Capital	Reserve and Reserve Funds	Total
Budgeted Fund Balance—Beginning	\$ -	\$ 15,869	\$ 119,352	\$ 135,221
Revenues				
Property Taxation	\$ 116,402			116,402
Grants and Subsidies	76,538	11,819		88,357
Municipal Recoveries	22,003	3,939		25,942
Licenses, Permits and Rents	8,552			8,552
User Fees and Charges	11,369			11,369
Sales Revenue	1,364			1,364
Development Charges	1,905	1,057		2,962
Debt Proceeds		6,500		6,500
Other Revenue	5,143			5,143
Internal Recoveries	7,383			7,383
Total Revenue	\$ 250,658	\$ 23,315	\$ -	\$ 273,973
Expenditures				
Salaries, Wages and Benefits	\$ (70,363)			(70,363)
Supplies, Materials and Equipment	(12,427)			(12,427)
Purchased Services	(32,481)			(32,481)
Social Assistance	(61,964)			(61,964)
Transfer Payments	(27,167)			(27,167)
Minor Capital Expenses	(579)			(579)
Insurance and Financial	(4,385)			(4,385)
Debt Charges	(5,632)			(5,632)
Internal Charges	(7,262)			(7,262)
Capital Projects		(56,510)		(56,510)
Total Expenditures	\$ (222,261)	\$ (56,510)	\$ -	\$ (278,771)
Transfers				
Transfers from Other Funds	\$ 2,659	\$ 33,195	\$ 30,913	66,767
Transfers to Other Funds	\$ (31,057)		\$ (35,711)	(66,768)
Total Transfers to (from) Other Funds	\$ (28,397)	\$ 33,195	\$ (4,798)	\$ -
Forecasted Reserve Revenue Not Budgeted			1,337	1,337
Projected Fund Balance—Ending	\$ -	\$ 15,869	\$ 115,891	\$ 131,761

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

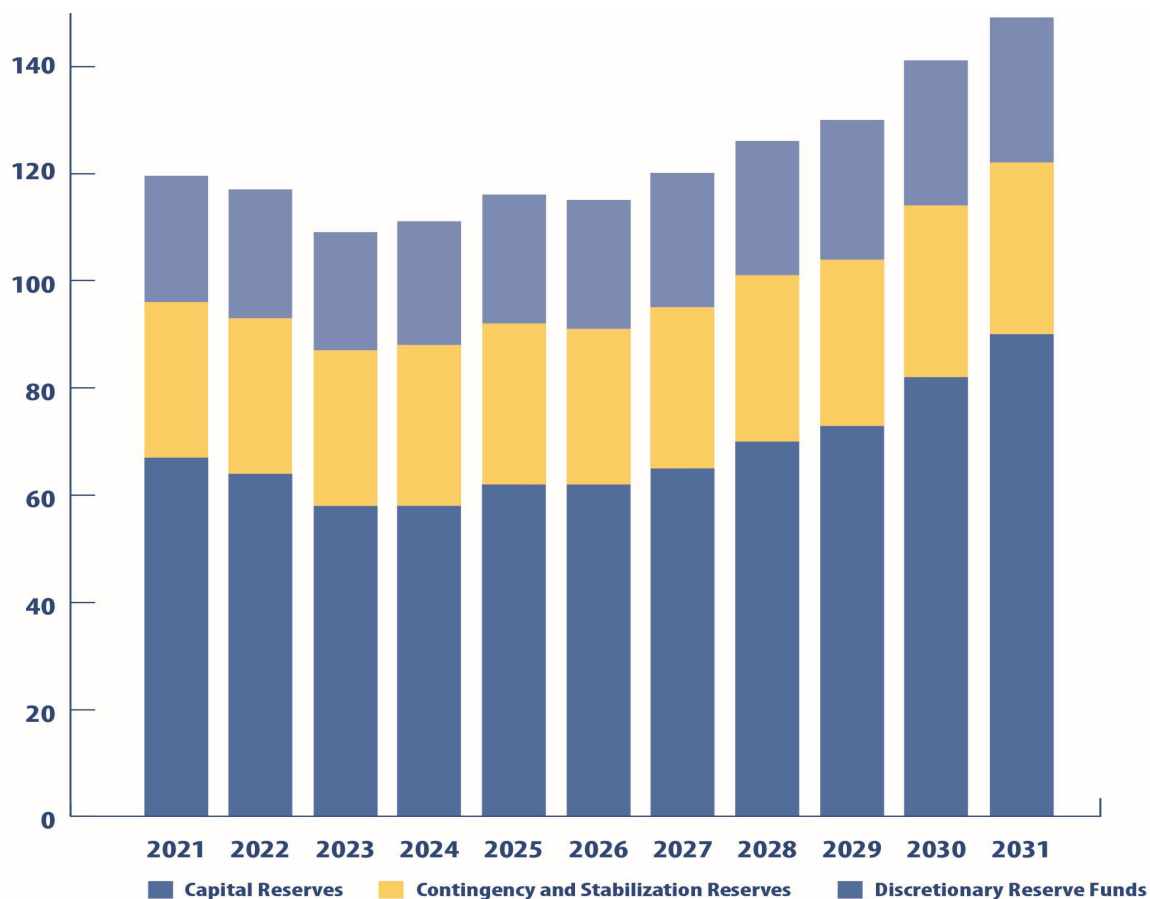
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining 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 projected balance for the 2021-2031 period.



2022 RESERVES ACTIVITY

	2021 Actual	2022 Budget						2022 Estimated Closing Balance
		Transfers In			Transfers Out			
		From Operating	Interest	Other	To Capital	To Operating	Other	
Reserves								
Contingency and Stabilization Reserves								
Contingency and Stabilization	\$16,962	\$325	\$444	\$427	(\$36)	(\$1,138)	(\$220)	\$16,763
Winter Control	\$4,328	-	\$119		-	-		\$4,447
Shared Services Stabilization	\$7,477	\$500	\$200		-	(\$722)		\$7,455
Subtotal Contingency and Stabilization	\$28,767	\$825	\$762	\$427	(\$36)	(\$1,860)	(\$220)	\$28,665
Capital Reserves								
Roads Equipment Replacement	\$3,244	\$2,400	\$86		(\$2,520)	-		\$3,210
SWS Equipment Replacement	\$1,760	\$450	\$53		(\$290)	-		\$1,972
Roads Capital	\$13,797	\$15,250	\$309		(\$17,795)	-		\$11,562
General Capital	\$5,910	\$1,160	\$497		(\$2,064)	-		\$5,503
Solid Waste Services Capital	\$2,026	\$593	\$46		(\$800)	-		\$1,865
Housing Capital	\$3,334	\$1,300	\$64		(\$2,309)	-		\$2,389
County Property Capital	\$15,046	\$1,427	\$410	\$1,204	(\$2,643)	(\$22)		\$15,421
Climate Change Mitigation	\$2,623	\$148	\$67		(\$130)	-		\$2,709
Wellington Terrace Capital	\$8,707	\$250	\$218		(\$395)	-		\$8,780
Ambulance	\$740	\$600	\$26		(\$320)	-		\$1,046
Continuum of Care Reserve	\$5,446	-	\$139		-	-		\$5,584
Housing Development (County)	\$4,194	\$2,889	\$91		(3500)	-		\$3,675
Subtotal Capital Reserves	\$66,826	\$26,467	\$2,007	\$1,204	(\$32,766)	(\$22)	-	\$63,716
Total Reserves	\$95,593	\$27,292	\$2,769	\$1,631	(\$32,802)	(\$1,882)	(\$220)	\$92,381
Discretionary Reserve Funds								
Future Liability Coverage								
WSIB Self Insurance	\$3,914	-	\$95	\$350	-	(\$534)		\$3,825
Landfill Closure and Post Closure	\$9,281	\$600	\$237		-	(\$416)		\$9,870
Health Unit Debt Retirement	\$2,914	-	\$74		-	-		\$2,988
Post Employment Benefit	\$1,956	-	\$54	\$150	-	-		\$2,159
Donation Reserve Funds								
Museum and Archives Donations	\$240	\$27	-		(\$250)	-		\$18
Wellington Terrace Donations	\$85	-	\$2		-	-		\$87
Library Donations	\$103	-	\$3		-	-		\$105
Luella Logan Scholarship/Award	\$149	-	\$4		-	(\$3)		\$150
Specific Purpose Reserve Funds								
Housing Regeneration	\$4,264	-	\$109		-	-		\$4,373
Homeownership Loan Programme	\$493	-	\$12		-	-		\$505
Total Discretionary Reserve Funds	\$23,399	\$627	\$590	\$500	(\$250)	(\$954)	-	\$23,912
Total Reserves and Reserve Funds	\$118,992	\$27,919	\$3,359	\$2,131	(\$33,052)	(\$2,836)	(\$220)	\$116,293

LONG-TERM LIABILITIES AND DEBT

Long Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with \$64.2 million in new debt to be issued over the next ten years. The majority of the capital plan continues to be funded from reserves and tax levy (60.8%).

Tax Supported Debt

As of December 31, 2021 County tax supported debt totals \$21.9 million. The 2022 – 2031 forecast anticipates the issuance of \$26.7 million for roads facility projects throughout the forecast; \$4.0 million for the construction of the new Erin Library Branch and \$27.0 million for the Admin Centre Expansion.

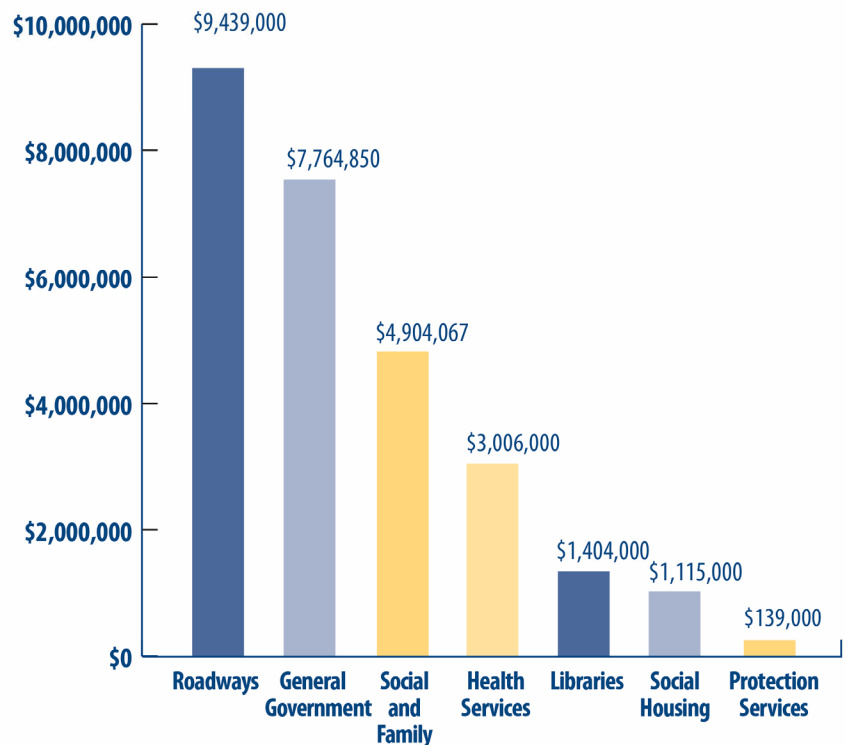
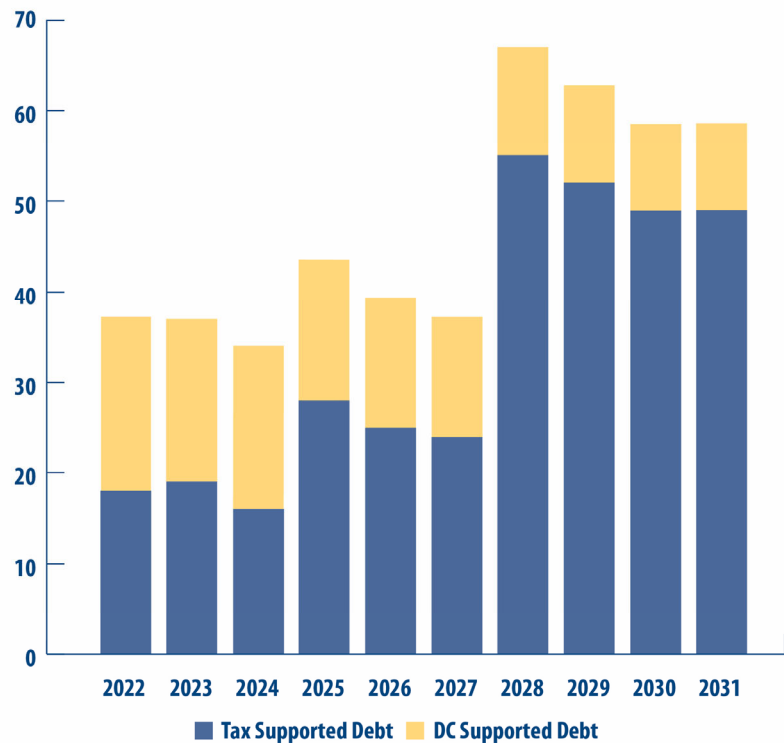
Development Charge Supported Debt

As of December 31, 2021 County development charge supported debt totals \$10.3 million. The 2022 – 2031 forecast anticipates the issuance of \$6.5 million of development charge supported debt related to growth related portion of the Arthur roads facility project.

Current Debt Obligations

The County's current debt obligation in 2022 sits at just over \$35 million. The three largest debt obligations reside within Roadways, General Government and Social and Family Services which account for \$22 million of the total in 2022. The County has been able to maintain a reasonable debt obligation and maintain its AA+ credit rating with Standard and Poor's.

COUNTY OF WELLINGTON DEBT OUTSTANDING (2022-2031) \$MILLIONS



LONG-TERM LIABILITIES AND DEBT

Debt Servicing Requirements

Debt servicing costs will top out at \$7.7 million (\$6.5 million tax supported, \$1.2 million growth supported) in 2023. Debt charges do not exceed 6.6% of the County tax levy over the ten-year plan.

Year	Total Principal and Interest
2022	5,632,210
2023	7,703,577
2024	5,018,718
2025	5,037,633
2026	4,052,914
2027	3,916,062
2028	4,602,508
2029	5,938,671
2030	5,935,678
2031	5,833,067
2032-2041	50,707,242

Standard and Poor's Credit Rating: AA+

Year	Tax Supported Principal	Tax Supported Interest	Total Tax Supported	DC Supported Principal	DC Supported Interest	Total DC Supported	Total Debt Servicing
2022	3,094,997	805,153	3,900,151	1,342,000	390,060	1,732,060	5,632,210
2023	5,766,291	711,105	6,477,396	776,814	449,367	1,226,180	7,703,577
2024	3,192,071	597,175	3,789,246	791,908	437,564	1,229,472	5,018,718
2025	3,090,499	715,203	3,805,702	814,246	417,685	1,231,930	5,037,633
2026	2,033,647	787,693	2,821,341	834,833	396,741	1,231,574	4,052,914
2027	1,954,865	730,828	2,685,693	855,678	374,692	1,230,370	3,916,062
2028	2,012,885	1,359,089	3,371,975	878,788	351,745	1,230,533	4,602,508
2029	3,023,327	1,793,605	4,816,932	792,172	329,567	1,121,739	5,938,671
2030	3,114,480	1,700,042	4,814,522	812,837	308,318	1,121,155	5,935,678
2031	3,041,954	1,669,014	4,710,968	833,792	288,307	1,122,099	5,833,067
2032-2041	29,466,077	11,938,857	41,404,934	7,761,235	1,541,072	9,302,307	50,707,242

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 2020 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 2020 Own Source Revenues (\$33.4 million) less all 2020 debt principal (\$4.1 million), debt interest (\$1.3 million) and payments for long term commitments and liabilities (\$297,087). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2022 is \$27.7 million.

CORPORATE PERFORMANCE MEASURES

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

Debt Limits

Statutory Limitations – Annual Repayment Limit (ARL)

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

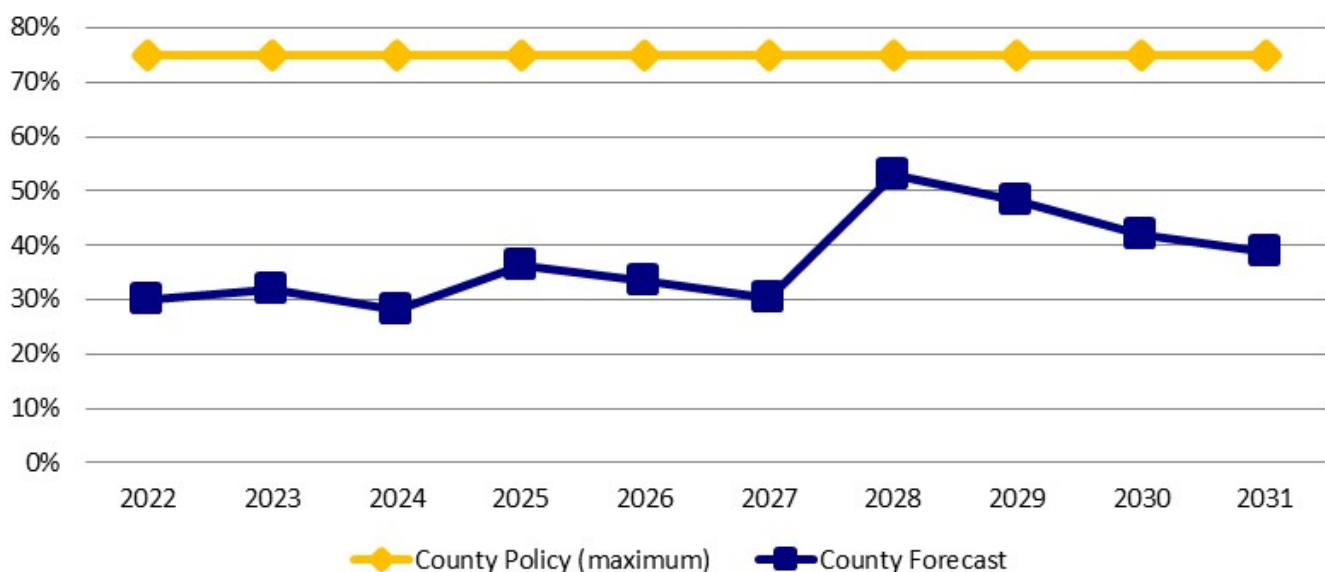
Self-Imposed Limitations (in Accordance with County's Debt Management Policy)

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

Direct Debt to Reserve Ratio:

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

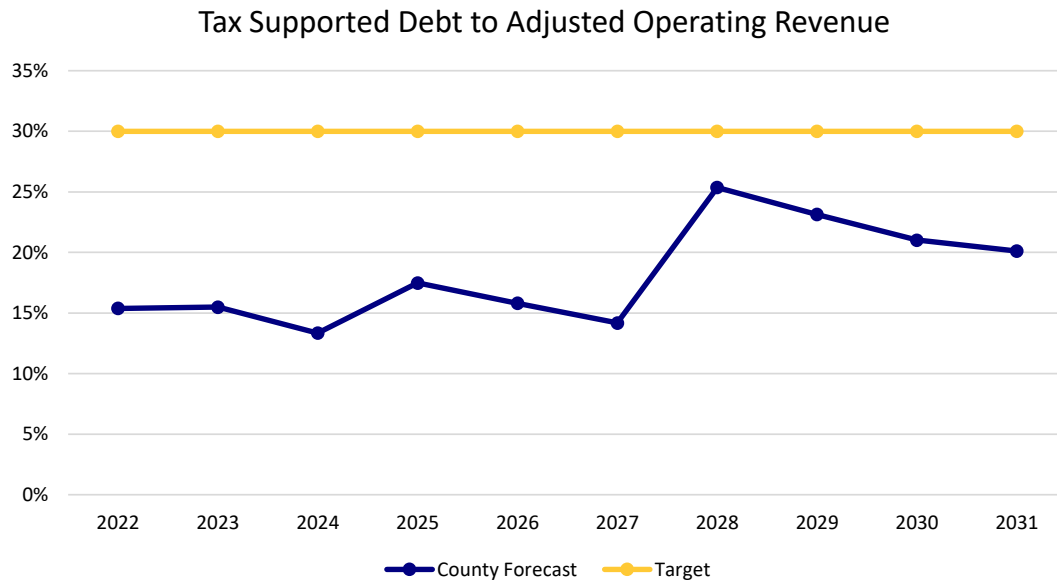
Debt Outstanding to Reserve Ratio



CORPORATE PERFORMANCE MEASURES

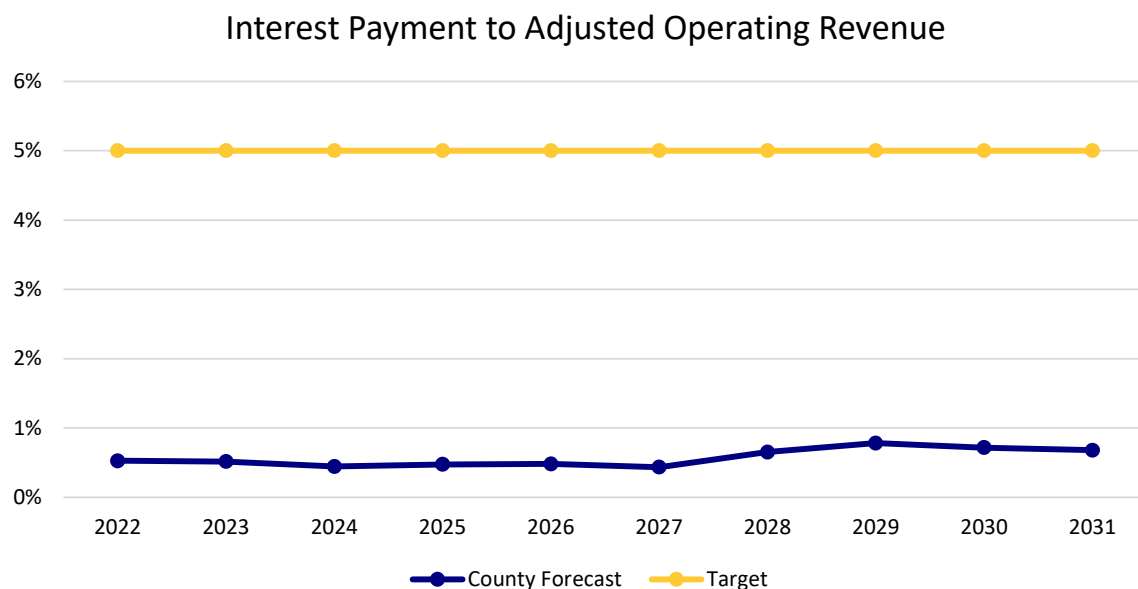
Tax-Supported Debt to Adjusted Operating Revenue Forecast:

This measure identifies the percentage of forecast adjusted operating revenues that would be required to retire the County's direct debt (not including member municipalities). In accordance with the County's Debt Management Policy, a target rate of less than 30% should be maintained.



Interest Payment to Adjusted Operating Revenue Forecast:

This ratio is a measure of the direct interest (not including member municipalities) payable annually as a proportion of adjusted operating revenues. It should not exceed a target of 5%, in accordance with the County's Debt Management Policy.

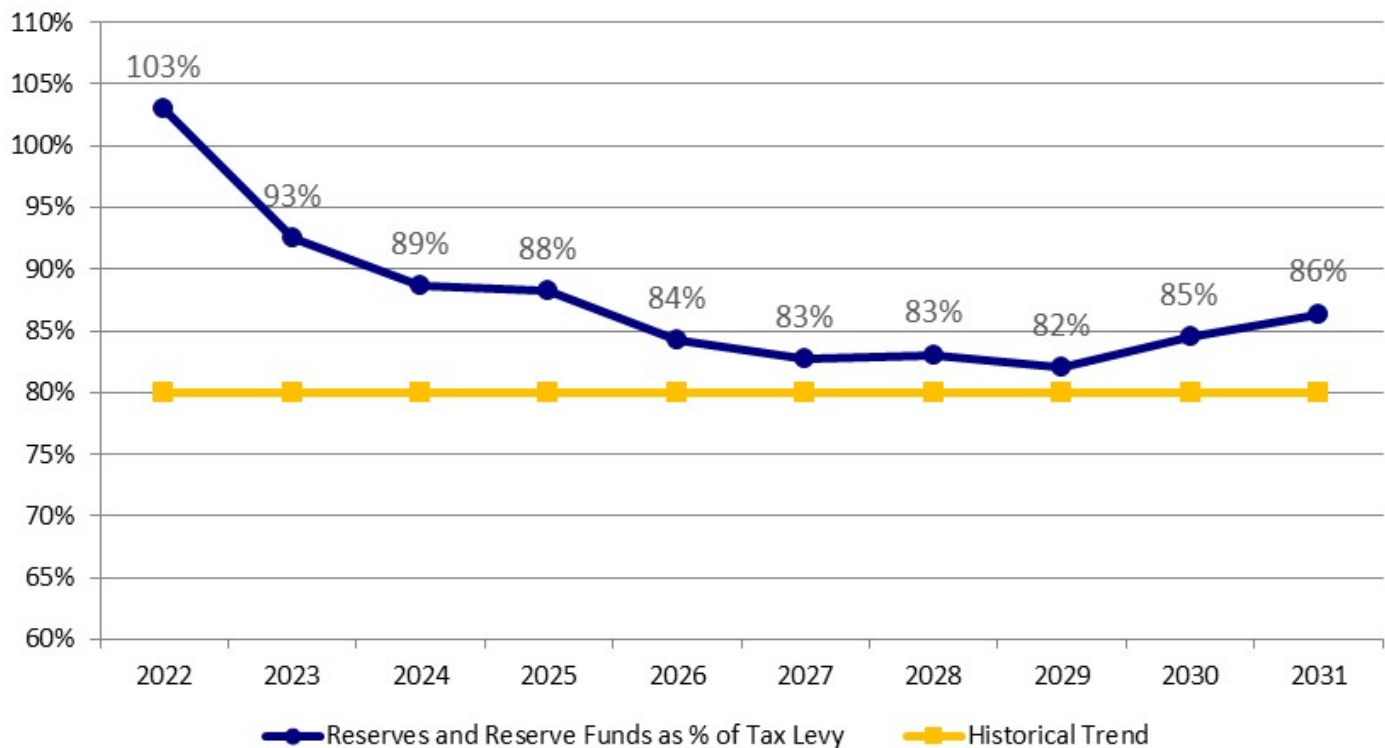


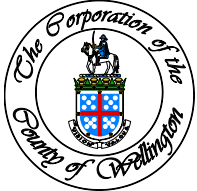
CORPORATE PERFORMANCE MEASURES

Reserves and Reserve Funds as a Percentage of the Tax Levy

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

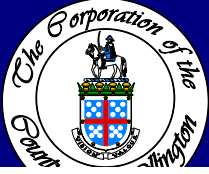
**Reserves and Reserve Funds
as % of Tax Levy**



	THE COUNTY OF WELLINGTON 2022 OPERATING BUDGET						
	2020 Net Budget	2021 Net Budget	2022 Expenditure	2022 Revenue	2022 Net Budget	Net Change \$	Net Change %
Programmes and Services							
Roads and Bridges	28,557,300	30,240,300	36,440,800	3,895,300	32,545,500	2,305,200	7.6%
Police Services	17,517,100	17,724,700	18,488,200	417,100	18,071,100	346,400	2.0%
Wellington Terrace Long-Term Care	10,292,900	9,452,000	25,074,500	16,247,000	8,827,500	(624,500)	-6.6%
Solid Waste Services	7,335,100	8,597,300	15,380,600	6,738,400	8,642,200	44,900	0.5%
County Library System	7,375,600	7,435,000	8,108,600	260,000	7,848,600	413,600	5.6%
Ambulance Services	4,845,800	5,305,500	5,776,400	66,700	5,709,700	404,200	7.6%
Social Housing	4,779,500	4,679,000	38,460,100	33,652,300	4,807,800	128,800	2.8%
Public Health	2,705,100	2,773,600	2,829,300	0	2,829,300	55,700	2.0%
Planning and Development	2,105,100	2,196,800	2,706,600	193,500	2,513,100	316,300	14.4%
Museum and Archives at Wellington Place	2,285,300	2,152,400	4,085,000	1,652,000	2,433,000	280,600	13.0%
Economic Development	1,782,400	1,962,400	2,666,700	632,200	2,034,500	72,100	3.7%
Children's Early Years	1,475,500	1,573,600	30,088,200	28,310,800	1,777,400	203,800	13.0%
Property Assessment	1,517,800	1,519,100	1,520,200	0	1,520,200	1,100	0.1%
Ontario Works	1,374,500	1,308,900	28,681,100	27,311,700	1,369,400	60,500	4.6%
Affordable Housing	500,000	1,000,000	2,659,600	1,459,600	1,200,000	200,000	20.0%
Green Legacy	825,900	874,700	892,900	3,500	889,400	14,700	1.7%
Emergency Management	1,022,900	738,000	786,100	0	786,100	48,100	6.5%
Community Grants and Hospital Funding	458,400	458,800	459,700	0	459,700	900	0.2%
Provincial Offences	(3,900)	(186,400)	80,000	273,900	(193,900)	(7,500)	4.0%
Subtotal	96,752,300	99,805,700	225,184,600	121,114,000	104,070,600	\$4,264,900	4.3%
General Government							
Office of the CAO and Clerk	4,000,300	4,543,100	7,080,300	1,630,500	5,449,800	906,700	20.0%
Treasury	1,933,200	2,115,700	2,863,400	583,000	2,280,400	164,700	7.8%
County Council	1,272,500	1,271,100	1,315,100	0	1,315,100	44,000	3.5%
County Property	1,187,000	1,223,500	3,547,500	2,293,400	1,254,100	30,600	2.5%
Human Resources	1,065,400	1,103,500	2,338,900	1,086,400	1,252,500	149,000	13.5%
Subtotal	9,854,400	10,256,900	17,145,200	5,593,300	11,551,900	\$1,295,500	12.6%
Non-Programme Expenditures and Revenues							
General Expenses and Revenues	1,624,200	1,098,300	6,535,200	5,755,900	779,300	(319,000)	(29.0%)
PILs and Supplementary Taxes	(2,222,100)	(2,332,800)	0	2,911,300	(2,911,300)	(578,500)	24.8%
Subtotal	(597,900)	(1,234,500)	6,535,200	8,667,200	(2,132,000)	(\$897,500)	72.7%
TOTAL	105,612,800	108,828,100	248,865,000	135,374,500	113,490,500	\$4,662,400	4.3%

TAX RATE CALCULATION AND IMPACT

	2020	2021	2022	\$ change	% change
Weighted Assessment (\$M)	\$17,189	\$17,497	\$ 17,881	\$ 385	2.20%
Real growth % from new properties					2.20%
County tax summary					
Residential tax rate	0.614385%	0.621981%	0.634681%		
Per \$100,000 of Assessment (2020)	\$ 100,000	\$ 100,000	\$ 100,000		
Taxes per \$100,000 of Assessment	\$ 614	\$ 622	\$ 635	\$13	2.0%

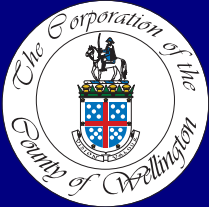


COUNTY OF WELLINGTON

10 YEAR OPERATING BUDGET

AND TAX RATE FORECAST

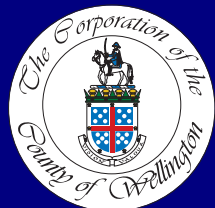
	Approved	Projected				
	2021	2022	2023	2024	2025	2026
EXPENDITURE (\$000's)						
Salaries, Wages and Benefits	\$66,542	\$70,363	\$74,242	\$77,946	\$81,342	\$84,559
Supplies, Materials and Equipment	\$12,829	\$12,427	\$12,583	\$12,931	\$13,265	\$13,702
Purchased Services	\$29,688	\$32,481	\$32,245	\$33,064	\$33,454	\$34,244
Social Assistance	\$55,799	\$61,964	\$56,546	\$56,417	\$57,083	\$58,000
Transfer Payments	\$26,546	\$27,167	\$27,593	\$28,086	\$29,282	\$30,310
Minor Capital Expenses	\$677	\$579	\$541	\$547	\$637	\$663
Insurance and Financial	\$4,209	\$4,385	\$4,656	\$4,866	\$5,067	\$5,290
Internal Charges	\$7,385	\$7,262	\$7,206	\$7,353	\$7,633	\$7,781
Total Expenditures	\$203,676	\$216,629	\$215,609	\$221,209	\$227,764	\$234,549
yr/yr % change		6.4%	-0.5%	2.6%	3.0%	3.0%
TRANSFERS (\$000's)						
Debt Charges	\$4,968	\$5,632	\$7,703	\$5,019	\$5,038	\$4,053
Transfer from Reserves	(\$3,890)	(\$4,564)	(\$6,087)	(\$3,056)	(\$3,411)	(\$3,647)
Transfer to Capital	\$10,691	\$143	\$74	\$202	\$95	\$90
Transfer to Reserves	\$16,322	\$31,026	\$30,362	\$31,269	\$32,683	\$34,842
Total Transfers	\$28,091	\$32,237	\$32,053	\$33,434	\$34,404	\$35,338
yr/yr % change		14.8%	-0.6%	4.3%	2.9%	2.7%
REVENUE (\$000's)						
Grants and Subsidies	\$67,537	\$76,538	\$69,440	\$68,976	\$68,840	\$68,303
Municipal Recoveries	\$21,336	\$22,003	\$23,650	\$24,639	\$25,992	\$27,260
Licences, Permits and Rents	\$8,439	\$8,552	\$8,606	\$8,580	\$8,597	\$8,619
User Fees and Charges	\$11,450	\$11,369	\$11,536	\$11,665	\$11,780	\$11,934
Sales Revenue	\$1,006	\$1,364	\$1,386	\$1,394	\$1,398	\$1,401
Other Revenue	\$3,303	\$5,255	\$3,790	\$3,905	\$4,026	\$4,152
Internal Recoveries	\$7,535	\$7,383	\$7,326	\$7,474	\$7,754	\$7,902
PILs and Supplementary Taxes	\$2,333	\$2,911	\$3,033	\$3,156	\$3,279	\$3,403
Total Revenue	\$122,339	\$135,375	\$128,767	\$129,789	\$131,666	\$132,974
yr/yr % change		10.1%	-4.9%	0.8%	1.4%	1.0%
TAX LEVY REQUIREMENT						
yr/yr % change	\$108,828	\$113,491	\$118,894	\$124,853	\$130,502	\$136,913
		4.3%	4.8%	5.0%	4.5%	4.9%
Weighted Assessment (\$ Millions)	\$17,497	\$17,882	\$18,106	\$18,882	\$19,692	\$20,536
yr/yr % change	1.79%	2.20%	1.25%	4.29%	4.29%	4.29%
Phase in growth %	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Real growth % from new properties	1.79%	2.20%	1.25%	1.25%	1.25%	1.25%
County tax summary						
Residential tax rate	0.6220%	0.6347%	0.6567%	0.6613%	0.6628%	0.6667%
Per \$100,000 of Assessment	\$ 100,000	\$ 100,000	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273
Taxes per \$100,000 of Assessment	\$ 622	\$ 635	\$ 657	\$ 681	\$ 703	\$ 729
yr/yr \$ change		\$ 13	\$ 22	\$ 24	\$ 22	\$ 25
yr/yr % residential impact		2.0%	3.4%	3.7%	3.2%	3.6%
yr/yr % budget impact		2.0%	3.4%	3.7%	3.2%	3.6%



COUNTY OF WELLINGTON

10 YEAR OPERATING BUDGET AND TAX RATE FORECAST

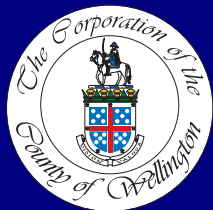
	Projected				
	2027	2028	2029	2030	2031
EXPENDITURE (\$000's)					
Salaries, Wages and Benefits	\$87,884	\$91,740	\$95,394	\$99,211	\$103,134
Supplies, Materials and Equipment	\$14,159	\$14,506	\$14,919	\$15,404	\$15,713
Purchased Services	\$35,152	\$35,960	\$36,865	\$37,796	\$38,569
Social Assistance	\$58,929	\$59,898	\$60,893	\$61,916	\$62,980
Transfer Payments	\$31,401	\$32,587	\$33,705	\$34,952	\$35,951
Minor Capital Expenses	\$654	\$527	\$551	\$659	\$659
Insurance and Financial	\$5,532	\$5,799	\$6,069	\$6,355	\$6,649
Internal Charges	\$8,049	\$8,094	\$8,207	\$8,400	\$8,488
Total Expenditures	\$241,758	\$249,112	\$256,602	\$264,691	\$272,143
yr/yr % change	3.1%	3.0%	3.0%	3.2%	2.8%
TRANSFERS (\$000's)					
Debt Charges	\$3,916	\$4,603	\$5,939	\$5,936	\$5,833
Transfer from Reserves	(\$2,929)	(\$2,609)	(\$2,871)	(\$2,847)	(\$2,721)
Transfer to Capital	\$184	\$115	\$73	\$90	\$35
Transfer to Reserves	\$35,956	\$36,708	\$37,651	\$38,975	\$40,576
Total Transfers	\$37,127	\$38,817	\$40,792	\$42,154	\$43,723
yr/yr % change	5.1%	4.6%	5.1%	3.3%	3.7%
REVENUE (\$000's)					
Grants and Subsidies	\$69,161	\$68,999	\$69,680	\$69,566	\$70,045
Municipal Recoveries	\$28,286	\$30,067	\$31,182	\$33,151	\$34,377
Licences, Permits and Rents	\$8,650	\$8,677	\$8,706	\$8,740	\$8,769
User Fees and Charges	\$12,107	\$12,289	\$12,490	\$12,695	\$12,857
Sales Revenue	\$1,405	\$1,409	\$1,411	\$1,412	\$1,416
Other Revenue	\$4,283	\$4,295	\$4,307	\$4,320	\$4,332
Internal Recoveries	\$8,170	\$8,214	\$8,326	\$8,519	\$8,607
PILs and Supplementary Taxes	\$3,528	\$3,628	\$3,728	\$3,828	\$3,928
Total Revenue	\$135,591	\$137,577	\$139,830	\$142,231	\$144,331
yr/yr % change	2.0%	1.5%	1.6%	1.7%	1.5%
TAX LEVY REQUIREMENT					
yr/yr % change	4.7%	4.9%	4.8%	4.5%	4.2%
Weighted Assessment (\$ Millions)	\$21,416	\$22,334	\$23,292	\$24,291	\$25,332
yr/yr % change	4.29%	4.29%	4.29%	4.29%	4.29%
Phase in growth %	3.00%	3.00%	3.00%	3.00%	3.00%
Real growth % from new properties	1.25%	1.25%	1.25%	1.25%	1.25%
County tax summary					
Residential tax rate	0.6691%	0.6732%	0.6765%	0.6777%	0.6772%
Per \$100,000 of Assessment	\$ 112,551	\$ 115,927	\$ 119,405	\$ 122,987	\$ 126,677
Taxes per \$100,000 of Assessment	\$ 753	\$ 780	\$ 808	\$ 833	\$ 858
yr/yr \$ change	\$ 25	\$ 27	\$ 27	\$ 26	\$ 24
yr/yr % residential impact	3.4%	3.6%	3.5%	3.2%	2.9%
yr/yr % budget impact	3.4%	3.6%	3.5%	3.2%	2.9%



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET SUMMARY

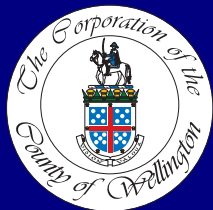
	2022	2023	2024	2025	2026	5 Year Total	% of Total
Programme / Service							
Project Expenditure							
Roadways	\$36,670,000	\$34,595,000	\$31,808,000	\$44,316,000	\$33,953,000	\$181,342,000	69.5%
Solid Waste Services	1,940,000	2,079,000	912,000	960,000	918,000	\$6,809,000	2.6%
County Property	965,000	328,000	151,000	344,000	194,000	\$1,982,000	0.8%
Planning	410,000	2,266,000				\$2,676,000	1.0%
Green Legacy	95,000	104,000	55,000			\$254,000	0.1%
Emergency Management	110,000					\$110,000	0.0%
CAO and Clerks	1,055,000	798,000	917,000	622,000	407,000	\$3,799,000	1.5%
Council	100,000					\$100,000	0.0%
Police Services	25,000	50,000		44,000	213,000	\$332,000	0.1%
Museum	790,000	611,000	1,504,000	89,000	230,000	\$3,224,000	1.2%
Library Services	1,270,000	4,156,000	2,935,000	210,000	234,000	\$8,805,000	3.4%
Housing Services	5,838,000	4,182,000	4,005,000	4,120,000	4,352,000	\$22,497,000	8.6%
Affordable Housing	4,980,000	6,077,000	82,000	99,000	6,137,000	\$17,375,000	6.7%
Wellington Terrace	395,000	135,000	135,000	950,000	410,000	\$2,025,000	0.8%
Economic Development	800,000	800,000	800,000	800,000		\$3,200,000	1.2%
Ambulance Services	320,000	1,348,000	1,165,000	1,638,000	545,000	\$5,016,000	1.9%
Ontario Works	635,000			143,000		\$778,000	0.3%
Provincial Offences Act	112,000	87,000	71,000	97,000	64,000	\$431,000	0.2%
Total Expenditure	\$56,510,000	\$57,616,000	\$44,540,000	\$54,432,000	\$47,657,000	\$260,755,000	100%
Project Financing							
Recoveries	3,939,000	4,539,000	3,201,000	4,514,000	3,360,000	\$19,553,000	7.5%
Subsidy	2,539,000	3,207,000	4,160,000		2,000,000	\$11,906,000	4.6%
CCBF	5,500,000	4,550,000	3,800,000	3,700,000	1,800,000	\$19,350,000	7.4%
OCIF	3,780,000	1,000,000	2,720,000	4,000,000	3,720,000	\$15,220,000	5.8%
Current Revenues	143,000	74,000	202,000	95,000	90,000	\$604,000	0.2%
Reserves	33,052,000	34,114,000	30,457,000	26,754,000	32,845,000	\$157,222,000	60.3%
Development Charges	1,057,000	3,632,000		669,000	3,842,000	\$9,200,000	3.5%
Growth Related Debentures	6,500,000					\$6,500,000	2.5%
Debentures		6,500,000		14,700,000		\$21,200,000	8.1%
Total Financing	\$56,510,000	\$57,616,000	\$44,540,000	\$54,432,000	\$47,657,000	\$260,755,000	100%



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET SUMMARY

Programme / Service	2027	2028	2029	2030	2031	10 Year Total	% of Total
Project Expenditure							
Roadways	\$35,806,000	\$34,842,000	\$28,266,000	\$27,921,000	\$34,893,000	\$343,070,000	67.1%
Solid Waste Services	1,614,000	1,405,000	580,000	527,000	966,000	\$11,901,000	2.3%
County Property	199,000	28,339,000	100,000	272,000	477,000	\$31,369,000	6.1%
Planning		250,000				\$2,926,000	0.6%
Green Legacy		61,000	57,000			\$372,000	0.1%
Emergency Management	42,000	147,000				\$299,000	0.1%
CAO and Clerks	663,000	939,000	696,000	702,000	500,000	\$7,299,000	1.4%
Council						\$100,000	0.0%
Police Services	125,000	92,000	314,000	198,000	739,000	\$1,800,000	0.4%
Museum	256,000	120,000	64,000	33,000	204,000	\$3,901,000	0.8%
Library Services	217,000	288,000	586,000	922,000	367,000	\$11,185,000	2.2%
Housing Services	4,395,000	4,500,000	4,650,000	4,800,000	4,994,000	\$45,836,000	9.0%
Affordable Housing	93,000	97,000	6,109,000	106,000	135,000	\$23,915,000	4.7%
Wellington Terrace	370,000	770,000	339,000	265,000	165,000	\$3,934,000	0.8%
Economic Development						\$3,200,000	0.6%
Ambulance Services	3,851,000	2,935,000	1,983,000	1,017,000	2,108,000	\$16,910,000	3.3%
Ontario Works	144,000	123,000			484,000	\$1,529,000	0.3%
Child Care			69,000	250,000	109,000	\$428,000	0.1%
Provincial Offences Act (POA)	54,000	50,000	187,000	352,000	157,000	\$1,231,000	0.2%
Total Expenditure	\$47,829,000	\$74,958,000	\$44,000,000	\$37,365,000	\$46,298,000	\$511,205,000	100%
Project Financing							
Recoveries	3,566,000	3,681,000	3,650,000	3,748,000	4,208,000	\$38,406,000	7.5%
Subsidy			2,000,000			\$13,906,000	2.7%
CCBF	3,300,000	3,900,000	1,800,000	1,800,000	1,800,000	\$31,950,000	6.2%
OCIF	4,860,000	3,860,000	3,860,000	3,860,000	5,860,000	\$37,520,000	7.3%
Current Revenues	184,000	115,000	73,000	90,000	35,000	\$1,101,000	0.2%
Reserves	31,423,000	29,677,000	31,981,000	27,867,000	31,395,000	\$309,565,000	60.6%
Development Charges	4,496,000	225,000	636,000			\$14,557,000	2.8%
Growth Related Debentures						\$6,500,000	1.3%
Debentures		33,500,000			3,000,000	\$57,700,000	11.3%
Total Financing	\$47,829,000	\$74,958,000	\$44,000,000	\$37,365,000	\$46,298,000	\$511,205,000	100%



COUNTY OF WELLINGTON

2020-2022 CAPITAL BUDGET SUMMARY

(ALL FIGURES IN \$000's)

PROJECT EXPENDITURE

Programme / Service	2020 Actuals	2020 Adjusted Budget	2021 Actuals	2021 Adjusted Budget	2022 Budget	\$ Change Budget	% Change Budget
Roadways	\$ 27,855	\$ 27,674	\$ 20,842	\$ 23,745	\$ 36,670	\$ 12,925	54%
Solid Waste Services	2,036	2,395	174	2,440	1,940	(500)	-20%
County Property	985	1,024	1,415	973	965	(8)	-1%
Planning	134	85	164	215	410	195	91%
Green Legacy	52	50	0	0	95	95	100%
Emergency Management	371	350	72	30	110	80	100%
CAO and Clerks	900	645	368	430	1,055	625	145%
County Council	0	0	0	0	100	100	100%
Police Services	29	0	110	140	25	(115)	100%
Museum and Wellington Place	179	150	748	230	790	560	243%
County Library System	351	410	282	720	1,270	550	76%
Housing Services	3,810	5,015	5,547	5,979	5,838	(141)	-2%
Affordable Housing	81	147	87	649	4,980	4,331	667%
Wellington Terrace	809	345	556	890	395	(495)	-56%
Economic Development	102	65	32	800	800	0	0%
Hospital and Other Capital Grants	297	200	14	0	0	0	100%
Ambulance Service	419	305	360	566	320	(246)	-43%
Ontario Works	67	85	218	140	635	495	354%
Child Care	300	40	27	100	0	(100)	100%
Provincial Offences Act (POA)	39	63	55	63	112	49	78%
Total Expenditure	\$ 38,815	\$ 39,048	\$ 31,071	\$ 38,110	\$ 56,510	\$ 18,400	48%

PROJECT FINANCING

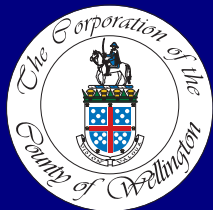
Source of Financing	2020 Actuals	2020 Adjusted Budget	2021 Actuals	2021 Adjusted Budget	2022 Budget	\$ Change Budget	% Change Budget
Recoveries	\$ 4,596	\$ 5,362	\$ 2,475	\$ 3,245	\$ 3,939	\$ 695	21%
Subsidy	473	1,624	3,380	3,370	2,539	(831)	-25%
OCIF	550	1,860	3,124	1,860	3,780	1,920	103%
CCBF	2,677	3,496	4,588	5,340	5,500	160	3%
Current Revenues	11,081	11,081	10,691	10,691	143	(10,548)	-99%
Reserves	13,896	12,872	13,504	9,063	33,052	23,989	265%
Development Charges	851	929	1,179	692	1,057	365	53%
Growth Related Debentures	0	1,825	1,825	750	6,500	5,750	767%
Debentures	0	0	0	3,100		(3,100)	-100%
Total Financing	\$ 34,123	\$ 39,048	\$ 40,766	\$ 38,110	\$ 56,510	\$ 18,400	48%



COUNTY OF WELLINGTON

2020-2022 OPERATING BUDGET SUMMARY

	2020 Actuals	2020 Budget	2021 Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Revenue							
Property Taxation	\$108,992,052	\$107,834,900	\$112,541,683	\$111,160,900	\$116,401,800	\$5,240,900	4.7%
Grants & Subsidies	\$71,037,745	\$68,918,000	\$72,802,914	\$67,537,100	\$76,538,200	\$9,001,100	13.3%
Municipal Recoveries	\$21,420,304	\$22,074,200	\$20,439,984	\$21,335,900	\$22,003,000	\$667,100	3.1%
Licenses, Permits and Rents	\$8,422,815	\$8,240,100	\$8,425,938	\$8,491,300	\$8,604,000	\$112,700	1.3%
User Fees & Charges	\$10,785,745	\$11,100,400	\$11,072,505	\$11,450,000	\$11,368,500	(\$81,500)	(0.7%)
Sales Revenue	\$898,070	\$1,108,100	\$1,942,547	\$1,006,000	\$1,363,800	\$357,800	35.6%
Other Revenue	\$4,019,781	\$3,177,300	\$4,421,630	\$3,302,600	\$5,254,600	\$1,952,000	59.1%
Internal Recoveries	\$7,586,539	\$7,384,000	\$7,221,400	\$7,534,800	\$7,383,100	(\$151,700)	(2.0%)
Total Revenue	\$233,111,673	\$229,785,000	\$238,762,614	\$231,766,600	\$248,865,000	\$17,098,400	7.4%
Expenditure							
Salaries, Wages and Benefits	\$64,156,446	\$64,572,900	\$66,990,779	\$66,542,600	\$70,363,400	\$3,820,800	5.7%
Supplies, Material & Equipment	\$11,025,831	\$12,631,400	\$12,204,880	\$12,828,900	\$12,427,200	(\$401,700)	(3.1%)
Purchased Services	\$25,747,889	\$27,348,600	\$27,854,928	\$29,688,200	\$32,480,600	\$2,792,400	9.4%
Social Assistance	\$59,085,791	\$59,105,000	\$58,305,431	\$55,799,100	\$61,964,100	\$6,165,000	11.0%
Transfer Payments	\$25,616,723	\$25,891,800	\$26,334,180	\$26,546,100	\$27,166,700	\$620,600	2.3%
Insurance & Financial	\$3,609,945	\$4,238,200	\$3,703,339	\$4,209,200	\$4,385,300	\$176,100	4.2%
Minor Capital Expenses	\$422,104	\$535,500	\$390,639	\$676,500	\$579,000	(\$97,500)	(14.4%)
Internal Charges	\$7,248,378	\$7,253,600	\$7,109,222	\$7,385,400	\$7,262,200	(\$123,200)	(1.7%)
Total Expenditure	\$196,913,107	\$201,577,000	\$202,893,398	\$203,676,000	\$216,628,500	\$12,952,500	6.4%
Net Operating Cost / (Revenue)	(\$36,198,566)	(\$28,208,000)	(\$35,869,216)	(\$28,090,600)	(\$32,236,500)	(\$4,145,900)	14.8%
Debt and Transfers							
Debt Charges	\$5,240,310	\$5,319,900	\$4,868,679	\$4,968,000	\$5,632,100	\$664,100	13.4%
Transfer from Reserve	(\$4,809,249)	(\$2,941,600)	(\$4,227,257)	(\$3,889,900)	(\$4,564,300)	(\$657,000)	16.9%
Transfer to Capital	\$11,080,500	\$11,080,500	\$10,691,000	\$10,691,000	\$143,000	(\$10,548,000)	(98.7%)
Transfers to Reserve	\$24,687,006	\$14,749,200	\$24,962,731	\$16,321,500	\$31,025,700	\$14,704,200	90.1%
Total Debt and Transfers	\$36,198,566	\$28,208,000	\$36,296,153	\$28,090,600	\$32,236,500	\$4,145,900	14.8%
NET COST / (REVENUE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-



COUNTY OF WELLINGTON

2022 OPERATING BUDGET IMPACTS FROM CAPITAL

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

The table below summarizes the projected operating impact of capital projects scheduled to become operational in 2022, and projects that became operational during 2021 for a partial year.

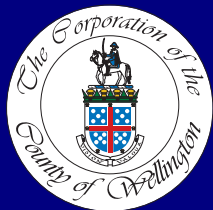
Capital Project	Revenue Impacts	Expenditure Impacts	Net Cost / (Revenue)
HRIS Information Management System		\$100,000	\$100,000
JDE: Visa / Expense Management		\$10,000	\$10,000
Microsoft Office 365		\$21,000	\$21,000

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

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

PROGRAMME DETAILS





Programme Overview

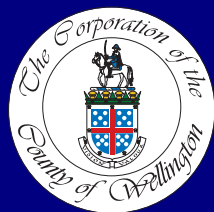
Programme/Service:	General Revenue and Expenditures
Department:	Administered by Treasury
Governance:	Administration, Finance and Human Resources Committee

Programme Description

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

2022 Budget Highlights

- The Ontario Municipal Partnership Fund (OMPF) grant is budgeted at \$926,300 which is a drop in funding of \$163,400 (15%) from 2021
- Tax write-off estimates have been maintained at \$1 million
- Payment-in-lieu (PIL) and supplementary taxes have been estimated at \$2.9 million
- The County's share of MPAC's budget for property assessment services is estimated to be \$1,520,200
- Estimated investment interest of \$3.2 million is transferred to reserves and reserve funds



Performance Measures

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

The Wellington County Assessment Base Management Policy and Procedure recognizes that property taxes are the single most important revenue source for the County of Wellington and it is essential that a high quality assessment base be maintained and will strive to meet the following goals and objectives:

- Promote greater equity, fairness and transparency of the assessment base
(Providing the highest level and best quality services)
- Determine assessment and taxation activities that are designed to maximize the amount of revenue available for collection by the County and its member municipalities (Making the best decisions)
- To protect the assessment base from unnecessary losses (Making the best decisions)
- Provide a means of effectively combating the need to increase the tax rate and cut primary services when additional revenue is required (Providing the highest level and best quality services)

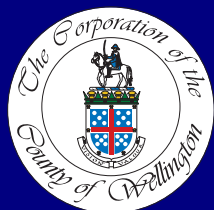
The Wellington County Cash and Investment Management Policy identifies the following goals and objectives:

- Adherence to statutory requirements under Ontario Regulation 438/97 or subsequent provincial regulations and County policy (Providing the highest level and best quality services)
- Preservation of capital in the overall portfolio though investment in minimum bond ratings of A or higher (S&P) (Making the best decisions)
- Maintenance of liquidity to meet cash flow requirements and minimize temporary borrowing (Making the best decisions)
- Diversification of the investment portfolio by maturity, issuer and class of security (Providing the highest level and best quality services)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
County Tax Levy (\$000's)	\$105,643	\$108,828	\$113,490
% of Property Taxes Paid by Residential Property Owners	77.5%	77.5%	77.5%
Supplementary/Omitted Taxes Received as a % of Tax Levy	2.38%	2.58%	1.76%
Value of Taxes Written-Off as a % of Tax Levy	0.62%	0.64%	0.88%
Property Assessment Services Cost (MPAC) as a % of Tax Levy	1.43%	1.40%	1.34%
OMPF Grant Funding Received as a % of Tax Levy	1.21%	1.00%	0.82%
Investment Interest Earned	\$3,219,082	\$2,837,000	\$3,200,000
Investment Portfolio Book Value (\$000's) at December 31	\$96,889	\$113,561	\$125,000
Investment Interest Earned as a % of Book Value	3.32%	2.50%	2.56%



COUNTY OF WELLINGTON

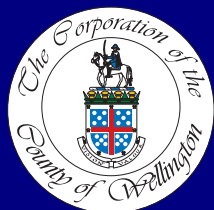
2022 OPERATING BUDGET

Programme/Service: General Revenue and Expenditures

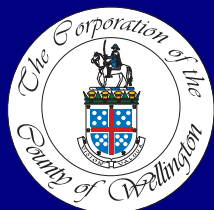
Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Property Taxation	\$108,992,052	\$107,834,900	\$112,549,147	\$111,160,900	\$116,401,800	\$5,240,900	4.7%
Grants & Subsidies	\$1,281,900	\$1,281,900	\$1,089,700	\$1,089,700	\$926,300	(\$163,400)	(15.0%)
Sales Revenue	\$13,955	\$18,800	\$11,025	\$19,200	\$19,600	\$400	2.1%
Other Revenue	\$3,428,112	\$2,744,000	\$3,774,284	\$2,837,000	\$4,775,000	\$1,938,000	68.3%
Internal Recoveries	\$35,053	\$42,500	\$28,289	\$42,500	\$35,000	(\$7,500)	(17.6%)
Total Revenue	\$113,751,072	\$111,922,100	\$117,452,445	\$115,149,300	\$122,157,700	\$7,008,400	6.1%
Expenditure							
Salaries, Wages and Benefits	\$60,174	\$ -	\$40,900	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$16,020	\$28,500	\$4,369	\$29,300	\$30,100	\$800	2.7%
Purchased Services	\$2,614,367	\$2,344,500	\$2,103,297	\$2,380,600	\$2,405,200	\$24,600	1.0%
Insurance & Financial	\$957,631	\$1,612,200	\$999,170	\$1,365,600	\$1,395,100	\$29,500	2.2%
Total Expenditure	\$3,648,192	\$3,985,200	\$3,147,736	\$3,775,500	\$3,830,400	\$54,900	1.5%
Net Operating Cost / (Revenue)	(\$110,102,880)	(\$107,936,900)	(\$114,304,709)	(\$111,373,800)	(\$118,327,300)	(\$6,953,500)	6.2%
Debt and Transfers							
Transfer from Reserve	(\$200,000)	(\$200,000)	(\$806,700)	(\$806,700)	(\$700,000)	\$106,700	(13.2%)
Transfers to Reserve	\$11,032,962	\$3,444,000	\$10,202,322	\$3,637,000	\$4,925,000	\$1,288,000	35.4%
Total Debt and Transfers	\$10,832,962	\$3,244,000	\$9,395,622	\$2,830,300	\$4,225,000	\$1,394,700	49.3%
NET COST / (REVENUE)	(\$99,269,918)	(\$104,692,900)	(\$104,909,087)	(\$108,543,500)	(\$114,102,300)	(\$5,558,800)	5.1%

**COUNTY OF WELLINGTON****2022 –2031 OPERATING BUDGET****Programme/Service:** General Revenue and Expenditures**Department:** Administered by Treasury**Governance:** Administration, Finance and Human Resources Committee

	Projected				
	2022	2023	2024	2025	2026
REVENUE					
Grants & Subsidies	\$926,300	\$694,700	\$463,100	\$231,500	
Sales Revenue	\$19,600	\$20,000	\$20,400	\$20,800	\$21,200
Other Revenue	\$4,775,000	\$3,300,000	\$3,405,000	\$3,515,000	\$3,630,000
Internal Recoveries	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
PIIs and Supplementary Taxes	\$116,401,800	\$121,927,700	\$128,009,100	\$133,781,000	\$140,315,900
Total Revenue	\$122,157,700	\$125,977,400	\$131,932,600	\$137,583,300	\$144,002,100
EXPENDITURES					
Supplies, Material & Equipment	\$30,100	\$30,900	\$31,700	\$32,600	\$33,500
Purchased Services	\$2,405,200	\$2,481,500	\$2,556,400	\$2,633,800	\$2,713,500
Insurance & Financial	\$1,395,100	\$1,433,200	\$1,458,300	\$1,484,600	\$1,513,900
Total Expenditures	\$3,830,400	\$3,945,600	\$4,046,400	\$4,151,000	\$4,260,900
Net Operating Cost / (Revenue)	(\$118,327,300)	(\$122,031,800)	(\$127,886,200)	(\$133,432,300)	(\$139,741,200)
DEBT AND TRANSFERS					
Transfer from Reserves	(\$700,000)	(\$500,000)	(\$600,000)	(\$900,000)	(\$1,000,000)
Transfer to Reserves	\$4,925,000	\$3,300,000	\$3,405,000	\$3,515,000	\$3,630,000
Total Debt and Transfers	\$4,225,000	\$2,800,000	\$2,805,000	\$2,615,000	\$2,630,000
TAX LEVY REQUIREMENT					
yr/yr % change	5.1%	4.5%	4.9%	4.6%	4.8%

**COUNTY OF WELLINGTON****2022 –2031 OPERATING BUDGET****Programme/Service: General Revenue and Expenditures****Department: Administered by Treasury****Governance: Administration, Finance and Human Resources Committee**

	Projected				
	2027	2028	2029	2030	2031
REVENUE					
Grants & Subsidies					
Sales Revenue	\$21,200	\$21,800	\$22,500	\$23,200	\$23,700
Other Revenue	\$3,750,000	\$3,750,000	\$3,750,000	\$3,750,000	\$3,750,000
Internal Recoveries	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
PIls and Supplementary Taxes	\$146,822,400	\$153,979,400	\$161,291,700	\$168,442,400	\$175,463,600
Total Revenue	\$150,628,600	\$157,786,200	\$165,099,200	\$172,250,600	\$179,272,300
EXPENDITURES					
Supplies, Material & Equipment	\$34,400	\$35,700	\$36,600	\$37,700	\$38,500
Purchased Services	\$2,796,000	\$2,880,400	\$2,969,500	\$3,060,900	\$3,122,900
Insurance & Financial	\$1,545,300	\$1,581,800	\$1,620,600	\$1,661,500	\$1,702,900
Total Expenditures	\$4,375,700	\$4,497,900	\$4,626,700	\$4,760,100	\$4,864,300
Net Operating Cost / (Revenue)	(\$146,252,900)	(\$153,288,300)	(\$160,472,500)	(\$167,490,500)	(\$174,408,000)
DEBT AND TRANSFERS					
Transfer from Reserves	(\$300,000)		(\$300,000)	(\$200,000)	
Transfer to Reserves	\$3,750,000	\$3,750,000	\$3,750,000	\$3,750,000	\$3,750,000
Total Debt and Transfers	\$3,450,000	\$3,750,000	\$3,450,000	\$3,550,000	\$3,750,000
TAX LEVY REQUIREMENT	(\$142,802,900)	(\$149,538,300)	(\$157,022,500)	(\$163,940,500)	(\$170,658,000)
yr/yr % change	4.2%	4.7%	5.0%	4.4%	4.1%



Programme Overview

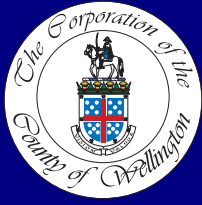
Programme/Service:	County Council
Department:	Administered by the Chief Administrative Officer
Governance:	Administration, Finance and Human Resources Committee

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.

2022 Budget Highlights

- The 2022 budget provides for the salaries and benefits for Council members and various Council and Committee expenses. Council has one capital project in 2022 to complete the installation of a sound system in council chambers.



COUNTY OF WELLINGTON

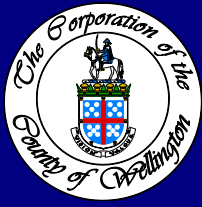
2022 OPERATING BUDGET

Programme/Service: County Council

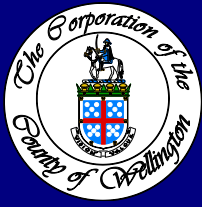
Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	\$945,964	\$973,000	\$994,039	\$972,200	\$996,800	\$24,600	2.5%
Supplies, Material & Equipment	\$31,685	\$56,000	\$22,850	\$56,000	\$74,800	\$18,800	33.6%
Purchased Services	\$121,675	\$232,800	\$131,349	\$232,800	\$232,800	\$ -	-
Insurance & Financial	\$11,276	\$10,700	\$11,083	\$10,100	\$10,700	\$600	5.9%
Total Expenditure	\$1,110,600	\$1,272,500	\$1,159,321	\$1,271,100	\$1,315,100	\$44,000	3.5%
Net Operating Cost / (Revenue)	\$1,110,600	\$1,272,500	\$1,159,321	\$1,271,100	\$1,315,100	\$44,000	3.5%
Debt and Transfers							
NET COST / (REVENUE)	\$1,110,600	\$1,272,500	\$1,159,321	\$1,271,100	\$1,315,100	\$44,000	3.5%

**COUNTY OF WELLINGTON****2022 –2031 OPERATING BUDGET****Programme/Service:** County Council**Department:** Administered by the Chief Administrative Officer**Governance:** Administration, Finance and Human Resources Committee

	Projected				
	2022	2023	2024	2025	2026
EXPENDITURES					
Salaries, Wages and Benefits	\$996,800	\$1,020,300	\$1,045,100	\$1,072,900	\$1,104,000
Supplies, Material & Equipment	\$74,800	\$57,800	\$59,600	\$61,500	\$88,700
Purchased Services	\$232,800	\$240,300	\$248,000	\$255,900	\$264,100
Insurance & Financial	\$10,700	\$11,200	\$11,700	\$12,200	\$12,700
Total Expenditures	\$1,315,100	\$1,329,600	\$1,364,400	\$1,402,500	\$1,469,500
Net Operating Cost / (Revenue)	\$1,315,100	\$1,329,600	\$1,364,400	\$1,402,500	\$1,469,500
TAX LEVY REQUIREMENT					
yr/yr % change	3.5%	1.1%	2.6%	2.8%	4.8%

**COUNTY OF WELLINGTON****2022 –2031 OPERATING BUDGET****Programme/Service:** County Council**Department:** Administered by the Chief Administrative Officer**Governance:** Administration, Finance and Human Resources Committee

	Projected				
	2027	2028	2029	2030	2031
EXPENDITURES					
Salaries, Wages and Benefits	\$1,138,300	\$1,173,800	\$1,211,500	\$1,248,100	\$1,287,100
Supplies, Material & Equipment	\$65,500	\$67,700	\$69,900	\$98,000	\$73,400
Purchased Services	\$272,400	\$280,900	\$289,300	\$298,400	\$304,500
Insurance & Financial	\$13,200	\$13,800	\$14,400	\$15,000	\$15,700
Total Expenditures	\$1,489,400	\$1,536,200	\$1,585,100	\$1,659,500	\$1,680,700
Net Operating Cost / (Revenue)	\$1,489,400	\$1,536,200	\$1,585,100	\$1,659,500	\$1,680,700
TAX LEVY REQUIREMENT	\$1,489,400	\$1,536,200	\$1,585,100	\$1,659,500	\$1,680,700
yr/yr % change	1.4%	3.1%	3.2%	4.7%	1.3%



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

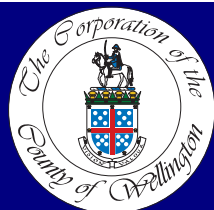
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- 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

2022 Budget Highlights

- New staffing includes a System Administrator, Supervisor IT Infrastructure and Information Management Analyst to meet modernization initiatives driven by provincial grants. Additionally a new Communications officer is being added to meet the needs brought on by new County initiatives
- One time expense of \$105,000 in 2022 to complete next steps in the IT service review conducted in co-operation with 6 of 7 local municipalities
- The 2022-31 capital forecast includes lifecycle replacement activities and new initiatives for technical services, application services and information management. In 2022 application services budget includes initiatives which provide efficiencies in current corporate practices through the implementation of a new Human Resources Information System, the JD Edwards Visa / Expense Management Module and Microsoft Office 365.

Staff Complement (Full time equivalents)	2021	2022
CAO	1.0	1.0
Clerk's Office	6.7	7.4
Corporate Communications	5.3	6.2
Information Technology	22.0	23.7
Total	35.0	38.3
Current employee count: 34		



Performance Measures

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

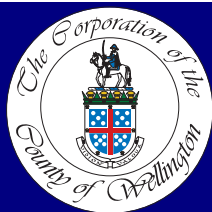
The goals and objectives for the Office of the CAO and Clerk are broad and cover several services at the County, including information management, corporate communications, and information technology:

- Provide leadership and management of the municipality and ensure programmes and services are delivered efficiently and effectively. **(Providing the highest level and best quality services)**
- Ensure policies and directions of Council are implemented and advises and informs Council on the operation and affairs of the municipality. **(Making the best decisions)**
- Provide legislative, procedural, and administrative support to matters and decisions of Council. **(Making the best decisions)**
- Ensure the statutory requirements of the Municipal Act are met. **(Making the best decisions)**
- Serve as the lead contact for county councillors, members of the public, other government offices when dealing with Committee and Council issues. **(People as the main priority of Wellington County)**
- Provide assistance in coordinating inter-departmental issues/projects. **(Making the best decisions)**
- Coordinate the technology, communication systems, electronic service delivery, network development, and monitoring across the Corporation to ensure the optimal performance, development, and maintenance of system applications. **(Providing the highest level and best quality services)**
- Promote the many ways Wellington County is a great place to live, work, and visit, by designing quality publications, facilitating media relations, assisting with special events and community outreach, and ensuring communications are accessible. **(People as the main priority of Wellington County)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
# of meeting hours- all bodies supported by the County Clerk	163.5	190	200
# of agreements/documents executed	245	250	250
# of Freedom of Information requests	18	13	15
# of total visitors to wellington.ca	526,225	535,178	609,176
# of total page views on wellington.ca	2,469,638	2,631,397	2,911,988
# of online submissions	13,796	74,535	68,767
# of privacy impact statements completed	12	14	16
# of user accounts to manage (reflects support load)	990	1,146	1,300
# of helpdesk requests	5,464	5,463	5,500
# of devices managed by IT (laptops, desktops, phones and tablets)	1,166	1,287	1,380



Performance Measures

Programme/Service: Communications Division

Department: Office of the CAO

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

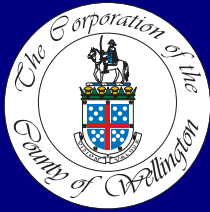
The Communications Division is responsible for overseeing all County of Wellington brand and style standards, media relations, graphic design, communications strategies, and public engagement.

- Develop strategic and accessible marketing campaigns for all departments that educate residents and promote County programmes, services, events, and initiatives. **(Providing the highest level and best quality services)**
- Continuously adopt new communication methods and techniques to meet the changing demands of our residents. The COVID-19 pandemic increased the demand for virtual and online communication. **(Providing the highest level and best quality services)**
- Engage with external audiences using a combination of modern and traditional communication methods to ensure information is disseminated effectively across all demographics in the County. **(People as the main priority)**
- Collaborate with community partners and local agencies to provide comprehensive and inclusive programmes and services. For example, the Communications division has worked closely with Canadian Mental Health Association of Waterloo-Wellington since 2018 to develop strategies for the annual Here4Hope campaign and “Wellness at the County” Employee Wellness Programme. **(People as the main priority; Providing the highest level and best quality services)**
- Assess and evaluate the results of County communication efforts. Provide communication metrics for all departments to assist with future decision making, grant applications, budgeting, and reporting requirements. **(Making the best decisions)**
- Support the County’s COVID-19 pandemic emergency response. Provide County staff and residents with access to current and reliable information and resources. **(Making the best decisions; People as the main priority)**

Performance Measures

In order to progress toward accomplishing the County’s Strategic Action Plan and the Programme’s goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
# of Graphic Design Projects (County & External)	421	678	780
# of Media Releases	75	52	50
# of Radio Plays – Regular Subscription	2,060	5,438	5,438
# of Newspaper Ads (52 County pages & Print Ads)	145	161	150
Total # of Social Media Followers	10,664	12,933	14,102
# of Posts - Facebook Organic Content	992	1,147	1,243
# of Users who saw content - Facebook Organic Reach	1,971,749	1,660,397	1,500,000
# of Interactions with post - Facebook Engagement	173,734	109,360	90,000
# of Posts - Twitter Organic Content	819	1,142	1,200
# of Reporting Metrics created for Departments	35	45	55



COUNTY OF WELLINGTON

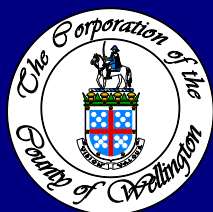
2022 OPERATING BUDGET

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
User Fees & Charges	\$359	\$600	\$151	\$600	\$600	\$ -	-
Sales Revenue	\$7,671	\$20,000	\$15,907	\$20,000	\$20,000	\$ -	-
Other Revenue	\$25,800	\$25,800	\$22,109	\$22,000	\$24,200	\$2,200	10.0%
Internal Recoveries	\$1,793,300	\$1,793,300	\$1,605,800	\$1,605,800	\$1,585,700	(\$20,100)	(1.3%)
Total Revenue	\$1,827,130	\$1,839,700	\$1,643,967	\$1,648,400	\$1,630,500	(\$17,900)	(1.1%)
Expenditure							
Salaries, Wages and Benefits	\$3,840,020	\$3,937,000	\$3,987,649	\$4,028,000	\$4,540,200	\$512,200	12.7%
Supplies, Material & Equipment	\$214,480	\$183,400	\$157,334	\$194,900	\$170,300	(\$24,600)	(12.6%)
Purchased Services	\$1,107,632	\$1,340,100	\$1,227,878	\$1,543,300	\$1,880,700	\$337,400	21.9%
Insurance & Financial	\$120,629	\$115,400	\$137,279	\$123,200	\$142,000	\$18,800	15.3%
Internal Charges	\$501	\$2,100	\$1,743	\$2,100	\$2,100	\$ -	-
Total Expenditure	\$5,283,262	\$5,578,000	\$5,511,883	\$5,891,500	\$6,735,300	\$843,800	14.3%
Net Operating Cost / (Revenue)	\$3,456,132	\$3,738,300	\$3,867,916	\$4,243,100	\$5,104,800	\$861,700	20.3%
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	(\$105,000)	(\$105,000)	-
Transfer to Capital	\$262,000	\$262,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$300,000	\$300,000	\$450,000	\$150,000	50.0%
Total Debt and Transfers	\$262,000	\$262,000	\$300,000	\$300,000	\$345,000	\$45,000	15.0%
NET COST / (REVENUE)	\$3,718,132	\$4,000,300	\$4,167,916	\$4,543,100	\$5,449,800	\$906,700	20.0%



COUNTY OF WELLINGTON

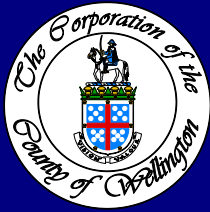
2022 –2031 OPERATING BUDGET

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2022	2023	Projected 2024	2025	2026
REVENUE					
User Fees & Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Other Revenue	\$24,200	\$24,900	\$25,600	\$26,300	\$27,000
Internal Recoveries	\$1,585,700	\$1,633,300	\$1,682,300	\$1,732,800	\$1,784,800
Total Revenue	\$1,630,500	\$1,678,800	\$1,728,500	\$1,779,700	\$1,832,400
EXPENDITURES					
Salaries, Wages and Benefits	\$4,540,200	\$4,943,200	\$5,142,300	\$5,330,800	\$5,539,100
Supplies, Material & Equipment	\$170,300	\$156,000	\$165,100	\$174,700	\$197,300
Purchased Services	\$1,880,700	\$1,836,900	\$1,878,400	\$1,921,200	\$1,965,300
Insurance & Financial	\$142,000	\$158,200	\$167,800	\$177,400	\$188,300
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Total Expenditures	\$6,735,300	\$7,096,400	\$7,355,700	\$7,606,200	\$7,892,100
Net Operating Cost / (Revenue)	\$5,104,800	\$5,417,600	\$5,627,200	\$5,826,500	\$6,059,700
DEBT AND TRANSFERS					
Transfer from Reserves	(\$105,000)				
Transfer to Reserves	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Total Debt and Transfers	\$345,000	\$450,000	\$450,000	\$450,000	\$450,000
TAX LEVY REQUIREMENT	\$5,449,800	\$5,867,600	\$6,077,200	\$6,276,500	\$6,509,700
yr/yr % change	20.0%	7.7%	3.6%	3.3%	3.7%



COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2027	2028	Projected 2029	2030	2031
REVENUE					
User Fees & Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Other Revenue	\$27,700	\$28,500	\$29,300	\$30,100	\$30,900
Internal Recoveries	\$1,838,200	\$1,893,300	\$1,950,200	\$2,008,700	\$2,069,000
Total Revenue	\$1,886,500	\$1,942,400	\$2,000,100	\$2,059,400	\$2,120,500
EXPENDITURES					
Salaries, Wages and Benefits	\$5,734,400	\$5,928,600	\$6,126,900	\$6,333,400	\$6,543,500
Supplies, Material & Equipment	\$194,200	\$202,100	\$209,100	\$215,800	\$220,500
Purchased Services	\$2,010,300	\$2,060,700	\$2,108,500	\$2,159,900	\$2,199,300
Insurance & Financial	\$200,000	\$212,000	\$225,000	\$238,400	\$252,800
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Total Expenditures	\$8,141,000	\$8,405,500	\$8,671,600	\$8,949,600	\$9,218,200
Net Operating Cost / (Revenue)	\$6,254,500	\$6,463,100	\$6,671,500	\$6,890,200	\$7,097,700
DEBT AND TRANSFERS					
Transfer from Reserves					
Transfer to Reserves	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Total Debt and Transfers	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
TAX LEVY REQUIREMENT					
yr/yr % change	3.0%	3.1%	3.0%	3.1%	2.8%



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service: Information Technology

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2022	2023	2024	2025	2026	5 Year Total
Technical Services						
2021 Main Core Switches	\$30,000					\$30,000
A/C Cooling 138 Wyndham St	\$80,000					\$80,000
Advanced Malware Security						
Archive Storage Replacement		\$41,000		\$44,000		\$85,000
Back up Server Replacement	\$35,000					\$35,000
Desktop Modernization	\$85,000					\$85,000
Disaster Recovery A/C Replacement		\$52,000				\$52,000
Disaster Recovery UPS Replacement				\$55,000		\$55,000
Fire Suppression Data Centre	\$15,000					\$15,000
Firewall and VPN Replacement						
IT Van Replacement				\$62,000		\$62,000
Main Core Switches						
Network Equipment UPS Replacement						
Network Replacement		\$114,000	\$118,000			\$232,000
Phone Gateway Replacement			\$96,000			\$96,000
Phone Set Replacement				\$222,000		\$222,000
Point to Point Radios Guelph				\$39,000		\$39,000
Server Expansion			\$54,000			\$54,000
Server Replacement	\$60,000	\$114,000	\$118,000			\$292,000
Storage Expansion			\$43,000			\$43,000
Storage Replacement		\$207,000	\$214,000			\$421,000
UPS Data Centre 138 Wyndham St					\$92,000	\$92,000
Wifi Unit Replacement					\$115,000	\$115,000
Total Technical Services	\$305,000	\$528,000	\$643,000	\$422,000	\$207,000	\$2,105,000
Application Services						
Future Application System Enhancements		\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
HR Information Management Syst	\$225,000					\$225,000
JDE: Visa / Expense Management	\$75,000					\$75,000
Microsoft Office 365	\$450,000					\$450,000
Total Application Services	\$750,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,550,000
Information Management						
County Website Upgrade		\$70,000				\$70,000
Intranet Upgrade			\$74,000			\$74,000
Total Information Management		\$70,000	\$74,000			\$144,000
Total	\$1,055,000	\$798,000	\$917,000	\$622,000	\$407,000	\$3,799,000
Sources of Financing						
Recoveries	\$216,000	\$121,000	\$145,000	\$73,000	\$42,000	\$597,000
Subsidies	\$146,000					\$146,000
Reserves	\$693,000	\$677,000	\$772,000	\$549,000	\$365,000	\$3,056,000
Total Financing	\$1,055,000	\$798,000	\$917,000	\$622,000	\$407,000	\$3,799,000



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service:

Information Technology

Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2027	2028	2029	2030	2031	10 Year Total
Technical Services						
2021 Main Core Switches						\$30,000
A/C Cooling 138 Wyndham St						\$80,000
Advanced Malware Security	\$59,000					\$59,000
Archive Storage Replacement		\$55,000		\$59,000		\$199,000
Back up Server Replacement	\$48,000					\$83,000
Desktop Modernization						\$85,000
Disaster Recovery A/C Replacement						\$52,000
Disaster Recovery UPS Replacement				\$66,000		\$121,000
Fire Suppression Data Centre						\$15,000
Firewall and VPN Replacement	\$95,000					\$95,000
IT Van Replacement				\$74,000		\$136,000
Main Core Switches		\$166,000	\$45,000			\$211,000
Network Equipment UPS Replacement	\$59,000					\$59,000
Network Replacement	\$119,000			\$158,000	\$164,000	\$673,000
Phone Gateway Replacement						\$96,000
Phone Set Replacement						\$222,000
Point to Point Radios Guelph				\$53,000		\$92,000
Server Expansion						\$54,000
Server Replacement	\$83,000	\$141,000	\$146,000			\$662,000
Storage Expansion						\$43,000
Storage Replacement		\$295,000	\$305,000			\$1,021,000
UPS Data Centre 138 Wyndham St						\$92,000
Wifi Unit Replacement					\$136,000	\$251,000
Total Technical Services	\$463,000	\$657,000	\$496,000	\$410,000	\$300,000	\$4,431,000
Application Services						
Future Application System Enhancements	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,800,000
HR Information Management Syst						\$225,000
JDE: Visa / Expense Management						\$75,000
Microsoft Office 365						\$450,000
Total Application Services	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,550,000
Information Management						
County Website Upgrade		\$82,000				\$152,000
Intranet Upgrade				\$92,000		\$166,000
Total Information Management		\$82,000		\$92,000		\$318,000
Total	\$663,000	\$939,000	\$696,000	\$702,000	\$500,000	\$7,299,000
Sources of Financing						
Recoveries	\$94,000	\$150,000	\$101,000	\$87,000	\$60,000	\$1,089,000
Reserves	\$569,000	\$789,000	\$595,000	\$615,000	\$440,000	\$6,064,000
Subsidies						\$146,000
Total Financing	\$663,000	\$939,000	\$696,000	\$702,000	\$500,000	\$7,299,000



Programme Overview

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

Programme Description

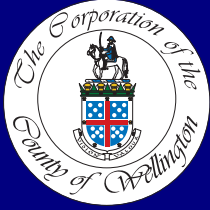
The Treasury Department is responsible for the prudent management of the financial resources of the Corporation. Our role is to:

- 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.

2022 Budget Highlights

- 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
- A new Development Charge Background Study is scheduled for completion in 2022
- The Asset Management GIS Analyst two-year contract has been moved to permanent status, the majority of this position (\$80,000) will be funded from the remaining provincial modernization grant.
- The addition of a Budget and Accounting Coordinator is included in the forecast in 2023
- Transfer from reserves shows a reduction of \$93,600 in 2022. The modernization grant utilized to expand Asset Management activities in the County is being phased out over 2022-23.

Staff Complement (Full time equivalents)	2021	2022
Financial Services	11.9	11.9
Asset Management	4.0	4.0
Purchasing and Risk Management	2.3	2.3
Total	18.2	18.2
Current employee count: 22		
The current employee count includes three Treasury staff members working in Social Services and Long-Term Care.		



Performance Measures

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

Programme Goals and Objectives

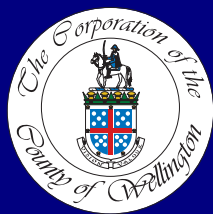
The following goals and objectives have been adapted from the Financial Principles developed for the County of Wellington Long-Term Financial Sustainability Strategy:

- Ensure the long-term financial health of the County. **(Making the best decisions)**
- Provide predictable infrastructure investment to ensure there is no unplanned reduction in service levels or deterioration to infrastructure. **(Planning for and providing the best physical infrastructure)**
- The ability to issue debt responsibly without impacting the County's credit rating or ability to generate required revenues. **(Making the best decisions)**
- Guide the strategic use of reserves and reserve funds. **(Making the best decisions)**
- Achieve reasonable and responsible property tax rates to ensure that the County Council's highest priority programmes are maintained. **(People as the main priority of Wellington County)**
- Deliver value for money by continuously seeking efficient and quality improvements in the way services are managed and delivered. **(Providing the highest level and best quality services)**
- Determine appropriate funding for services. **(Making the best decisions)**
- Diversify the County's economy and enhance its assessment base. **(Providing the highest level and best quality services)**
- Protect and preserve intergenerational equity by establishing fair sharing in the distribution of resources and obligations between current and future taxpayers. **(People as the main priority of Wellington County)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Credit rating of the County	AA+	AA+	AA+
Debt Outstanding to Reserve Ratio	33%	27%	30%
Debt Outstanding as a % of Adjusted Operating Revenue	16%	16%	15%
Debt Interest as a % of Adjusted Operating Revenue	1.0%	0.6%	0.5%
Reserve and Reserve Funds as % of Tax Levy	98%	109%	102%
# of Parking Tickets issued	1,396	3,221	3,000
# of False Alarms billed	189	272	220
Number of tenders completed	40	40	40



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	2020		2021			\$ Change	% Change
	2020	2020	Preliminary	2021	2022		
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
Other Revenue	\$783	\$700	\$1,816	\$1,700	\$1,800	\$100	5.9%
Internal Recoveries	\$576,100	\$576,100	\$561,000	\$561,000	\$581,200	\$20,200	3.6%
Total Revenue	\$576,883	\$576,800	\$562,816	\$562,700	\$583,000	\$20,300	3.6%
Expenditure							
Salaries, Wages and Benefits	\$1,864,306	\$2,108,700	\$2,063,599	\$2,077,600	\$2,199,300	\$121,700	5.9%
Supplies, Material & Equipment	\$72,106	\$44,100	\$43,198	\$51,600	\$50,500	(\$1,100)	(2.1%)
Purchased Services	\$284,623	\$487,000	\$424,599	\$565,700	\$538,000	(\$27,700)	(4.9%)
Transfer Payments	\$ -	\$100,000	\$ -	\$ -	\$ -	\$ -	-
Insurance & Financial	\$97,673	\$199,300	\$103,005	\$207,300	\$205,800	(\$1,500)	(0.7%)
Internal Charges	\$1,349	\$3,000	\$1,202	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$2,320,057	\$2,942,100	\$2,635,603	\$2,905,200	\$2,996,600	\$91,400	3.1%
Net Operating Cost / (Revenue)	\$1,743,174	\$2,365,300	\$2,072,787	\$2,342,500	\$2,413,600	\$71,100	3.0%
Debt and Transfers							
Transfer from Reserve	(\$186,711)	(\$582,100)	(\$224,121)	(\$401,800)	(\$308,200)	\$93,600	(23.3%)
Transfers to Reserve	\$150,000	\$150,000	\$175,000	\$175,000	\$175,000	\$ -	-
Total Debt and Transfers	(\$36,711)	(\$432,100)	(\$49,121)	(\$226,800)	(\$133,200)	\$93,600	(41.3%)
NET COST / (REVENUE)	\$1,706,463	\$1,933,200	\$2,023,666	\$2,115,700	\$2,280,400	\$164,700	7.8%



COUNTY OF WELLINGTON

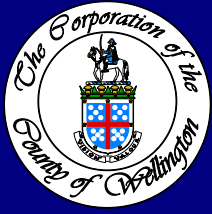
2022 –2031 OPERATING BUDGET

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	Projected				
	2022	2023	2024	2025	2026
REVENUE					
Other Revenue	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Internal Recoveries	\$581,200	\$598,600	\$616,600	\$635,200	\$654,200
Total Revenue	\$583,000	\$600,400	\$618,400	\$637,000	\$656,000
EXPENDITURES					
Salaries, Wages and Benefits	\$2,199,300	\$2,391,400	\$2,520,900	\$2,623,500	\$2,729,100
Supplies, Material & Equipment	\$50,500	\$51,400	\$52,300	\$53,200	\$54,100
Purchased Services	\$538,000	\$492,800	\$503,800	\$514,900	\$576,500
Insurance & Financial	\$205,800	\$212,300	\$217,500	\$222,100	\$226,800
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$2,996,600	\$3,150,900	\$3,297,500	\$3,416,700	\$3,589,500
Net Operating Cost / (Revenue)	\$2,413,600	\$2,550,500	\$2,679,100	\$2,779,700	\$2,933,500
DEBT AND TRANSFERS					
Transfer from Reserves	(\$308,200)	(\$186,800)	(\$190,000)	(\$192,800)	(\$241,600)
Transfer to Reserves	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Total Debt and Transfers	(\$133,200)	(\$11,800)	(\$15,000)	(\$17,800)	(\$66,600)
TAX LEVY REQUIREMENT					
yr/yr % change	7.8%	11.3%	4.9%	3.7%	3.8%



COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	Projected				
	2027	2028	2029	2030	2031
REVENUE					
Other Revenue	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Internal Recoveries	\$673,900	\$694,200	\$715,000	\$736,400	\$758,500
Total Revenue	\$675,700	\$696,000	\$716,800	\$738,200	\$760,300
EXPENDITURES					
Salaries, Wages and Benefits	\$2,825,600	\$2,922,500	\$3,021,200	\$3,124,300	\$3,228,800
Supplies, Material & Equipment	\$55,000	\$55,900	\$57,400	\$58,700	\$59,400
Purchased Services	\$588,300	\$551,000	\$564,200	\$580,300	\$592,400
Insurance & Financial	\$231,600	\$236,500	\$241,500	\$245,700	\$249,500
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$3,703,500	\$3,768,900	\$3,887,300	\$4,012,000	\$4,133,100
Net Operating Cost / (Revenue)	\$3,027,800	\$3,072,900	\$3,170,500	\$3,273,800	\$3,372,800
DEBT AND TRANSFERS					
Transfer from Reserves	(\$244,900)	(\$203,400)	(\$207,100)	(\$209,900)	(\$212,000)
Transfer to Reserves	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Total Debt and Transfers	(\$69,900)	(\$28,400)	(\$32,100)	(\$34,900)	(\$37,000)
TAX LEVY REQUIREMENT					
	\$2,957,900	\$3,044,500	\$3,138,400	\$3,238,900	\$3,335,800
yr/yr % change	3.2%	2.9%	3.1%	3.2%	3.0%



Programme Overview

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

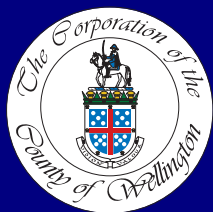
Programme Description

- 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

2022 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
- Funding for a three-year extension to the partnership with the Canadian Mental Health Association (CMHA) of Waterloo-Wellington to support employee wellness programmes and to support promoting life and preventing suicide in Wellington
- New Human Resources Information System partially offset by modernization grant funding
- The addition of a Disability Management Coordinator position to address increasing disability claims and mental health initiatives

Staff Complement (Full time equivalents)	2021	2022
Human Resources	10.3	10.3
Health and Safety	1.0	1.8
Accessibility Advisory Committee	1.0	1.0
Total	12.3	13.1
Current employee count: 16		
The Current employee count includes three HR staff members working at Wellington Terrace and partially budgeted in HR		



Performance Measures

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

The Human Resource Department strives to protect the County from employment liability and litigation, works to enable growth through employee management including recruitment, retention of top talent, professional development, work-life balance and wellness, delivery of employee-valued HR programmes and services and development of an inclusive and positive work environment.

The payroll division within Human Resources strives to provide processes and a framework for paying employees fairly, accurately and on time.

- Optimize recruitment efforts and continue to be an Employer of Choice. **(Providing the highest level and best quality services)**
- Creating opportunities to build openness, inclusion and enhance the understanding of diversity and cultural competency into the County's corporate culture. **(People as the main priority of Wellington County)**
- Develop succession planning and the engagement of young professionals. **(Providing the highest level and best quality services)**
- Ensure a safe workplace environment and reduce workplace injuries. **(People as the main priority of Wellington County)**
- Improved accuracy in payroll through well-written payroll documentation and multiple verification steps. **(Providing the highest level and best quality services)**

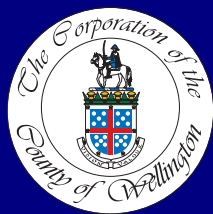
Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Number of Workplace Safety and Insurance Board (WSIB) approved claims for workplace injuries.	20	21	19
Number of staff that participated in training sessions offered through Be Well initiative and Canadian Mental Health Association (CMHA).	363	95*	200
Number of T4 discrepancies identified by Canada Revenue Agency (CRA) PIER Review.	3	2**	0
Number of students hired (Co-op and Summer).	15*	70	70

* Affected by COVID-19 Pandemic

** Projected



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$ -	\$ -	\$ -	\$ -	\$65,000	\$65,000	-
Other Revenue	\$26,400	\$26,400	\$26,800	\$26,800	\$25,200	(\$1,600)	(6.0%)
Internal Recoveries	\$896,600	\$896,600	\$944,000	\$944,000	\$996,200	\$52,200	5.5%
Total Revenue	\$923,000	\$923,000	\$970,800	\$970,800	\$1,086,400	\$115,600	11.9%
Expenditure							
Salaries, Wages and Benefits	\$1,596,748	\$1,388,700	\$1,433,133	\$1,447,100	\$1,618,700	\$171,600	11.9%
Supplies, Material & Equipment	\$77,666	\$133,700	\$80,889	\$156,100	\$146,500	(\$9,600)	(6.1%)
Purchased Services	\$486,443	\$666,600	\$517,838	\$678,500	\$750,800	\$72,300	10.7%
Transfer Payments	\$83,063	\$90,000	\$88,395	\$90,000	\$95,000	\$5,000	5.6%
Insurance & Financial	\$276,106	\$276,100	\$292,043	\$283,300	\$308,400	\$25,100	8.9%
Internal Charges	\$1,336	\$1,500	\$1,139	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$2,521,362	\$2,556,600	\$2,413,437	\$2,656,500	\$2,920,900	\$264,400	10.0%
Net Operating Cost / (Revenue)	\$1,598,362	\$1,633,600	\$1,442,637	\$1,685,700	\$1,834,500	\$148,800	8.8%
Debt and Transfers							
Transfer from Reserve	(\$504,075)	(\$568,200)	(\$510,714)	(\$582,200)	(\$582,000)	\$200	(0.0%)
Transfers to Reserve	\$5,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	(\$499,075)	(\$568,200)	(\$510,714)	(\$582,200)	(\$582,000)	\$200	(0.0%)
NET COST / (REVENUE)	\$1,099,287	\$1,065,400	\$931,923	\$1,103,500	\$1,252,500	\$149,000	13.5%



COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2022	2023	Projected 2024	2025	2026
REVENUE					
Grants & Subsidies	\$65,000	\$61,500			
Other Revenue	\$25,200	\$26,000	\$26,800	\$27,600	\$28,400
Internal Recoveries	\$996,200	\$1,026,000	\$1,056,700	\$1,088,400	\$1,121,000
Total Revenue	\$1,086,400	\$1,113,500	\$1,083,500	\$1,116,000	\$1,149,400
EXPENDITURES					
Salaries, Wages and Benefits	\$1,618,700	\$1,729,600	\$1,793,400	\$1,850,500	\$1,915,400
Supplies, Material & Equipment	\$146,500	\$143,900	\$147,700	\$151,500	\$155,400
Purchased Services	\$750,800	\$736,600	\$753,000	\$731,500	\$702,400
Transfer Payments	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000
Insurance & Financial	\$308,400	\$325,200	\$341,100	\$357,200	\$373,400
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$2,920,900	\$3,031,800	\$3,131,700	\$3,187,200	\$3,243,100
Net Operating Cost / (Revenue)	\$1,834,500	\$1,918,300	\$2,048,200	\$2,071,200	\$2,093,700
DEBT AND TRANSFERS					
Transfer from Reserves	(\$582,000)	(\$588,300)	(\$617,200)	(\$647,300)	(\$679,300)
Total Debt and Transfers	(\$582,000)	(\$588,300)	(\$617,200)	(\$647,300)	(\$679,300)
TAX LEVY REQUIREMENT					
yr/yr % change	13.5%	6.2%	7.6%	(0.5%)	(0.7%)



COUNTY OF WELLINGTON

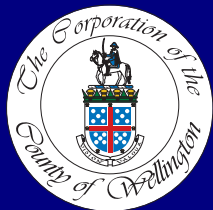
2022 –2031 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2027	2028	Projected 2029	2030	2031
REVENUE					
Grants & Subsidies					
Other Revenue	\$29,300	\$30,200	\$31,100	\$32,000	\$33,000
Internal Recoveries	\$1,154,700	\$1,189,400	\$1,225,100	\$1,261,900	\$1,299,800
Total Revenue	\$1,184,000	\$1,219,600	\$1,256,200	\$1,293,900	\$1,332,800
EXPENDITURES					
Salaries, Wages and Benefits	\$1,980,400	\$2,046,600	\$2,114,800	\$2,186,300	\$2,259,000
Supplies, Material & Equipment	\$159,400	\$163,300	\$167,200	\$171,600	\$174,500
Purchased Services	\$718,400	\$734,900	\$751,500	\$770,800	\$789,700
Transfer Payments	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000
Insurance & Financial	\$389,600	\$405,800	\$422,100	\$438,400	\$454,800
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$3,344,300	\$3,447,100	\$3,552,100	\$3,663,600	\$3,774,500
Net Operating Cost / (Revenue)	\$2,160,300	\$2,227,500	\$2,295,900	\$2,369,700	\$2,441,700
DEBT AND TRANSFERS					
Transfer from Reserves	(\$708,400)	(\$736,300)	(\$764,900)	(\$794,000)	(\$821,800)
Total Debt and Transfers	(\$708,400)	(\$736,300)	(\$764,900)	(\$794,000)	(\$821,800)
TAX LEVY REQUIREMENT					
yr/yr % change	2.7%	2.7%	2.7%	2.9%	2.8%



Programme Overview

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

Programme Description

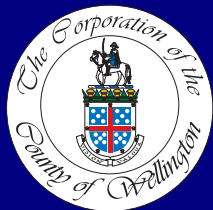
Maintenance, improvements and operations of County owned facilities including:

- 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

2022 Budget Highlights

- Staffing changes include:
 - Property Services Coordinator for Asset Management one-year contract ends in March
- 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)		
	2021	2022
Property Maintenance	7.3	6.9
Office Cleaning	6.5	6.5
Construction and Property Manager	1.0	1.0
Total	14.8	14.4
Current employee count: 20		



Performance Measures

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

The property maintenance area strives to minimize costs while simultaneously supporting an effective corporate maintenance system that meets compliance and safety standards, improves facility performance, lowers maintenance costs and expands the lifespan of facilities and equipment. The construction management area strives to successfully plan, coordinate, and supervise County construction projects from early development to completion; safely, on schedule and within budget.

- Building condition assessments (BCA's) are conducted regularly along with monthly inspections which are referenced to ensure all County facilities are maintained in excellent condition for the health and safety of our residents and that they are physically and functionally sound. **(Planning for and providing the best physical infrastructure)**
- All new County construction projects utilize both the Green Legacy Building Standards (GLBS) as well as the Facility Accessibility Design Manual (FADM). The GLBS meets the Emerald Level of Certification which is the County's highest building standard. The FADM currently provides a higher level of accessibility than current code requirements. **(Providing the highest level and best quality services)**
- Monthly Health and Safety inspections are conducted and all findings are prioritized and addressed accordingly. Regular compliance inspections and testing are conducted on systems (including but not limited to) HVAC systems & filters, fire extinguishers, sprinkler systems, and fire alarm panels. Daily sanitizing of all facilities has been added to housekeeping duties due to pandemic. **(People as the main priority of Wellington County)**
- Vendor performance reviews and quality assurance inspections are conducted to ensure best in service vendors are utilized and any necessary repairs identified are completed. **(Making the best decisions)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual	Actual	Projected
	2020	2021	2022
# of customer request forms handled*	961	835	1,100
Average condition of County facilities per BCA's**	Good	Good	Good
% New construction projects managed by Property Services completed on or under budget	100%	100%	100%

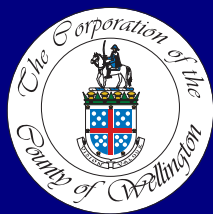
*Note: actual numbers are lower due to impact of COVID and working from home rather than in facilities.

**Ratings (per Stonewell Group BCA's)

Good - reasonable condition, not expected to require capital expenditures in the new future

Fair - deteriorating conditions, likely to become "poor" within a few years if not addressed

Poor - observable deterioration requiring immediate capital care



COUNTY OF WELLINGTON

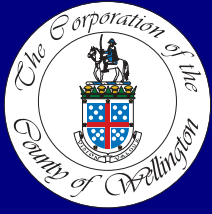
2022 OPERATING BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Licenses, Permits and Rents	\$1,250,935	\$1,207,300	\$1,306,746	\$1,242,700	\$1,245,800	\$3,100	0.2%
User Fees & Charges	\$161,247	\$155,000	\$160,585	\$158,000	\$158,000	\$ -	-
Other Revenue	\$27,100	\$22,300	\$31,243	\$27,500	\$34,100	\$6,600	24.0%
Internal Recoveries	\$683,648	\$701,200	\$779,400	\$828,300	\$855,500	\$27,200	3.3%
Total Revenue	\$2,122,930	\$2,085,800	\$2,277,974	\$2,256,500	\$2,293,400	\$36,900	1.6%
Expenditure							
Salaries, Wages and Benefits	\$1,043,001	\$1,061,200	\$1,240,792	\$1,231,100	\$1,212,400	(\$18,700)	(1.5%)
Supplies, Material & Equipment	\$187,947	\$199,500	\$278,639	\$217,500	\$223,800	\$6,300	2.9%
Purchased Services	\$827,343	\$862,100	\$924,255	\$955,800	\$965,400	\$9,600	1.0%
Transfer Payments	\$ -	\$ -	\$5,000	\$ -	\$ -	\$ -	-
Insurance & Financial	\$60,168	\$64,000	\$71,033	\$70,700	\$71,300	\$600	0.8%
Minor Capital Expenses	\$22,659	\$20,500	\$24,750	\$86,500	\$54,500	(\$32,000)	(37.0%)
Internal Charges	\$11,072	\$ -	\$7,458	\$ -	\$2,600	\$2,600	-
Total Expenditure	\$2,152,190	\$2,207,300	\$2,551,927	\$2,561,600	\$2,530,000	(\$31,600)	(1.2%)
Net Operating Cost / (Revenue)	\$29,260	\$121,500	\$273,953	\$305,100	\$236,600	(\$68,500)	(22.5%)
Debt and Transfers							
Debt Charges	\$289,659	\$291,700	\$289,974	\$292,100	\$291,300	(\$800)	(0.3%)
Transfer from Reserve	(\$3,714)	\$ -	(\$71,777)	(\$128,000)	(\$22,000)	\$106,000	(82.8%)
Transfers to Reserve	\$763,127	\$773,800	\$759,912	\$754,300	\$748,200	(\$6,100)	(0.8%)
Total Debt and Transfers	\$1,049,072	\$1,065,500	\$978,109	\$918,400	\$1,017,500	\$99,100	10.8%
NET COST / (REVENUE)	\$1,078,332	\$1,187,000	\$1,252,062	\$1,223,500	\$1,254,100	\$30,600	2.5%



COUNTY OF WELLINGTON

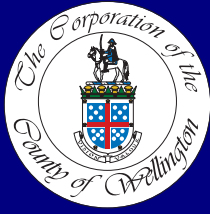
2022 –2031 OPERATING BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2022	2023	Projected 2024	2025	2026
REVENUE					
Licenses, Permits and Rents	\$1,245,800	\$1,244,100	\$1,242,500	\$1,249,300	\$1,244,800
User Fees & Charges	\$158,000	\$158,000	\$158,000	\$158,000	\$158,000
Other Revenue	\$34,100	\$35,000	\$35,900	\$36,800	\$37,700
Internal Recoveries	\$855,500	\$854,200	\$886,000	\$1,006,400	\$988,500
Total Revenue	\$2,293,400	\$2,291,300	\$2,322,400	\$2,450,500	\$2,429,000
EXPENDITURES					
Salaries, Wages and Benefits	\$1,212,400	\$1,267,300	\$1,306,800	\$1,348,200	\$1,391,300
Supplies, Material & Equipment	\$223,800	\$226,700	\$231,200	\$235,800	\$240,400
Purchased Services	\$965,400	\$988,700	\$1,023,300	\$1,062,600	\$1,103,300
Insurance & Financial	\$71,300	\$78,000	\$83,100	\$88,100	\$94,000
Minor Capital Expenses	\$54,500	\$21,000	\$25,500	\$117,000	\$72,000
Internal Charges	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600
Total Expenditures	\$2,530,000	\$2,584,300	\$2,672,500	\$2,854,300	\$2,903,600
Net Operating Cost / (Revenue)	\$236,600	\$293,000	\$350,100	\$403,800	\$474,600
DEBT AND TRANSFERS					
Debt Charges	\$291,300	\$291,200	\$291,900	\$189,000	\$188,300
Transfer from Reserves	(\$22,000)				
Transfer to Reserves	\$748,200	\$847,400	\$847,000	\$846,700	\$846,200
Total Debt and Transfers	\$1,017,500	\$1,138,600	\$1,138,900	\$1,035,700	\$1,034,500
TAX LEVY REQUIREMENT					
yr/yr % change	2.5%	14.2%	4.0%	(3.3%)	4.8%



COUNTY OF WELLINGTON

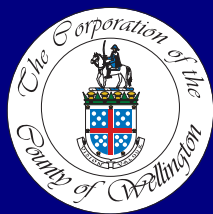
2022–2031 OPERATING BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2027	2028	Projected 2029	2030	2031
REVENUE					
Licenses, Permits and Rents	\$1,249,200	\$1,246,400	\$1,244,700	\$1,247,800	\$1,245,200
User Fees & Charges	\$158,000	\$158,000	\$158,000	\$158,000	\$158,000
Other Revenue	\$38,700	\$39,700	\$40,700	\$41,800	\$42,900
Internal Recoveries	\$1,084,900	\$1,020,300	\$1,019,500	\$1,098,000	\$1,068,700
Total Revenue	\$2,530,800	\$2,464,400	\$2,462,900	\$2,545,600	\$2,514,800
EXPENDITURES					
Salaries, Wages and Benefits	\$1,436,600	\$1,483,300	\$1,532,200	\$1,583,100	\$1,634,500
Supplies, Material & Equipment	\$245,100	\$250,300	\$255,700	\$261,400	\$265,700
Purchased Services	\$1,145,700	\$1,157,500	\$1,200,000	\$1,212,400	\$1,222,300
Insurance & Financial	\$100,400	\$106,900	\$113,900	\$121,900	\$129,800
Minor Capital Expenses	\$129,000	\$37,000		\$56,000	
Internal Charges	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600
Total Expenditures	\$3,059,400	\$3,037,600	\$3,104,400	\$3,237,400	\$3,254,900
Net Operating Cost / (Revenue)	\$528,600	\$573,200	\$641,500	\$691,800	\$740,100
DEBT AND TRANSFERS					
Debt Charges	\$188,400	\$739,600	\$2,093,700	\$2,094,000	\$2,094,100
Transfer from Reserves					
Transfer to Reserves	\$845,800	\$1,045,400	\$1,244,800	\$1,744,300	\$2,543,600
Total Debt and Transfers	\$1,034,200	\$1,785,000	\$3,338,500	\$3,838,300	\$4,637,700
TAX LEVY REQUIREMENT					
yr/yr % change	3.6%	50.9%	68.8%	13.8%	18.7%



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service:

Property Services

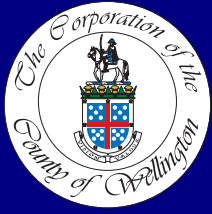
Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2022	2023	2024	2025	2026	5 Year Total
133 Wyndham Residential Kitchens & Bath						
21 Douglas: HVAC Pump Replacement				\$28,000		\$28,000
21 Douglas: Roofing						
25-27 Douglas: Windows	\$100,000					\$100,000
Admin Centre: Atrium Rehab	\$30,000					\$30,000
Admin Centre: Elevators						
Admin Centre: Expansion						
Admin Centre: Exterior Rehab						
Admin Centre: Fire Panel	\$25,000					\$25,000
Admin Centre: Hot Water Boiler	\$200,000					\$200,000
Admin Centre: Lighting Upgrade				\$44,000		\$44,000
Admin Centre: Pave Corner Lot		\$41,000				\$41,000
Admin Centre: Retaining Wall		\$31,000				\$31,000
Court House: Hot Water Boiler	\$375,000					\$375,000
Court House: HVAC Upgrades	\$45,000					\$45,000
Court House: Lighting Upgrade				\$44,000		\$44,000
Court House: Plumbing Fixtures	\$30,000					\$30,000
Courthouse: Common Space Wall Finishes			\$51,000			\$51,000
Courthouse: Flooring						
Courthouse: HVAC Equipment						
Courthouse: Interior Upgrade					\$94,000	\$94,000
Gaol: Elevator Modernization		\$104,000				\$104,000
Gaol: HVAC Equipment Replacements						
Gaol: HVAC Upgrades	\$25,000					\$25,000
Gaol: Lighting Upgrade						
Gaol: Security Replacement						
Gov Residence: Elevators						
Property Building Retrofits	\$135,000	\$100,000	\$100,000	\$100,000	\$100,000	\$535,000
Replace Maintenance Van EV				\$64,000		\$64,000
Replace Maintenance 1/2 Tonne Van		\$52,000				\$52,000
Replace Maintenance Pickup EV				\$64,000		\$64,000
Total	\$965,000	\$328,000	\$151,000	\$344,000	\$194,000	\$1,982,000
Sources of Financing						
Reserves	\$965,000	\$328,000	\$151,000	\$344,000	\$194,000	\$1,982,000
Debenture						
Total Financing	\$965,000	\$328,000	\$151,000	\$344,000	\$194,000	\$1,982,000



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2027	2028	2029	2030	2031	10 Year Total
133 Wyndham Residential Kitchens & Bath	\$57,000					\$57,000
21 Douglas: HVAC Pump Replacement						\$28,000
21 Douglas: Roofing					\$68,000	\$68,000
25-27 Douglas: Windows						\$100,000
Admin Centre: Atrium Rehab						\$30,000
Admin Centre: Elevators					\$136,000	\$136,000
Admin Centre: Expansion		\$28,000,000				\$28,000,000
Admin Centre: Exterior Rehab					\$68,000	\$68,000
Admin Centre: Fire Panel						\$25,000
Admin Centre: Hot Water Boiler						\$200,000
Admin Centre: Lighting Upgrade				\$53,000		\$97,000
Admin Centre: Pave Corner Lot						\$41,000
Admin Centre: Retaining Wall						\$31,000
Court House: Hot Water Boiler						\$375,000
Court House: HVAC Upgrades						\$45,000
Court House: Lighting Upgrade				\$53,000		\$97,000
Court House: Plumbing Fixtures						\$30,000
Courthouse: Common Space Wall Finishes						\$51,000
Courthouse: Flooring					\$57,000	\$57,000
Courthouse: HVAC Equipment		\$61,000				\$61,000
Courthouse: Interior Upgrade						\$94,000
Gaol: Elevator Modernization						\$104,000
Gaol: HVAC Equipment Replacements		\$178,000				\$178,000
Gaol: HVAC Upgrades						\$25,000
Gaol: Lighting Upgrade				\$66,000		\$66,000
Gaol: Security Replacement	\$42,000					\$42,000
Gov Residence: Elevators					\$48,000	\$48,000
Property Building Retrofits	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,035,000
Replace Maintenance Van EV						\$64,000
Replace Maintenance 1/2 Tonne Van						\$52,000
Replace Maintenance Pickup EV						\$64,000
Total	\$199,000	\$28,339,000	\$100,000	\$272,000	\$477,000	\$31,369,000
Sources of Financing						
Reserves	\$199,000	\$1,339,000	\$100,000	\$272,000	\$477,000	\$4,369,000
Debenture		\$27,000,000				\$27,000,000
Total Financing	\$199,000	\$28,339,000	\$100,000	\$272,000	\$477,000	\$31,369,000



Programme Overview

Programme/Service:

Grants and Contributions

Department:

Administered by Treasury

Governance:

Administration, Finance and Human Resources Committee

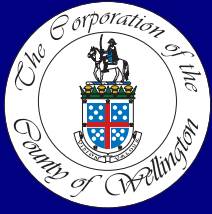
Programme Description

This budget contains the estimates for:

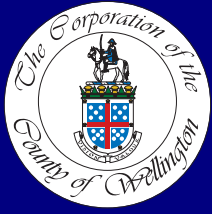
- Grants to community organizations in accordance with the grants policy adopted by County Council
- Scholarships
- Luella "Lou" Logan Annual Scholarship Award and the Lou Logan Annual Award for Outstanding Service by a Woman in Politics
- Debt charges for capital grants given to the three hospitals in Wellington County: Groves Memorial Hospital; Louise Marshall Hospital; and Palmerston and District Hospital

2022 Budget Highlights

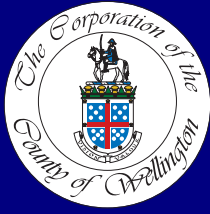
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- The 2022 Community Grants budget is set at \$77,900, with an additional \$8,500 available for scholarships
 - Debt charges of \$376,300 relate to the community hospital grants (of \$5.9 million) issued in 2019

**COUNTY OF WELLINGTON****2022 OPERATING BUDGET****Programme/Service: Grants and Contributions****Department: Administered by Treasury****Governance: Administration, Finance and Human Resources Committee**

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Expenditure							
Transfer Payments	\$75,180	\$84,800	\$82,454	\$84,800	\$86,400	\$1,600	1.9%
Total Expenditure	\$75,180	\$84,800	\$82,454	\$84,800	\$86,400	\$1,600	1.9%
Net Operating Cost / (Revenue)	\$75,180	\$84,800	\$82,454	\$84,800	\$86,400	\$1,600	1.9%
Debt and Transfers							
Debt Charges	\$375,943	\$376,600	\$376,312	\$377,000	\$376,300	(\$700)	(0.2%)
Transfer from Reserve	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	\$ -	-
Total Debt and Transfers	\$372,943	\$373,600	\$373,312	\$374,000	\$373,300	(\$700)	(0.2%)
NET COST / (REVENUE)	\$448,123	\$458,400	\$455,766	\$458,800	\$459,700	\$900	0.2%

**COUNTY OF WELLINGTON****2022 –2031 OPERATING BUDGET****Programme/Service: Grants and Contributions****Department: Administered by Treasury****Governance: Administration, Finance and Human Resources Committee**

	Projected				
	2022	2023	2024	2025	2026
EXPENDITURES					
Transfer Payments	\$86,400	\$88,000	\$89,700	\$91,400	\$93,100
Total Expenditures	\$86,400	\$88,000	\$89,700	\$91,400	\$93,100
Net Operating Cost / (Revenue)	\$86,400	\$88,000	\$89,700	\$91,400	\$93,100
DEBT AND TRANSFERS					
Debt Charges	\$376,300	\$375,500	\$375,700	\$376,800	\$376,600
Transfer from Reserves	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
Total Debt and Transfers	\$373,300	\$372,500	\$372,700	\$373,800	\$373,600
TAX LEVY REQUIREMENT					
yr/yr % change	0.2%	0.2%	0.4%	0.6%	0.3%



COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2027	2028	Projected 2029	2030	2031
EXPENDITURES					
Transfer Payments	\$94,800	\$96,600	\$98,400	\$100,200	\$102,000
Total Expenditures	\$94,800	\$96,600	\$98,400	\$100,200	\$102,000
Net Operating Cost / (Revenue)	\$94,800	\$96,600	\$98,400	\$100,200	\$102,000
DEBT AND TRANSFERS					
Debt Charges	\$377,000	\$376,200	\$377,100	\$377,800	\$377,100
Transfer from Reserves	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
Total Debt and Transfers	\$374,000	\$373,200	\$374,100	\$374,800	\$374,100
TAX LEVY REQUIREMENT	\$468,800	\$469,800	\$472,500	\$475,000	\$476,100
yr/yr % change	0.4%	0.2%	0.6%	0.5%	0.2%



Programme Overview

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

Programme Description

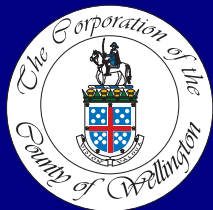
The Economic Development Division continues to work in collaboration with the local municipalities and strategic investments are guided by the Economic Development Three-Year Plan. Market Intelligence and the status of existing business continues to be a focus, while infrastructure development, attainable housing, investment attraction and enticing talent to move to Wellington County are areas of commitment going forward. We provide:

- Up-to-date information on the local economy, trends, opportunities and the annual credit rating review
- Workforce development and talent attraction through facilitation between private industry, support organizations, education and training
- Investment attraction and promotion of Wellington County through Experience Wellington and Taste Real Local Food Programme and Ontario Food Cluster participation
- Investment in the County broadband buildout
- Funding for a County-wide Business Retention and Expansion programme, the Invest Well Community Improvement Programme (CIP) and contributions to local business support organizations
- Solutions to encourage attainable housing stock development in Wellington County
- Participation in the Our Food Future initiative with the City of Guelph to encourage a Smart City approach that uses innovation, data and technology to support a circular food economy and reduce food waste
- The Ride Well Transportation Pilot which provides an on-demand rural transportation option from October 2019—March 2025

2022 Budget Highlights

- Rural Broadband Improvements Implementation is in place to complete the local gigabyte fibre optic broadband buildout. There is a \$4.0 million County contribution over five years (2021-2025)
- County-wide Business Retention and Expansion (\$175,000) and Community Improvement Plan Implementation Funds (\$160,000) are continued to be available annually throughout the forecast
- Smart Cities initiative “Our Food Future” - 2022 marks the third year of this four year initiative
- A two-year contract for a Sustainability Programme Assistant position to support the Our Food Future programme, which is to cost shared with the Climate Change area reporting to Planning
- Ride Well Community Transportation initiative has been adjusted based on the level of service currently being provided

Staff Complement (Full time equivalents)		
	2021	2022
Economic Development	7.0	8.2
Total	7.0	8.2
Current employee count: 6		



Performance Measures

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

Programme Goals and Objectives

The Wellington County Economic Development Strategic Plan identifies the following vision, goals and strategic objectives:

“Wellington County will be a collaborative community that protects and enhances its natural and cultural heritage assets while supporting the longer term economic and social prosperity of its residents and business community.”

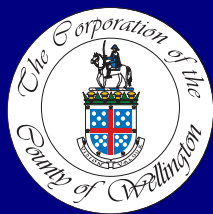
- Increase the competitiveness and success of Wellington businesses – to support programmes that contribute to the sustainability and competitive position of the County (**Providing the highest level and best quality services**)
- Build a strong regional profile and brand – to build awareness of the County economic development goals (**Making the best decisions**)
- Create a community where people want to live and entrepreneurs want to do business – to foster an environment conducive to entrepreneurial activity (**People as the main priority**)
- Develop lasting partnerships that advance the economic sustainability of the County – to promote a collective understanding of the role resource and infrastructure investments play in ongoing community prosperity (**Planning for and providing the best physical infrastructure**)

Performance Measures

In order to progress towards accomplishing the County’s Strategic Action Plan and the Economic Development Strategic Plan the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Business Retention and Expansion Fund (BR&E) Return on Investment (ROI)*	73%	64%	64%
# of business benefiting from Invest Well CIP funding	10	10	14
# of businesses participating in County Tourism Signage Programme	25	31	35
# of Taste Real local food participants	176	186	190
# of Economic Development division enquiries from the public	500	600	650
# of rides provided through Ride Well Rural Transportation Pilot	2,248	4,572	6,000
# of Website Business Directory views	33,902	31,629	32,000
# of Economic Development Division website page views	165,686	188,057	190,000
# of Economic Development E-newsletter subscribers	3,875	4,064	4,200

*ROI= \$ Investment attracted from all sources/\$BR&E Funding



COUNTY OF WELLINGTON

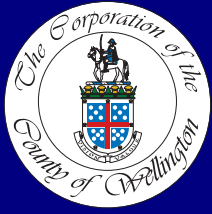
2022 OPERATING BUDGET

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

Governance: Administration, Finance and Human Resources Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$261,509	\$338,000	\$306,552	\$369,800	\$528,000	\$158,200	42.8%
User Fees & Charges	\$34,534	\$66,500	\$56,740	\$66,500	\$104,200	\$37,700	56.7%
Sales Revenue	\$1,972	\$5,000	\$250	\$ -	\$ -	\$ -	-
Other Revenue	\$16,973	\$ -	\$22,737	\$ -	\$ -	\$ -	-
Internal Recoveries	\$ -	\$ -	\$3,413	\$ -	\$ -	\$ -	-
Total Revenue	\$314,988	\$409,500	\$389,692	\$436,300	\$632,200	\$195,900	44.9%
Expenditure							
Salaries, Wages and Benefits	\$562,949	\$667,000	\$580,809	\$660,600	\$840,500	\$179,900	27.2%
Supplies, Material & Equipment	\$85,083	\$164,300	\$140,297	\$141,300	\$143,300	\$2,000	1.4%
Purchased Services	\$400,495	\$700,300	\$448,558	\$701,900	\$797,200	\$95,300	13.6%
Transfer Payments	\$378,105	\$487,500	\$577,072	\$672,500	\$462,500	(\$210,000)	(31.2%)
Insurance & Financial	\$19,507	\$14,800	\$13,039	\$14,400	\$15,200	\$800	5.6%
Internal Charges	\$1,232	\$8,000	\$7,595	\$8,000	\$8,000	\$ -	-
Total Expenditure	\$1,447,371	\$2,041,900	\$1,767,370	\$2,198,700	\$2,266,700	\$68,000	3.1%
Net Operating Cost / (Revenue)	\$1,132,383	\$1,632,400	\$1,377,678	\$1,762,400	\$1,634,500	(\$127,900)	(7.3%)
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	(\$166,850)	(\$200,000)	\$ -	\$200,000	(100.0%)
Transfers to Reserve	\$166,973	\$150,000	\$422,737	\$400,000	\$400,000	\$ -	-
Total Debt and Transfers	\$166,973	\$150,000	\$255,887	\$200,000	\$400,000	\$200,000	100.0%
NET COST / (REVENUE)	\$1,299,356	\$1,782,400	\$1,633,565	\$1,962,400	\$2,034,500	\$72,100	3.7%



COUNTY OF WELLINGTON

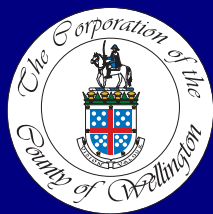
2022–2031 OPERATING BUDGET

Programme/Service: Economic Development

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2022	2023	Projected 2024	2025	2026
REVENUE					
Grants & Subsidies	\$528,000	\$383,000	\$143,000	\$31,000	
User Fees & Charges	\$104,200	\$104,400	\$104,400	\$50,400	\$31,700
Total Revenue	\$632,200	\$487,400	\$247,400	\$81,400	\$31,700
EXPENDITURES					
Salaries, Wages and Benefits	\$840,500	\$766,600	\$807,500	\$808,200	\$841,100
Supplies, Material & Equipment	\$143,300	\$84,100	\$30,600	\$31,200	\$31,800
Purchased Services	\$797,200	\$767,200	\$620,200	\$419,200	\$345,700
Transfer Payments	\$462,500	\$447,500	\$432,500	\$432,500	\$432,500
Insurance & Financial	\$15,200	\$13,700	\$14,500	\$14,400	\$15,000
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Expenditures	\$2,266,700	\$2,087,100	\$1,913,300	\$1,713,500	\$1,674,100
Net Operating Cost / (Revenue)	\$1,634,500	\$1,599,700	\$1,665,900	\$1,632,100	\$1,642,400
DEBT AND TRANSFERS					
Transfer to Reserves	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Total Debt and Transfers	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
TAX LEVY REQUIREMENT					
yr/yr % change	3.7%	(1.7%)	3.3%	(1.6%)	0.5%



COUNTY OF WELLINGTON

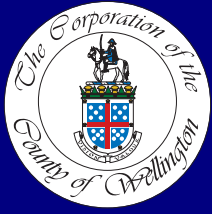
2022 –2031 OPERATING BUDGET

Programme/Service: Economic Development

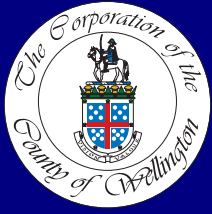
Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

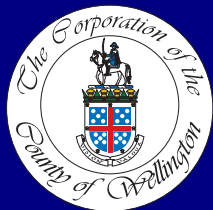
	2027	2028	Projected 2029	2030	2031
REVENUE					
Grants & Subsidies					
User Fees & Charges	\$31,700	\$32,300	\$32,700	\$32,900	\$33,100
Total Revenue	\$31,700	\$32,300	\$32,700	\$32,900	\$33,100
EXPENDITURES					
Salaries, Wages and Benefits	\$869,200	\$898,500	\$928,700	\$960,400	\$992,400
Supplies, Material & Equipment	\$32,400	\$33,000	\$34,300	\$35,200	\$35,900
Purchased Services	\$357,300	\$369,600	\$381,800	\$394,000	\$402,200
Transfer Payments	\$432,500	\$432,500	\$432,500	\$432,500	\$432,500
Insurance & Financial	\$15,500	\$16,200	\$16,600	\$17,300	\$17,900
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Expenditures	\$1,714,900	\$1,757,800	\$1,801,900	\$1,847,400	\$1,888,900
Net Operating Cost / (Revenue)	\$1,683,200	\$1,725,500	\$1,769,200	\$1,814,500	\$1,855,800
DEBT AND TRANSFERS					
Transfer to Reserves	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Total Debt and Transfers	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
TAX LEVY REQUIREMENT					
yr/yr % change	2.0%	2.0%	2.1%	2.1%	1.9%

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service: Economic Development****Department: Wellington County Museum and Archives****Governance: Economic Development Committee**

	2022	2023	2024	2025	2026	5 Year Total
Rural Broadband Improvements	\$800,000	\$800,000	\$800,000	\$800,000		\$3,200,000
Total	\$800,000	\$800,000	\$800,000	\$800,000		\$3,200,000
Sources of Financing						
Reserves	\$800,000	\$800,000	\$800,000	\$800,000		\$3,200,000
Total Financing	\$800,000	\$800,000	\$800,000	\$800,000		\$3,200,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Economic Development**Department:** Wellington County Museum and Archives**Governance:** Economic Development Committee

	2027	2028	2029	2030	2031	10 Year Total
Rural Broadband Improvements						\$3,200,000
Total						\$3,200,000
Sources of Financing						
Reserves						\$3,200,000
Total Financing						\$3,200,000



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 1,426 lane km of roadways, 104 bridges, 94 culverts and operates 39 sets of traffic signals, 10 roundabouts and approximately 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 85 licenced vehicles and 41 unlicensed vehicles and equipment.

2022 Budget Highlights

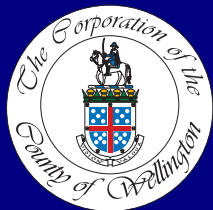
Capital works of \$36.7 million planned for 2022 include:

- \$7.7 million for bridge and culvert replacement and rehabilitation work; \$8.5 million for road reconstruction; \$8.6 million for asphalt resurfacing; \$2.3 million for asset management and engineering activities; \$7.1 million in facilities and \$2.5 million for equipment replacement.
- The roads ten-year capital forecast includes the issuance of \$33.2 million in debt, funding the construction of four County garages: Arthur, Erin / Brucedale, Harriston and Aberfoyle.

Operating impacts in 2022:

- Winter Control budget of \$6.3 million
- Roads departmental restructuring results in an additional Roads Operations Clerk and reduced winter control radio shift hours along with a consideration to fill the vacant Operations Manager position with a position with a lower job grade resulting in savings of \$35,000 to salaries and benefits.
- \$130,000 increase in order to address traffic signals on behalf of the lower tier municipalities offset by a municipal recovery
- \$150,000 increase for street light and crosswalk upgrades on a yearly basis that are to be pre-planned based on needs analysis

Staff Complement (Full time equivalents)	2021	2022
Hourly (field) staff	54.7	54.7
Salaried staff	14.5	15.0
Total	69.2	69.7
Current employee count: 86		



Performance Measures

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

Programme Goals and Objectives

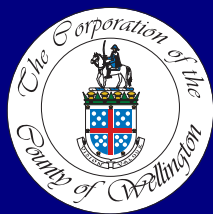
The County of Wellington is creating a Road Master Action Plan (RMAP). This Plan will help the County map out improvements to the County's transportation network, and helps guide the Roads and Bridges Programme towards a set of goals and objectives. The RMAP will review current and future transportation network requirements to accommodate future population and employment growth projected in the County to 2041.

- Identify improvements required to the County road network to accommodate future population and employment growth. **(Planning for and providing the best physical infrastructure)**
- Examine current traffic, safety, and speed management issues on the County road network and prioritize a list of improvements. **(Providing the highest level and best quality services)**
- Identify how County road improvements are funded through development and the existing tax base. **(Making the best decisions)**
- Provide guidance on the role of County roads through urban downtown areas, and help us create friendly and, livable communities. **(People as the main priority of Wellington County)**
- An effective County road network provides economic and social benefits, and it helps communities thrive. **(People as the main priority of Wellington County)**
- Having a good plan in place for transportation means safer travel for all residents. **(Planning for and providing the best physical infrastructure)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual	Actual	Projected
	2020	2021	2022
Average condition of the County road network (PCI)	64	71	69
Average condition of County bridges (BCI)	77	75	74
Average condition of County culverts (BCI)	74	74	73
Number of controlled intersections (roundabout or traffic signal)	43	48	48
Number of road maintenance service requests	NA	NA	-

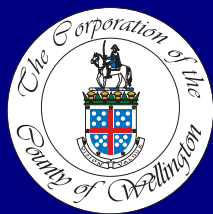


COUNTY OF WELLINGTON

2022 OPERATING BUDGET

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

			2021			\$ Change	% Change
	2020	2020	Preliminary	2021	2022	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Municipal Recoveries	\$872,731	\$931,100	\$797,621	\$939,300	\$1,142,900	\$203,600	21.7%
User Fees & Charges	\$338,646	\$358,000	\$375,768	\$358,000	\$358,000	\$ -	-
Sales Revenue	\$392,622	\$400,000	\$547,792	\$420,000	\$420,000	\$ -	-
Other Revenue	\$ -	\$ -	\$140	\$ -	\$ -	\$ -	-
Internal Recoveries	\$2,017,928	\$2,005,300	\$1,693,086	\$2,013,700	\$1,974,400	(\$39,300)	(2.0%)
Total Revenue	\$3,621,927	\$3,694,400	\$3,414,407	\$3,731,000	\$3,895,300	\$164,300	4.4%
Expenditure							
Salaries, Wages and Benefits	\$5,706,278	\$6,308,700	\$6,099,589	\$6,408,700	\$6,666,500	\$257,800	4.0%
Supplies, Material & Equipment	\$5,161,320	\$6,724,400	\$5,600,926	\$6,845,600	\$6,061,800	(\$783,800)	(11.4%)
Purchased Services	\$1,672,040	\$1,973,200	\$1,762,441	\$2,047,800	\$2,957,600	\$909,800	44.4%
Insurance & Financial	\$576,963	\$487,300	\$608,117	\$623,300	\$674,800	\$51,500	8.3%
Minor Capital Expenses	\$386,842	\$480,000	\$280,829	\$480,000	\$480,000	\$ -	-
Internal Charges	\$1,592,754	\$1,869,100	\$1,541,306	\$1,869,100	\$1,816,700	(\$52,400)	(2.8%)
Total Expenditure	\$15,096,197	\$17,842,700	\$15,893,208	\$18,274,500	\$18,657,400	\$382,900	2.1%
Net Operating Cost / (Revenue)	\$11,474,270	\$14,148,300	\$12,478,801	\$14,543,500	\$14,762,100	\$218,600	1.5%
Debt and Transfers							
Debt Charges	\$896,660	\$935,900	\$896,957	\$927,600	\$1,865,400	\$937,800	101.1%
Transfer from Reserve	(\$839,460)	(\$801,900)	(\$763,782)	(\$794,300)	(\$1,732,000)	(\$937,700)	118.1%
Transfer to Capital	\$10,325,000	\$10,325,000	\$10,513,500	\$10,513,500	\$ -	(\$10,513,500)	(100.0%)
Transfers to Reserve	\$5,278,561	\$3,950,000	\$6,631,332	\$5,050,000	\$17,650,000	\$12,600,000	249.5%
Total Debt and Transfers	\$15,660,761	\$14,409,000	\$17,278,007	\$15,696,800	\$17,783,400	\$2,086,600	13.3%
NET COST / (REVENUE)	\$27,135,031	\$28,557,300	\$29,756,808	\$30,240,300	\$32,545,500	\$2,305,200	7.6%

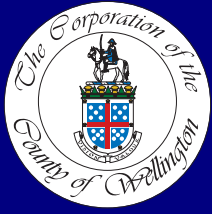


COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

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

	Projected				
	2022	2023	2024	2025	2026
REVENUE					
Municipal Recoveries	\$1,142,900	\$1,345,400	\$1,347,900	\$1,350,400	\$1,352,900
User Fees & Charges	\$358,000	\$358,000	\$358,000	\$358,000	\$358,000
Sales Revenue	\$420,000	\$420,600	\$420,600	\$420,600	\$420,600
Internal Recoveries	\$1,974,400	\$2,032,400	\$2,092,400	\$2,154,400	\$2,218,400
Total Revenue	\$3,895,300	\$4,156,400	\$4,218,900	\$4,283,400	\$4,349,900
EXPENDITURES					
Salaries, Wages and Benefits	\$6,666,500	\$6,911,200	\$7,128,100	\$7,357,200	\$7,603,200
Supplies, Material & Equipment	\$6,061,800	\$6,250,200	\$6,443,600	\$6,642,800	\$6,847,900
Purchased Services	\$2,957,600	\$2,975,000	\$3,037,600	\$3,105,600	\$3,176,300
Insurance & Financial	\$674,800	\$756,100	\$806,700	\$861,200	\$922,700
Minor Capital Expenses	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000
Internal Charges	\$1,816,700	\$1,874,700	\$1,934,700	\$1,996,700	\$2,060,700
Total Expenditures	\$18,657,400	\$19,247,200	\$19,830,700	\$20,443,500	\$21,090,800
Net Operating Cost / (Revenue)	\$14,762,100	\$15,090,800	\$15,611,800	\$16,160,100	\$16,740,900
DEBT AND TRANSFERS					
Debt Charges	\$1,865,400	\$1,392,200	\$1,645,200	\$1,904,200	\$2,634,900
Transfer from Reserves	(\$1,732,000)	(\$1,226,200)	(\$1,229,500)	(\$1,231,900)	(\$1,231,600)
Transfer to Reserves	\$17,650,000	\$18,550,000	\$19,850,000	\$21,150,000	\$23,150,000
Total Debt and Transfers	\$17,783,400	\$18,716,000	\$20,265,700	\$21,822,300	\$24,553,300
TAX LEVY REQUIREMENT					
yr/yr % change	7.6%	3.9%	6.1%	5.9%	8.7%

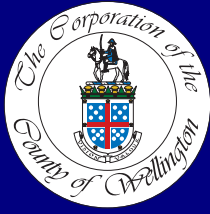


COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

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

	2027	2028	Projected 2029	2030	2031
REVENUE					
Municipal Recoveries	\$1,355,400	\$1,357,900	\$1,360,400	\$1,362,900	\$1,362,900
User Fees & Charges	\$358,000	\$358,000	\$358,000	\$358,000	\$358,000
Sales Revenue	\$420,600	\$420,600	\$420,600	\$420,600	\$421,000
Internal Recoveries	\$2,284,400	\$2,284,400	\$2,284,400	\$2,284,400	\$2,284,400
Total Revenue	\$4,418,400	\$4,420,900	\$4,423,400	\$4,425,900	\$4,426,300
EXPENDITURES					
Salaries, Wages and Benefits	\$7,853,700	\$8,112,500	\$8,380,900	\$8,660,800	\$8,945,200
Supplies, Material & Equipment	\$7,053,300	\$7,286,000	\$7,520,000	\$7,775,500	\$7,936,300
Purchased Services	\$3,248,800	\$3,309,000	\$3,387,700	\$3,453,900	\$3,518,200
Insurance & Financial	\$990,800	\$1,068,600	\$1,146,200	\$1,230,000	\$1,319,600
Minor Capital Expenses	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000
Internal Charges	\$2,126,700	\$2,127,300	\$2,127,900	\$2,127,900	\$2,127,900
Total Expenditures	\$21,753,300	\$22,383,400	\$23,042,700	\$23,728,100	\$24,327,200
Net Operating Cost / (Revenue)	\$17,334,900	\$17,962,500	\$18,619,300	\$19,302,200	\$19,900,900
DEBT AND TRANSFERS					
Debt Charges	\$2,500,500	\$2,633,300	\$2,849,200	\$2,848,500	\$2,910,800
Transfer from Reserves	(\$1,230,400)	(\$1,230,500)	(\$1,121,800)	(\$1,121,100)	(\$1,122,100)
Transfer to Reserves	\$24,150,000	\$24,750,000	\$25,250,000	\$26,050,000	\$26,850,000
Total Debt and Transfers	\$25,420,100	\$26,152,800	\$26,977,400	\$27,777,400	\$28,638,700
TAX LEVY REQUIREMENT	\$42,755,000	\$44,115,300	\$45,596,700	\$47,079,600	\$48,539,600
yr/yr % change	3.5%	3.2%	3.4%	3.3%	3.1%

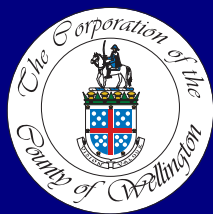


COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service: Roads—Summary
 Department: Engineering Services
 Governance: Roads Committee

	2022	2023	2024	2025	2026	5 Year Total
Roads and Engineering						
Roads Facilities	\$7,100,000	\$3,100,000	\$100,000	\$14,800,000	\$670,000	\$25,770,000
Roads Equipment	\$2,520,000	\$2,820,000	\$3,045,000	\$2,813,000	\$2,786,000	\$13,984,000
Asset Management / Engineering	\$2,300,000	\$2,378,000	\$2,410,000	\$2,384,000	\$2,300,000	\$11,772,000
Growth Related Construction		\$8,593,000		\$1,775,000	\$8,610,000	\$18,978,000
Roads Construction	\$8,450,000	\$7,670,000	\$8,219,000	\$5,546,000	\$345,000	\$30,230,000
Bridges	\$6,350,000	\$5,175,000	\$9,659,000	\$8,135,000	\$9,410,000	\$38,729,000
Culverts	\$1,400,000	\$352,000	\$1,440,000	\$1,298,000	\$414,000	\$4,904,000
County Bridges on Local Roads						
Roads Resurfacing	\$8,550,000	\$4,507,000	\$6,775,000	\$7,515,000	\$9,418,000	\$36,765,000
Total	\$36,670,000	\$34,595,000	\$31,648,000	\$44,266,000	\$33,953,000	\$181,132,000
Sources of Financing						
Recoveries	\$575,000	\$1,560,000		\$1,247,000		\$3,382,000
Subsidies			\$4,160,000			\$4,160,000
Canada Community Building Fund	\$5,500,000	\$4,550,000	\$3,800,000	\$3,700,000	\$1,800,000	\$19,350,000
Ontario Community Infrastructure Fund	\$3,780,000	\$1,000,000	\$2,720,000	\$4,000,000	\$3,720,000	\$15,220,000
Reserves	\$20,315,000	\$22,049,000	\$20,968,000	\$19,990,000	\$24,591,000	\$107,913,000
Development Charges		\$2,936,000		\$629,000	\$3,842,000	\$7,407,000
Growth Related Debenture	\$6,500,000					\$6,500,000
Debenture		\$2,500,000		\$14,700,000		\$17,200,000
Total Financing	\$36,670,000	\$34,595,000	\$31,648,000	\$44,266,000	\$33,953,000	\$181,132,000

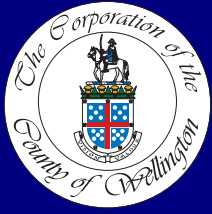


COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service: Roads—Summary
 Department: Engineering Services
 Governance: Roads Committee

	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering						
Roads Facilities	\$100,000	\$6,860,000	\$740,000	\$100,000	\$7,600,000	\$41,170,000
Roads Equipment	\$3,236,000	\$2,915,000	\$2,960,000	\$3,480,000	\$3,505,000	\$30,080,000
Asset Management / Engineering	\$2,480,000	\$2,300,000	\$2,365,000	\$2,430,000	\$2,368,000	\$23,715,000
Growth Related Construction	\$6,176,000		\$1,272,000			\$26,426,000
Roads Construction	\$7,780,000	\$2,890,000	\$9,799,000	\$8,161,000	\$6,130,000	\$64,990,000
Bridges	\$4,020,000	\$5,285,000	\$320,000	\$5,520,000	\$5,000,000	\$58,874,000
Culverts	\$300,000	\$2,144,000	\$427,000	\$300,000	\$300,000	\$8,375,000
County Bridges on Local Roads	\$119,000		\$1,018,000			\$1,137,000
Roads Resurfacing	\$11,595,000	\$12,143,000	\$9,308,000	\$2,000,000	\$3,860,000	\$75,671,000
Total	\$35,806,000	\$34,537,000	\$28,209,000	\$21,991,000	\$28,763,000	\$330,438,000
Sources of Financing						
Recoveries						\$3,382,000
Subsidies						\$4,160,000
Canada Community Building Fund	\$3,300,000	\$3,900,000	\$1,800,000	\$1,800,000	\$1,800,000	\$31,950,000
Ontario Community Infrastructure Fund	\$4,860,000	\$3,860,000	\$3,860,000	\$3,860,000	\$5,860,000	\$37,520,000
Reserves	\$23,150,000	\$20,277,000	\$21,913,000	\$16,331,000	\$18,103,000	\$207,687,000
Development Charges	\$4,496,000		\$636,000			\$12,539,000
Growth Related Debenture						\$6,500,000
Debenture		\$6,500,000			\$3,000,000	\$26,700,000
Total Financing	\$35,806,000	\$34,537,000	\$28,209,000	\$21,991,000	\$28,763,000	\$330,438,000

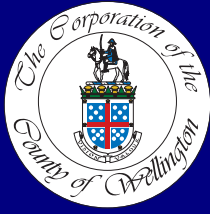


COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service: Roads—Facilities
Department: Engineering Services
Governance: Roads Committee

	2022	2023	2024	2025	2026	5 Year Total
Aberfoyle Shop						
Arthur Shop	\$7,000,000					\$7,000,000
Erin / Brucedale Shop		\$3,000,000		\$14,700,000		\$17,700,000
Harriston Shop					\$570,000	\$570,000
Various Facility Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Total	\$7,000,000	\$3,000,000	\$0	\$14,700,000	\$570,000	\$25,270,000
Sources of Financing						
Debenture		\$2,500,000		\$14,700,000		\$17,200,000
Growth Related Debenture	\$6,500,000					\$6,500,000
Reserves	\$600,000	\$600,000	\$100,000	\$100,000	\$670,000	\$2,070,000
Total Financing	\$7,100,000	\$3,100,000	\$100,000	\$14,800,000	\$670,000	\$25,770,000



COUNTY OF WELLINGTON

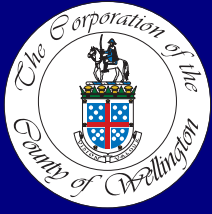
2022-2031 CAPITAL BUDGET

Programme/Service: Roads—Facilities

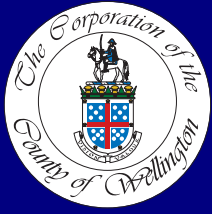
Department: Engineering Services

Governance: Roads Committee

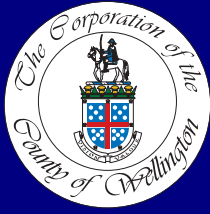
	2027	2028	2029	2030	2031	10 Year Total
Aberfoyle Shop			\$640,000		\$7,500,000	\$8,140,000
Arthur Shop						\$7,000,000
Erin / Brucedale Shop						\$17,700,000
Harriston Shop		\$6,760,000				\$7,330,000
Various Facility Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Total	\$100,000	\$6,860,000	\$740,000	\$100,000	\$7,600,000	\$41,170,000
Sources of Financing						
Debenture		\$6,500,000			\$3,000,000	\$26,700,000
Growth Related Debenture						\$6,500,000
Reserves	\$100,000	\$360,000	\$740,000	\$100,000	\$4,600,000	\$7,970,000
Total Financing	\$100,000	\$6,860,000	\$740,000	\$100,000	\$7,600,000	\$41,170,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:****Roads—Equipment****Department:****Engineering Services****Governance:****Roads Committee**

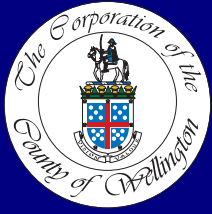
	2022	2023	2024	2025	2026	5 Year Total
Roads Equipment						
3 Ton Dump	\$150,000					\$150,000
6 Ton Trucks	\$1,415,000	\$1,551,000	\$2,005,000	\$1,660,000	\$1,721,000	\$8,352,000
Backhoe						
Bucket Truck						
Chipper		\$92,000				\$92,000
Excavator		\$383,000			\$425,000	\$808,000
Forklift	\$40,000					\$40,000
Grader				\$499,000		\$499,000
Hot Box		\$124,000				\$124,000
Loader	\$265,000		\$295,000	\$305,000	\$316,000	\$1,181,000
Loadster Float						
Manual Line Strippers	\$20,000					\$20,000
Mechanic Service Vehicle						
Miscellaneous Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Pickup			\$190,000			\$190,000
Pickup Electric Vehicle			\$375,000			\$375,000
Radio Infrastructure Replacements			\$80,000	\$83,000	\$86,000	\$249,000
Roads Radio Replacement	\$250,000	\$260,000				\$510,000
Roll Off Deck/Box		\$62,000			\$138,000	\$200,000
Steam Jenny	\$30,000					\$30,000
Tractor		\$124,000		\$133,000		\$257,000
Trailers				\$33,000		\$33,000
Utility Truck	\$250,000					\$250,000
Vacuum Trailer		\$124,000				\$124,000
Van						
Total	\$2,520,000	\$2,820,000	\$3,045,000	\$2,813,000	\$2,786,000	\$13,984,000
Sources of Financing						
Reserves	\$2,520,000	\$2,820,000	\$3,045,000	\$2,813,000	\$2,786,000	\$13,984,000
Total Financing	\$2,520,000	\$2,820,000	\$3,045,000	\$2,813,000	\$2,786,000	\$13,984,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:****Roads—Equipment****Department:****Engineering Services****Governance:****Roads Committee**

	2027	2028	2029	2030	2031	10 Year Total
Roads Equipment						
3 Ton Dump			\$155,000			\$305,000
6 Ton Trucks	\$1,782,000	\$2,305,000	\$1,908,000	\$1,977,000	\$2,555,000	\$18,879,000
Backhoe			\$229,000		\$245,000	\$474,000
Bucket Truck				\$420,000		\$420,000
Chipper					\$121,000	\$213,000
Excavator						\$808,000
Forklift			\$76,000			\$116,000
Grader						\$499,000
Hot Box						\$124,000
Loader	\$654,000	\$337,000	\$350,000			\$2,522,000
Loadster Float				\$59,000		\$59,000
Manual Line Stripers		\$25,000				\$45,000
Mechanic Service Vehicle					\$327,000	\$327,000
Miscellaneous Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Pickup	\$240,000			\$750,000		\$1,180,000
Pickup Electric Vehicle	\$460,000					\$835,000
Radio Infrastructure Replacements						\$249,000
Roads Radio Replacement						\$510,000
Roll Off Deck/Box			\$76,000	\$79,000		\$355,000
Steam Jenny			\$51,000			\$81,000
Tractor		\$148,000			\$157,000	\$562,000
Trailers			\$15,000	\$42,000		\$90,000
Utility Truck						\$250,000
Vacuum Trailer						\$124,000
Van				\$53,000		\$53,000
Total	\$3,236,000	\$2,915,000	\$2,960,000	\$3,480,000	\$3,505,000	\$30,080,000
Sources of Financing						
Reserves	\$3,236,000	\$2,915,000	\$2,960,000	\$3,480,000	\$3,505,000	\$30,080,000
Total Financing	\$3,236,000	\$2,915,000	\$2,960,000	\$3,480,000	\$3,505,000	\$30,080,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service: Roads—Asset Management / Engineering****Department: Engineering Services****Governance: Roads Committee**

	2022	2023	2024	2025	2026	5 Year Total
Culvert Condition Study		\$26,000		\$29,000		\$55,000
Pavement Condition Study			\$110,000			\$110,000
Pavement Preservation Programme	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Retaining Wall Inventory & Condition Study		\$52,000		\$55,000		\$107,000
Speed Management	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Warranty Works	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Total	\$2,300,000	\$2,378,000	\$2,410,000	\$2,384,000	\$2,300,000	\$11,772,000
Sources of Financing						
Canada Community Building Fund	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
Reserves	\$500,000	\$578,000	\$610,000	\$584,000	\$500,000	\$2,772,000
Total Financing	\$2,300,000	\$2,378,000	\$2,410,000	\$2,384,000	\$2,300,000	\$11,772,000



COUNTY OF WELLINGTON

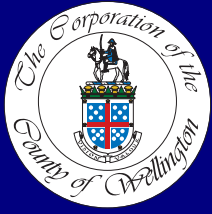
2022-2031 CAPITAL BUDGET

Programme/Service: Roads—Asset Management / Engineering

Department: Engineering Services

Governance: Roads Committee

	2027	2028	2029	2030	2031	10 Year Total
Culvert Condition Study						\$55,000
Pavement Condition Study	\$120,000			\$130,000		\$360,000
Pavement Preservation Programme	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$20,000,000
Retaining Wall Inventory & Condition Study	\$60,000		\$65,000		\$68,000	\$300,000
Speed Management	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000
Warranty Works	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Total	\$2,480,000	\$2,300,000	\$2,365,000	\$2,430,000	\$2,368,000	\$23,715,000
Sources of Financing						
Canada Community Building Fund	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$18,000,000
Reserves	\$680,000	\$500,000	\$565,000	\$630,000	\$568,000	\$5,715,000
Total Financing	\$2,480,000	\$2,300,000	\$2,365,000	\$2,430,000	\$2,368,000	\$23,715,000



COUNTY OF WELLINGTON

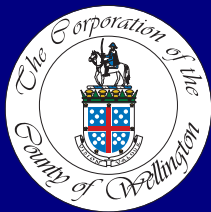
2022-2031 CAPITAL BUDGET

Programme/Service: Roads—Growth Related Construction

Department: Engineering Services

Governance: Roads Committee

	2022	2023	2024	2025	2026	5 Year Total
WR 7 @ 1st Line Roundabout		\$1,713,000				\$1,713,000
WR 7 PL Rothsay S for 2km						
WR 8 at WR 9, Roundabout (Perth)		\$104,000		\$1,664,000		\$1,768,000
WR 18 at WR 26 Intersection		\$1,600,000				\$1,600,000
WR 18 at WR 29, Intersection Improvement		\$518,000				\$518,000
WR 30, Intersection at Guelph Rd 3				\$111,000		\$111,000
WR 124 PL Ospringe to Guelph 10km					\$4,590,000	\$4,590,000
WR124, Whitelaw Int to E of 32					\$4,020,000	\$4,020,000
WR 124 at WR 32 Intersection		\$4,658,000				\$4,658,000
Total		\$8,593,000		\$1,775,000	\$8,610,000	\$18,978,000
Sources of Financing						
Development Charges		\$2,936,000		\$629,000	\$3,842,000	\$7,407,000
Recoveries		\$266,000		\$832,000		\$1,098,000
Reserves		\$5,391,000		\$314,000	\$4,768,000	\$10,473,000
Total Financing		\$8,593,000		\$1,775,000	\$8,610,000	\$18,978,000



COUNTY OF WELLINGTON

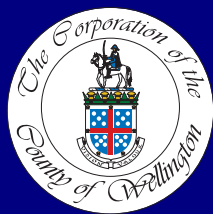
2022-2031 CAPITAL BUDGET

Programme/Service: Roads—Growth Related Construction

Department: Engineering Services

Governance: Roads Committee

	2027	2028	2029	2030	2031	10 Year Total
WR 7 @ 1st Line Roundabout						\$1,713,000
WR 7 PL Rothsay S for 2km	\$119,000		\$1,272,000			\$1,391,000
WR 8 at WR 9, Roundabout (Perth)						\$1,768,000
WR 18 at WR 26 Intersection						\$1,600,000
WR 18 at WR 29, Intersection Improvement						\$518,000
WR 30, Intersection at Guelph Rd 3	\$1,307,000					\$1,418,000
WR 124 PL Ospringe to Guelph 10km	\$4,750,000					\$9,340,000
WR124, Whitelaw Int to E of 32						\$4,020,000
WR 124 at WR 32 Intersection						\$4,658,000
Total	\$6,176,000		\$1,272,000			\$26,426,000
Sources of Financing						
Development Charges	\$4,496,000		\$636,000			\$12,539,000
Recoveries						\$1,098,000
Reserves	\$1,680,000		\$636,000			\$12,789,000
Total Financing	\$6,176,000		\$1,272,000			\$26,426,000



COUNTY OF WELLINGTON

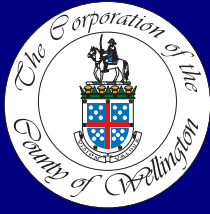
2022-2031 CAPITAL BUDGET

Programme/Service: Roads—Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2022	2023	2024	2025	2026	5 Year Total
WR 5, WR 123 to Lett St Minto	\$1,500,000					\$1,500,000
WR 7 @ WR 12, Intersection					\$115,000	\$115,000
WR 9, WR 109 to WR 8 (Perth) 5km						
WR 12, WR 7 to 300m East of 16th Line						
WR 12, WR 7 to WR 86 Phase 1						
WR 16, Hwy 89 to WR 109						
WR 16, WR 109 to WR 19						
WR18 Geddes St Elora, RtnngWall			\$2,678,000			\$2,678,000
WR 18, Mill to Elora PS St Swr	\$100,000	\$1,550,000				\$1,650,000
WR 25, WR 52 to WR 42, 7 km	\$3,600,000	\$3,530,000	\$1,150,000			\$8,280,000
WR 32, WR 33 to Con 2, 2.5 km		\$2,590,000				\$2,590,000
WR 42 at WR 24 Intersection	\$750,000					\$750,000
WR 50, Railway Tracks to WR 125 6km						
WR 50, Third Line to WR 24	\$500,000					\$500,000
WR 52, WR 124 to 9th Line				\$1,664,000		\$1,664,000
WR 109 at WR 16 Intersection						
WR 123, Palmerston WR 5 to Hwy 23, 2km					\$230,000	\$230,000
WR 124 at WR 24, Intersection						
WR 124: Guelph to Whitelaw						
WR 124, Land & Utility GET Rd1	\$2,000,000					\$2,000,000
WR 124, WR 24 to Ospringe 6km			\$107,000	\$3,882,000		\$3,989,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km			\$4,284,000			\$4,284,000
Total	\$8,450,000	\$7,670,000	\$8,219,000	\$5,546,000	\$345,000	\$30,230,000
Sources of Financing						
Canada Community Building Fund			\$1,000,000			\$1,000,000
Ontario Community Infrastructure Fund			\$1,000,000			\$1,000,000
Recoveries	\$375,000					\$375,000
Reserves	\$8,075,000	\$7,670,000	\$6,219,000	\$5,546,000	\$345,000	\$27,855,000
Total Financing	\$8,450,000	\$7,670,000	\$8,219,000	\$5,546,000	\$345,000	\$30,230,000



COUNTY OF WELLINGTON

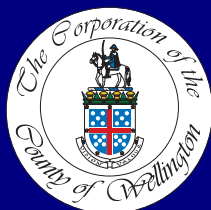
2022-2031 CAPITAL BUDGET

Programme/Service: Roads—Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2027	2028	2029	2030	2031	10 Year Total
WR 5, WR 123 to Lett St Minto						\$1,500,000
WR 7 @ WR 12, Intersection	\$1,780,000					\$1,895,000
WR 9, WR 109 to WR 8 (Perth) 5km			\$127,000			\$127,000
WR 12, WR 7 to 300m East of 16th Line		\$123,000	\$2,544,000			\$2,667,000
WR 12, WR 7 to WR 86 Phase 1					\$6,130,000	\$6,130,000
WR 16, Hwy 89 to WR 109	\$60,000		\$3,821,000			\$3,881,000
WR 16, WR 109 to WR 19		\$61,000		\$3,951,000		\$4,012,000
WR18 Geddes St Elora, RtnngWall						\$2,678,000
WR 18, Mill to Elora PS St Swr						\$1,650,000
WR 25, WR 52 to WR 42, 7 km						\$8,280,000
WR 32, WR 33 to Con 2, 2.5 km						\$2,590,000
WR 42 at WR 24 Intersection						\$750,000
WR 50, Railway Tracks to WR 125 6km		\$123,000	\$127,000			\$250,000
WR 50, Third Line to WR 24						\$500,000
WR 52, WR 124 to 9th Line						\$1,664,000
WR 109 at WR 16 Intersection	\$1,780,000					\$1,780,000
WR 123, Palmerston WR 5 to Hwy 23, 2km		\$2,583,000	\$3,180,000	\$1,580,000		\$7,573,000
WR 124 at WR 24, Intersection				\$2,630,000		\$2,630,000
WR 124: Guelph to Whitelaw	\$4,160,000					\$4,160,000
WR 124, Land & Utility GET Rd1						\$2,000,000
WR 124, WR 24 to Ospringe 6km						\$3,989,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						\$4,284,000
Total	\$7,780,000	\$2,890,000	\$9,799,000	\$8,161,000	\$6,130,000	\$64,990,000
Sources of Financing						
Canada Community Building Fund						\$1,000,000
Ontario Community Infrastructure Fund		\$860,000	\$1,000,000	\$1,860,000		\$4,720,000
Recoveries						\$375,000
Reserves	\$7,780,000	\$2,030,000	\$8,799,000	\$6,301,000	\$6,130,000	\$58,895,000
Total Financing	\$7,780,000	\$2,890,000	\$9,799,000	\$8,161,000	\$6,130,000	\$64,990,000

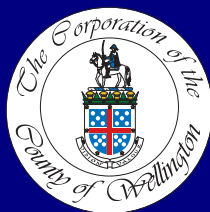


COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

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

	2022	2023	2024	2025	2026	5 Year Total
Steel Bridge Condition Survey	\$200,000					\$200,000
Various Bridge Patches	\$250,000		\$250,000		\$250,000	\$750,000
WR 6, O'Dwyer's Bridge, 006008 Rehab						
WR 7, Bosworth Bridge, B007028	\$3,000,000	\$3,105,000				\$6,105,000
WR 7, Rothsay Bridge, 07019, Rehab						
WR 11, Flax Bridge B011025 Rep			\$3,210,000			\$3,210,000
WR 12, Bridge B012000 Replace	\$100,000		\$964,000			\$1,064,000
WR 12, Princess Elizabeth Bridge					\$115,000	\$115,000
WR 16, Penfold Bridge, B016038	\$1,250,000					\$1,250,000
WR 17, Bridge B017114, Rehab	\$400,000					\$400,000
WR 17, Bridge B017115, Rehab	\$300,000					\$300,000
WR 17, Creekbank Bridge Rehab	\$750,000					\$750,000
WR 32, Blatchford Bridge, Replace			\$215,000		\$5,165,000	\$5,380,000
WR 35, Paddock Bridge, B035087		\$2,070,000				\$2,070,000
WR 36, Bridge B036086, Replace				\$1,110,000		\$1,110,000
WR 36, Bridge B036122, Replace				\$1,110,000		\$1,110,000
WR 38, Bridge B038113, Replace				\$830,000		\$830,000
WR 42, Bridge B042111, Rehab	\$100,000					\$100,000
WR 43, Caldwell Bridge, Replace						
WR 109, CR Bridge 4, B109133					\$3,880,000	\$3,880,000
WR 109, CR Bridge 5, C109123				\$5,085,000		\$5,085,000
WR 109, CR Bridge 6 B109132			\$5,020,000			\$5,020,000
WR 109, CR Bridge 10 B109134						
Total	\$6,350,000	\$5,175,000	\$9,659,000	\$8,135,000	\$9,410,000	\$38,729,000
Sources of Financing						
Canada Community Building Fund	\$1,900,000	\$1,500,000		\$1,900,000		\$5,300,000
Ontario Community Infrastructure Fund	\$1,000,000	\$1,000,000		\$4,000,000	\$3,720,000	\$9,720,000
Recoveries	\$200,000			\$415,000		\$615,000
Reserves	\$3,250,000	\$2,675,000	\$5,499,000	\$1,820,000	\$5,690,000	\$18,934,000
Subsidies			\$4,160,000			\$4,160,000
Total Financing	\$6,350,000	\$5,175,000	\$9,659,000	\$8,135,000	\$9,410,000	\$38,729,000

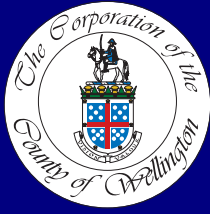


COUNTY OF WELLINGTON

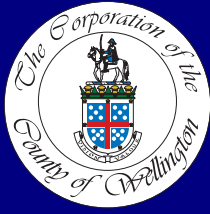
2022-2031 CAPITAL BUDGET

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

	2027	2028	2029	2030	2031	10 Year Total
Steel Bridge Condition Survey						\$200,000
Various Bridge Patches		\$250,000		\$250,000		\$1,250,000
WR 6, O'Dwyer's Bridge, 006008 Rehab			\$65,000		\$5,000,000	\$5,065,000
WR 7, Bosworth Bridge, B007028						\$6,105,000
WR 7, Rothsay Bridge, 07019, Rehab		\$120,000		\$5,270,000		\$5,390,000
WR 11, Flax Bridge B011025 Rep						\$3,210,000
WR 12, Bridge B012000 Replace						\$1,064,000
WR 12, Princess Elizabeth Bridge		\$4,915,000				\$5,030,000
WR 16, Penfold Bridge, B016038						\$1,250,000
WR 17, Bridge B017114, Rehab						\$400,000
WR 17, Bridge B017115, Rehab						\$300,000
WR 17, Creekbank Bridge Rehab						\$750,000
WR 32, Blatchford Bridge, Replace						\$5,380,000
WR 35, Paddock Bridge, B035087						\$2,070,000
WR 36, Bridge B036086, Replace						\$1,110,000
WR 36, Bridge B036122, Replace						\$1,110,000
WR 38, Bridge B038113, Replace						\$830,000
WR 42, Bridge B042111, Rehab						\$100,000
WR 43, Caldwell Bridge, Replace			\$255,000			\$255,000
WR 109, CR Bridge 4, B109133						\$3,880,000
WR 109, CR Bridge 5, C109123						\$5,085,000
WR 109, CR Bridge 6 B109132						\$5,020,000
WR 109, CR Bridge 10 B109134	\$4,020,000					\$4,020,000
Total	\$4,020,000	\$5,285,000	\$320,000	\$5,520,000	\$5,000,000	\$58,874,000
Sources of Financing						
Canada Community Building Fund						\$5,300,000
Ontario Community Infrastructure Fund	\$3,000,000				\$2,000,000	\$14,720,000
Recoveries						\$615,000
Reserves	\$1,020,000	\$5,285,000	\$320,000	\$5,520,000	\$3,000,000	\$34,079,000
Subsidies						\$4,160,000
Total Financing	\$4,020,000	\$5,285,000	\$320,000	\$5,520,000	\$5,000,000	\$58,874,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:****Roads—Culverts****Department:****Engineering Services****Governance:****Roads Committee**

	2022	2023	2024	2025	2026	5 Year Total
Municipal Drains	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Various Culvert Needs	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
WR 10, Clvrt C100970, Replace					\$57,000	\$57,000
WR 10, Clvrt C101000, Replace		\$52,000		\$998,000		\$1,050,000
WR 11, Clvrt C110930, Replace					\$57,000	\$57,000
WR 12, Culvert C12127, Replace	\$1,100,000					\$1,100,000
WR 18, Culvert C180210, Liner			\$1,140,000			\$1,140,000
WR 124, Clvrt C124124, Replace						
Total	\$1,400,000	\$352,000	\$1,440,000	\$1,298,000	\$414,000	\$4,904,000
Sources of Financing						
Canada Community Building Fund	\$550,000					\$550,000
Ontario Community Infrastructure Fund			\$860,000			\$860,000
Reserves	\$850,000	\$352,000	\$580,000	\$1,298,000	\$414,000	\$3,494,000
Total Financing	\$1,400,000	\$352,000	\$1,440,000	\$1,298,000	\$414,000	\$4,904,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET**

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

	2027	2028	2029	2030	2031	10 Year Total
Municipal Drains	\$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	\$2,000,000
WR 10, Clvrt C100970, Replace		\$615,000				\$672,000
WR 10, Clvrt C101000, Replace						\$1,050,000
WR 11, Clvrt C110930, Replace		\$1,229,000				\$1,286,000
WR 12, Culvert C12127, Replace						\$1,100,000
WR 18, Culvert C180210, Liner						\$1,140,000
WR 124, Clvrt C124124, Replace			\$127,000			\$127,000
Total	\$300,000	\$2,144,000	\$427,000	\$300,000	\$300,000	\$8,375,000
Sources of Financing						
Canada Community Building Fund						\$550,000
Ontario Community Infrastructure Fund		\$1,000,000				\$1,860,000
Reserves	\$300,000	\$1,144,000	\$427,000	\$300,000	\$300,000	\$5,965,000
Total Financing	\$300,000	\$2,144,000	\$427,000	\$300,000	\$300,000	\$8,375,000



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service: Roads—County Bridges on Local Roads

Department: Engineering Services

Governance: Roads Committee

	2022	2023	2024	2025	2026	5 Year Total
Jones Baseline, Ostrander Bridge, 000032, Rehab						
Total						
Sources of Financing						
Reserves						
Total Financing						



COUNTY OF WELLINGTON

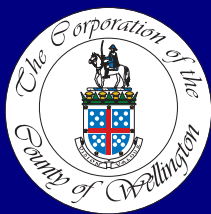
2022-2031 CAPITAL BUDGET

Programme/Service: Roads—County Bridges on Local Roads

Department: Engineering Services

Governance: Roads Committee

	2027	2028	2029	2030	2031	10 Year Total
Jones Baseline, Ostrander Bridge, 000032, Rehab	\$119,000		\$1,018,000			\$1,137,000
Total	\$119,000		\$1,018,000			\$1,137,000
Sources of Financing						
Reserves	\$119,000		\$1,018,000			\$1,137,000
Total Financing	\$119,000		\$1,018,000			\$1,137,000

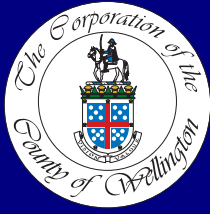


COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

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

	2022	2023	2024	2025	2026	5 Year Total
WR 7, 1st Line to WR 18, 3.3 km					\$115,000	\$115,000
WR 7, Between PL at Ponsonby, 1km				\$28,000	\$574,000	\$602,000
WR 7, Hwy 6 to Ponsonby PL	\$1,700,000					\$1,700,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km			\$1,071,000			\$1,071,000
WR 7, Rothsay to WR 11, 5.2 km			\$2,142,000			\$2,142,000
WR 11, 300m S of 16th Line to WR 109				\$111,000		\$111,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line		\$52,000		\$1,885,000		\$1,937,000
WR 11, WR 7 to 300 m south of the 16th Line, 3.8 km						
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km						
WR 18, Fergus to Dufferin PH 2		\$1,607,000				\$1,607,000
WR 18, WR 7 to ROW boundary, 6.3 km			\$107,000		\$3,444,000	\$3,551,000
WR 19, Hwy 6 to 100m east of Tom St			\$27,000	\$555,000		\$582,000
WR 22, WR 26 to 300m S of WR24	\$3,250,000					\$3,250,000
WR 24, 300m S of WR 50 to SR 9 2.5 km			\$54,000		\$2,870,000	\$2,924,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km			\$54,000	\$2,218,000		\$2,272,000
WR 24, WR 42 to 1.2 km N of WR 42						
WR 25, WR 124 to WR 22 3.2 km			\$107,000	\$1,664,000		\$1,771,000
WR 26, WR 124 to WR 18 15km						
WR 32, WR 34 to WR 124, 5 km					\$115,000	\$115,000
WR 33, WR 34 to Hwy 401, 1.8 km		\$52,000	\$1,071,000			\$1,123,000
WR 34, WR 33 to WR 32, 2 km		\$52,000		\$832,000		\$884,000
WR 34, WR 46 to Victoria Rd 2.1 km				\$111,000		\$111,000
WR 35, WR 34 to Hamilton boundary, 6.6 km						
WR 38, Guelph to Hwy 6, 3.7 km	\$1,600,000					\$1,600,000
WR 43, WR 19 to Glengarry Cr 1.3 km						
WR 51, WR 86 to 800m E of WR 39				\$111,000		\$111,000
WR 52, 9th Line to WR 25 2.8 km		\$52,000	\$1,071,000			\$1,123,000
WR 86, COG to ROW 7.9 km					\$2,300,000	\$2,300,000
WR 86, Wallenstein	\$2,000,000					\$2,000,000
WR 109, Hwy 6 to Dufferin 11.1 km						
WR 123, Palm to Teviotdale		\$2,588,000				\$2,588,000
WR 124, 400m N of WR 23 to WR 25 2.5 km		\$104,000	\$1,071,000			\$1,175,000



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service:

Roads—Resurfacing

Department:

Engineering Services

Governance:

Roads Committee

	2027	2028	2029	2030	2031	10 Year Total
WR 7, 1st Line to WR 18, 3.3 km		\$2,460,000				\$2,575,000
WR 7, Between PL at Ponsonby, 1km						\$602,000
WR 7, Hwy 6 to Ponsonby PL						\$1,700,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km						\$1,071,000
WR 7, Rothsay to WR 11, 5.2 km						\$2,142,000
WR 11, 300m S of 16th Line to WR 109		\$1,230,000				\$1,341,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line	\$119,000		\$2,540,000			\$2,659,000
WR 11, WR 7 to 300 m south of the 16th Line, 3.8 km						\$1,937,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km		\$123,000	\$2,544,000			\$2,667,000
WR 18, Fergus to Dufferin PH 2						\$1,607,000
WR 18, WR 7 to ROW boundary, 6.3 km						\$3,551,000
WR 19, Hwy 6 to 100m east of Tom St						\$582,000
WR 22, WR 26 to 300m S of WR24						\$3,250,000
WR 24, 300m S of WR 50 to SR 9 2.5 km						\$2,924,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km						\$2,272,000
WR 24, WR 42 to 1.2 km N of WR 42		\$61,000	\$954,000			\$1,015,000
WR 25, WR 124 to WR 22 3.2 km						\$1,771,000
WR 26, WR 124 to WR 18 15km	\$130,000	\$2,000,000	\$2,000,000	\$2,000,000	\$3,860,000	\$9,990,000
WR 32, WR 34 to WR 124, 5 km	\$2,970,000					\$3,085,000
WR 33, WR 34 to Hwy 401, 1.8 km						\$1,123,000
WR 34, WR 33 to WR 32, 2 km						\$884,000
WR 34, WR 46 to Victoria Rd 2.1 km	\$1,188,000					\$1,299,000
WR 35, WR 34 to Hamilton boundary, 6.6 km		\$3,196,000				\$3,196,000
WR 38, Guelph to Hwy 6, 3.7 km						\$1,600,000
WR 43, WR 19 to Glengarry Cr 1.3 km	\$60,000		\$1,270,000			\$1,330,000
WR 51, WR 86 to 800m E of WR 39	\$1,782,000					\$1,893,000
WR 52, 9th Line to WR 25 2.8 km						\$1,123,000
WR 86, COG to ROW 7.9 km	\$2,376,000					\$4,676,000
WR 86, Wallenstein						\$2,000,000
WR 109, Hwy 6 to Dufferin 11.1 km	\$2,970,000	\$3,073,000				\$6,043,000
WR 123, Palm to Teviotdale						\$2,588,000
WR 124, 400m N of WR 23 to WR 25 2.5 km						\$1,175,000



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

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

	2022	2023	2024	2025	2026	5 Year Total
Total Roads Resurfacing	\$8,550,000	\$4,507,000	\$6,775,000	\$7,515,000	\$9,418,000	\$36,765,000
Sources of Financing						
Canada Community Building Fund	\$1,250,000	\$1,250,000	\$1,000,000			\$3,500,000
Ontario Community Infrastructure Fund	\$2,780,000		\$860,000			\$3,640,000
Recoveries		\$1,294,000				\$1,294,000
Reserves	\$4,520,000	\$1,963,000	\$4,915,000	\$7,515,000	\$9,418,000	\$28,331,000
Total Financing	\$8,550,000	\$4,507,000	\$6,775,000	\$7,515,000	\$9,418,000	\$36,765,000

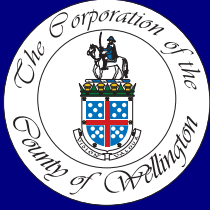


COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

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

	2027	2028	2029	2030	2031	10 Year Total
Total Roads Resurfacing	\$11,595,000	\$12,143,000	\$9,308,000	\$2,000,000	\$3,860,000	\$75,671,000
Sources of Financing						
Canada Community Building Fund	\$1,500,000	\$2,100,000				\$7,100,000
Ontario Community Infrastructure Fund	\$1,860,000	\$2,000,000	\$2,860,000	\$2,000,000	\$3,860,000	\$16,220,000
Recoveries						\$1,294,000
Reserves	\$8,235,000	\$8,043,000	\$6,448,000			\$51,057,000
Total Financing	\$11,595,000	\$12,143,000	\$9,308,000	\$2,000,000	\$3,860,000	\$75,671,000



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.

2022 Budget Highlights

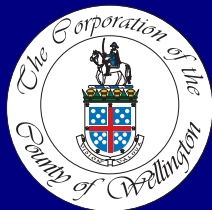
Capital Budget:

- A total of \$11.9 million in expenditures is projected over the ten-year period
- Facility upgrades at the Elora and Rothsay Transfer Stations are planned for 2022-2023
- Riverstown landfill is the County's one remaining active landfill site with expected capacity beyond 2053. 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 \$4.3 million.

Operating Budget:

- Resource Productivity and Recovery Authority (RPRA) funding for the Blue Box programme has been increased by \$456,100.
- Bag sales reduction of \$100,000 as usage trends have changed with the implementation of the curbside collection programme
- Sales revenue from recyclable materials increased in 2022 as a result of a significant rise plastics prices experienced in 2021
- HHW technician position moved from part-time to full-time

Staff Complement (Full time equivalents)		
	2021	2022
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	11.7
Disposal	3.3	3.3
Total	29.9	30.2
Current employee count: 43		



Performance Measures

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

Programme Goals and Objectives

The following Goals and Priorities and guiding principles have been articulated in the Solid Waste Services Strategy:

Excellent Customer Service

- Provide excellent customer service that is convenient, safe, and meets residents' needs

Sound Financial Management

- Deliver programmes and services that are evaluated on an on-going basis to ensure they are efficient and cost-effective

Environmental Stewardship

- Protect the air, water and land through environmentally sound practices and operations

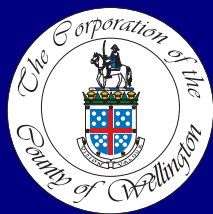
The goals and priorities of the Solid Waste Services Strategy are informed by a set of guiding principles, which are aligned with those of the County's Strategic Action Plan:

- Adopting triple bottom line (people, planet, prosperity) approach (**People as the main priority of Wellington County**) and (**Making the best decisions**)
- Treating landfill as an asset, a resource to be protected (**Planning for and providing the best physical infrastructure**)
- Maximizing diversion from landfill (**Planning for and providing the best physical infrastructure**)
- Focusing on long-term planning horizons (**Making the best decisions**)
- Minimizing greenhouse gas (GHG) emissions associated with operations (**People as the main priority of Wellington County**)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals, priorities and guiding principles, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Residential Waste Diversion Rate	45%	48%	50%
Total Diverted Tonnes Captured (residential and IC&I)	11,727	11,900	12,500
Estimated Remaining Years of Landfill Capacity	26	25	24
Number of Outreach Products/Presentations	375	457	478



COUNTY OF WELLINGTON

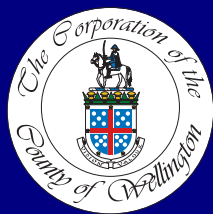
2022 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2020		2021			\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	2021 Budget	2022 Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$1,057,159	\$1,111,200	\$1,273,301	\$1,275,500	\$1,734,600	\$459,100	36.0%
Licenses, Permits and Rents	\$8,836	\$8,900	\$19,093	\$19,100	\$19,100	\$ -	-
User Fees & Charges	\$3,524,589	\$3,439,300	\$3,478,682	\$3,581,200	\$3,436,200	(\$145,000)	(4.0%)
Sales Revenue	\$434,666	\$607,800	\$1,285,921	\$472,100	\$814,500	\$342,400	72.5%
Other Revenue	\$ -	\$ -	\$162	\$ -	\$ -	\$ -	-
Internal Recoveries	\$739,697	\$709,500	\$713,708	\$839,800	\$734,000	(\$105,800)	(12.6%)
Total Revenue	\$5,764,947	\$5,876,700	\$6,770,867	\$6,187,700	\$6,738,400	\$550,700	8.9%
Expenditure							
Salaries, Wages and Benefits	\$2,737,331	\$2,645,100	\$2,812,559	\$2,683,600	\$2,846,300	\$162,700	6.1%
Supplies, Material & Equipment	\$917,502	\$1,049,900	\$974,978	\$1,052,200	\$1,200,700	\$148,500	14.1%
Purchased Services	\$7,152,057	\$7,285,400	\$8,546,412	\$8,719,000	\$9,025,300	\$306,300	3.5%
Insurance & Financial	\$269,721	\$240,000	\$277,994	\$258,400	\$265,300	\$6,900	2.7%
Internal Charges	\$743,119	\$708,800	\$712,091	\$839,100	\$733,300	(\$105,800)	(12.6%)
Total Expenditure	\$11,819,730	\$11,929,200	\$13,324,034	\$13,552,300	\$14,070,900	\$518,600	3.8%
Net Operating Cost / (Revenue)	\$6,054,783	\$6,052,500	\$6,553,167	\$7,364,600	\$7,332,500	(\$32,100)	(0.4%)
Debt and Transfers							
Debt Charges	\$ -	\$ -	\$ -	\$27,400	\$ -	(\$27,400)	(100.0%)
Transfer from Reserve	(\$422,720)	(\$267,400)	\$ -	(\$344,700)	(\$240,300)	\$104,400	(30.3%)
Transfers to Reserve	\$1,550,000	\$1,550,000	\$1,642,880	\$1,550,000	\$1,550,000	\$ -	-
Total Debt and Transfers	\$1,127,280	\$1,282,600	\$1,642,880	\$1,232,700	\$1,309,700	\$77,000	6.2%
NET COST / (REVENUE)	\$7,182,063	\$7,335,100	\$8,196,047	\$8,597,300	\$8,642,200	\$44,900	0.5%



COUNTY OF WELLINGTON

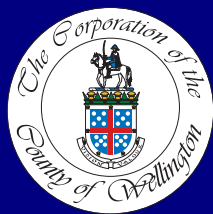
2022 –2031 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2022	2023	Projected 2024	2025	2026
REVENUE					
Grants & Subsidies	\$1,734,600	\$1,734,600	\$1,734,600	\$1,734,600	\$1,734,600
Licenses, Permits and Rents	\$19,100	\$19,100	\$19,100	\$19,100	\$19,100
User Fees & Charges	\$3,436,200	\$3,470,600	\$3,506,100	\$3,541,700	\$3,578,900
Sales Revenue	\$814,500	\$814,500	\$814,500	\$814,500	\$814,500
Internal Recoveries	\$734,000	\$734,000	\$734,000	\$734,000	\$734,000
Total Revenue	\$6,738,400	\$6,772,800	\$6,808,300	\$6,843,900	\$6,881,100
EXPENDITURES					
Salaries, Wages and Benefits	\$2,846,300	\$2,944,200	\$3,025,900	\$3,112,400	\$3,210,500
Supplies, Material & Equipment	\$1,200,700	\$1,221,100	\$1,253,800	\$1,287,900	\$1,326,700
Purchased Services	\$9,025,300	\$9,186,900	\$9,350,100	\$9,504,400	\$9,663,600
Insurance & Financial	\$265,300	\$286,400	\$300,900	\$316,500	\$333,100
Internal Charges	\$733,300	\$733,300	\$733,300	\$733,300	\$733,300
Total Expenditures	\$14,070,900	\$14,371,900	\$14,664,000	\$14,954,500	\$15,267,200
Net Operating Cost / (Revenue)	\$7,332,500	\$7,599,100	\$7,855,700	\$8,110,600	\$8,386,100
DEBT AND TRANSFERS					
Transfer from Reserves	(\$240,300)	(\$249,400)	(\$258,600)	(\$268,100)	(\$277,800)
Transfer to Reserves	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000
Total Debt and Transfers	\$1,309,700	\$1,300,600	\$1,291,400	\$1,281,900	\$1,272,200
TAX LEVY REQUIREMENT					
yr/yr % change	0.5%	3.0%	2.8%	2.7%	2.8%



COUNTY OF WELLINGTON

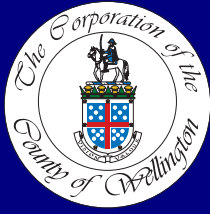
2022 –2031 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2027	2028	Projected 2029	2030	2031
REVENUE					
Grants & Subsidies	\$1,734,600	\$1,734,600	\$1,734,600	\$1,734,600	\$1,734,600
Licenses, Permits and Rents	\$19,100	\$19,100	\$19,100	\$19,100	\$19,100
User Fees & Charges	\$3,616,300	\$3,654,300	\$3,692,300	\$3,730,500	\$3,730,500
Sales Revenue	\$814,500	\$814,500	\$814,500	\$814,500	\$814,500
Internal Recoveries	\$734,000	\$734,000	\$734,000	\$734,000	\$734,000
Total Revenue	\$6,918,500	\$6,956,500	\$6,994,500	\$7,032,700	\$7,032,700
EXPENDITURES					
Salaries, Wages and Benefits	\$3,316,800	\$3,427,400	\$3,541,700	\$3,660,100	\$3,781,100
Supplies, Material & Equipment	\$1,358,900	\$1,395,700	\$1,434,600	\$1,473,800	\$1,502,200
Purchased Services	\$9,828,300	\$9,990,700	\$10,168,700	\$10,434,100	\$10,621,000
Insurance & Financial	\$351,300	\$371,300	\$391,500	\$414,200	\$435,400
Internal Charges	\$733,300	\$733,300	\$733,300	\$733,300	\$733,300
Total Expenditures	\$15,588,600	\$15,918,400	\$16,269,800	\$16,715,500	\$17,073,000
Net Operating Cost / (Revenue)	\$8,670,100	\$8,961,900	\$9,275,300	\$9,682,800	\$10,040,300
DEBT AND TRANSFERS					
Transfer from Reserves	(\$287,700)	(\$297,800)	(\$307,900)	(\$318,200)	(\$325,200)
Transfer to Reserves	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000
Total Debt and Transfers	\$1,262,300	\$1,252,200	\$1,242,100	\$1,231,800	\$1,224,800
TAX LEVY REQUIREMENT	\$9,932,400	\$10,214,100	\$10,517,400	\$10,914,600	\$11,265,100
yr/yr % change	2.8%	2.8%	3.0%	3.8%	3.2%



COUNTY OF WELLINGTON

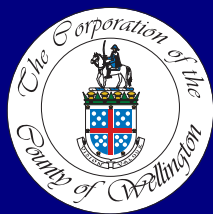
2022-2031 CAPITAL BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2022	2023	2024	2025	2026	5 Year Total
Solid Waste Services						
Equipment						
SWS Equipment	\$290,000	\$1,125,000	\$215,000		\$740,000	\$2,370,000
SWS Electric Vehicles		\$120,000		\$128,000		\$248,000
Total Equipment	\$290,000	\$1,245,000	\$215,000	\$128,000	\$740,000	\$2,618,000
Active Landfill Sites and Transfer Stations						
Site Improvements - Buildings all sites						
Elora Waste Facility Upgrade	\$1,000,000	\$625,000				\$1,625,000
Riverstown: Pre Excavation PH2	\$100,000	\$104,000	\$107,000		\$178,000	\$489,000
Rothsay Waste Facility Upgrade	\$550,000					\$550,000
Site Imp: Road Maint All Sites		\$105,000				\$105,000
Riverstown - North Pond Dev			\$590,000			\$590,000
Total Active Landfill Sites and Transfer Stations	\$1,650,000	\$834,000	\$697,000		\$178,000	\$3,359,000
Closed Landfill Sites						
Riverstown Phase 1 Closed Site						
Total Closed Landfill Sites						
Total	\$1,940,000	\$2,079,000	\$912,000	\$128,000	\$918,000	\$5,977,000
Sources of Financing						
Reserves	\$1,090,000	\$1,734,000	\$912,000	\$128,000	\$918,000	\$4,782,000
Development Charges	\$850,000	\$345,000				\$1,195,000
Total Financing	\$1,940,000	\$2,079,000	\$912,000	\$128,000	\$918,000	\$5,977,000



COUNTY OF WELLINGTON

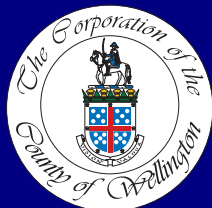
2022-2031 CAPITAL BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2027	2028	2029	2030	2031	10 Year Total
Museum & Archives at WP						
Programming						
Medicine Garden and Pavilion						\$250,000
Total Programming						\$250,000
Facilities						
Museum Air Conditioning	\$214,000					\$214,000
Archives Roof Replacement					\$204,000	\$204,000
Replace Boilers						\$230,000
WCMA Flat Roof						\$200,000
Museum Carpet Replacement						\$96,000
Aboyne Hall Flooring Replacement						\$28,000
Archives Reading Room Flooring						\$28,000
Main Elec Panel Replacement		\$37,000				\$37,000
Replace Humidification Units				\$33,000		\$33,000
Fire Alarm Panel		\$83,000				\$83,000
Aboyne Hall Kitchen			\$64,000			\$64,000
Total Facilities	\$214,000	\$120,000	\$64,000	\$33,000	\$204,000	\$1,217,000
Wellington Place	\$42,000					\$2,434,000
Total	\$256,000	\$120,000	\$64,000	\$33,000	\$204,000	\$3,901,000
Sources of Financing						
Current Revenues	\$42,000					\$122,000
Reserves	\$214,000	\$120,000	\$64,000	\$33,000	\$204,000	\$3,779,000
Total Financing	\$256,000	\$120,000	\$64,000	\$33,000	\$204,000	\$3,901,000



Programme Overview

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

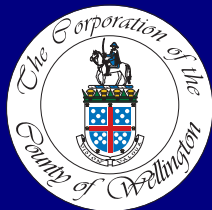
Programme Description

- 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.

2022 Budget Highlights

- The grants and subsidies line is decreasing by approximately \$20,000 in 2022. This reflects a projected increase of 30% in caseload over 2021 year-end actuals. Staff anticipate caseload returning to pre-pandemic levels over the next 12-18 months as federal COVID benefits end. Ontario Works benefits are 100% provincially funded and increases will not impact the municipal tax levy.
- 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 \$1.5 million. The County's portion of \$446,000 is funded from the Property Reserve and the City's funding contribution for capital works at the Guelph locations is \$1.1 million.

Staff Complement (Full time equivalents)	2021	2022
Ontario Works	69.4	69.4
Total	69.4	69.4
Current Employee Count: 64		



Performance Measures

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

Programme Goals and Objectives

The Ontario Works Division strives to effectively serve people needing assistance by delivering high quality programmes and services in collaboration with our community partners and in accordance with provincial legislation and directives governing the Ontario Works programme. The Ontario Works annual Service Plan outlines how the following goals and objectives of the Ontario Works programme are to be achieved:

- Recognize individual client responsibility and promote self-reliance through participation in life stabilization and employment activities. **(People as the main priority in Wellington County)**
- Provide financial assistance to those most in need while they meet obligations to become and stay employed. **(Making the best decisions)**
- Effectively serve people that need assistance. **(Providing the highest level and best quality services)**
- Ensure accountability in service delivery to provincial and local taxpayers. **(Making the best decisions)**

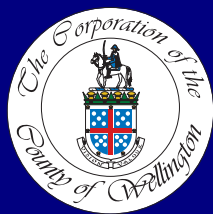
The Ontario Works Division also delivers settlement services to newcomer immigrants to Wellington County. Through an agreement with the Department of Immigration, Refugees and Citizenship Canada, the County has the following goals and objectives pertaining to this work:

- To meet the settlement and integration needs of newcomers, including those in smaller and more rural communities. **(Providing the highest level and best quality services)**
- To facilitate the connection of newcomers to the communities they live in. **(People as the main priority in Wellington County)**
- To enhance the capacity of local employers to hire and retain newcomers. **(Providing the highest level and best quality services)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Percentage of the Ontario Works Caseload with Employment Income	9.26%	8.48%	8.56%
Percentage of Cases Terminating that are exiting to Employment	22.11%	20.64%	20.85%
Percentage of the Overall Ontario Works Caseload Exiting to Employment (monthly)	1.29%	1.21%	1.22%
Number of new settlement* clients assisted with a settlement and referral plan	239	203	150
Number of settlement* group sessions	7	61	74
Number of employers participating in the County's newcomer/immigrant recruitment programme	32	22	30



COUNTY OF WELLINGTON

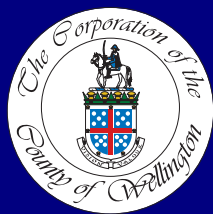
2022 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$23,008,133	\$25,681,800	\$19,281,154	\$24,053,000	\$24,032,900	(\$20,100)	(0.1%)
Municipal Recoveries	\$2,703,064	\$3,054,100	\$2,734,389	\$3,189,400	\$3,195,800	\$6,400	0.2%
Internal Recoveries	\$39,649	\$43,500	\$54,764	\$64,000	\$83,000	\$19,000	29.7%
Total Revenue	\$25,750,846	\$28,779,400	\$22,070,307	\$27,306,400	\$27,311,700	\$5,300	0.0%
Expenditure							
Salaries, Wages and Benefits	\$6,268,068	\$6,537,800	\$6,317,279	\$6,658,800	\$6,850,100	\$191,300	2.9%
Supplies, Material & Equipment	\$171,357	\$152,300	\$156,722	\$185,600	\$164,800	(\$20,800)	(11.2%)
Purchased Services	\$326,816	\$481,500	\$347,208	\$465,100	\$463,400	(\$1,700)	(0.4%)
Social Assistance	\$18,361,755	\$21,283,000	\$14,705,997	\$19,606,700	\$19,553,800	(\$52,900)	(0.3%)
Transfer Payments	\$190,314	\$190,700	\$309,119	\$194,500	\$478,400	\$283,900	146.0%
Insurance & Financial	\$103,508	\$112,300	\$102,304	\$111,300	\$109,300	(\$2,000)	(1.8%)
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$10,000	\$10,000	-
Internal Charges	\$1,395,840	\$1,396,300	\$1,381,504	\$1,393,300	\$1,331,300	(\$62,000)	(4.4%)
Total Expenditure	\$26,817,658	\$30,153,900	\$23,320,133	\$28,615,300	\$28,961,100	\$345,800	1.2%
Net Operating Cost / (Revenue)	\$1,066,812	\$1,374,500	\$1,249,826	\$1,308,900	\$1,649,400	\$340,500	26.0%
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	(\$115,000)	\$ -	(\$280,000)	(\$280,000)	-
Total Debt and Transfers	\$ -	\$ -	(\$115,000)	\$ -	(\$280,000)	(\$280,000)	-
NET COST / (REVENUE)	\$1,066,812	\$1,374,500	\$1,134,826	\$1,308,900	\$1,369,400	\$60,500	4.6%



COUNTY OF WELLINGTON

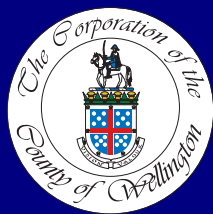
2022 –2031 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	Projected				
	2022	2023	2024	2025	2026
REVENUE					
Grants & Subsidies	24,032,900	24,604,100	25,185,100	25,781,100	26,393,700
Municipal Recoveries	3,195,800	3,349,800	3,514,700	3,738,100	3,906,000
Internal Recoveries	83,000	88,000	87,400	84,900	80,300
Total Revenue	27,311,700	28,041,900	28,787,200	29,604,100	30,380,000
EXPENDITURES					
Salaries, Wages and Benefits	6,850,100	7,064,100	7,259,100	7,471,700	7,704,800
Supplies, Material & Equipment	164,800	168,300	171,700	175,400	178,900
Purchased Services	463,400	481,300	495,100	512,200	526,300
Social Assistance	19,553,800	20,076,800	20,620,000	21,173,300	21,751,100
Transfer Payments	478,400	367,300	206,300	210,400	214,700
Insurance & Financial	109,300	113,300	116,400	120,500	124,800
Minor Capital Expenses	10,000				14,000
Internal Charges	1,331,300	1,357,500	1,395,700	1,489,800	1,471,700
Total Expenditures	28,961,100	29,628,600	30,264,300	31,153,300	31,986,300
Net Operating Cost / (Revenue)	1,649,400	1,586,700	1,477,100	1,549,200	1,606,300
yr/yr % change	26.0%	(3.8%)	(6.9%)	4.9%	3.7%
DEBT AND TRANSFERS					
Transfer from Reserves	(280,000)	(165,000)			
Total Debt and Transfers	(280,000)	(165,000)			
TAX LEVY REQUIREMENT	1,369,400	1,421,700	1,477,100	1,549,200	1,606,300
yr/yr % change	4.6%	3.8%	3.9%	4.9%	3.7%



COUNTY OF WELLINGTON

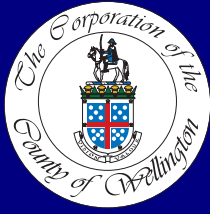
2022 –2031 OPERATING BUDGET

Programme/Service: Ontario Works

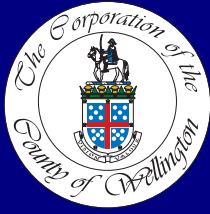
Department: Social Services

Governance: Social Services Committee

	Projected				
	2027	2028	2029	2030	2031
REVENUE					
Grants & Subsidies	27,024,100	27,672,700	28,341,100	29,027,800	29,734,900
Municipal Recoveries	4,147,100	4,312,500	4,522,700	4,771,800	4,992,700
Internal Recoveries	76,300	72,400	69,000	63,900	58,300
Total Revenue	31,247,500	32,057,600	32,932,800	33,863,500	34,785,900
EXPENDITURES					
Salaries, Wages and Benefits	7,951,400	8,206,500	8,470,300	8,741,800	9,022,300
Supplies, Material & Equipment	182,800	186,500	188,900	192,300	194,400
Purchased Services	541,100	548,600	550,000	540,800	518,500
Social Assistance	22,333,800	22,951,300	23,589,200	24,247,100	24,938,700
Transfer Payments	219,000	223,300	227,600	232,200	237,000
Insurance & Financial	129,600	134,400	139,500	145,100	150,600
Minor Capital Expenses	18,000				36,000
Internal Charges	1,555,300	1,546,800	1,575,800	1,652,700	1,649,600
Total Expenditures	32,931,000	33,797,400	34,741,300	35,752,000	36,747,100
Net Operating Cost / (Revenue)	1,683,500	1,739,800	1,808,500	1,888,500	1,961,200
yr/yr % change	4.8%	3.3%	3.9%	4.4%	3.8%
DEBT AND TRANSFERS					
Transfer from Reserves					
Total Debt and Transfers					
TAX LEVY REQUIREMENT	1,683,500	1,739,800	1,808,500	1,888,500	1,961,200
yr/yr % change	4.8%	3.3%	3.9%	4.4%	3.8%

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Ontario Works**Department:** Social Services**Governance:** Social Services Committee

	2022	2023	2024	2025	2026	5 Year Total
129 Wyndham Generator Upgrade	\$40,000					\$40,000
129 Wyndham: Interior Upgrades	\$50,000					\$50,000
129 Wyndham: Roofing						
129 Wyndham: Security						
129-133 Wyndham, Stone Work	\$40,000					\$40,000
138 Wyndham: Carpet Replacement				\$60,000		\$60,000
138 Wyndham: Fire Alarm System	\$30,000					\$30,000
138 Wyndham: HVAC Replacements	\$475,000					\$475,000
138 Wyndham: Replace Heat Exchanger						
138 Wyndham: Roof Top AC						
138 Wyndham: Roofing						
Fergus OW: Roof Replacement				\$83,000		\$83,000
Fergus OW: Rooftop Air Conditioners						
Total	\$635,000			\$143,000		\$778,000
Sources of Financing						
Recoveries	\$482,000			\$48,000		\$530,000
Reserves	\$153,000			\$95,000		\$248,000
Total Financing	\$635,000			\$143,000		\$778,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Ontario Works**Department:** Social Services**Governance:** Social Services Committee

	2027	2028	2029	2030	2031	10 Year Total
129 Wyndham Generator Upgrade						\$40,000
129 Wyndham: Interior Upgrades						\$50,000
129 Wyndham: Roofing					\$239,000	\$239,000
129 Wyndham: Security	\$48,000					\$48,000
129-133 Wyndham, Stone Work						\$40,000
138 Wyndham: Carpet Replacement						\$60,000
138 Wyndham: Fire Alarm System	\$24,000					\$54,000
138 Wyndham: HVAC Replacements						\$475,000
138 Wyndham: Replace Heat Exchanger	\$72,000					\$72,000
138 Wyndham: Roof Top AC		\$123,000				\$123,000
138 Wyndham: Roofing					\$184,000	\$184,000
Fergus OW: Roof Replacement						\$83,000
Fergus OW: Rooftop Air Conditioners					\$61,000	\$61,000
Total	\$144,000	\$123,000			\$484,000	\$1,529,000
Sources of Financing						
Recoveries	\$119,000	\$98,000			\$336,000	\$1,083,000
Reserves	\$25,000	\$25,000			\$148,000	\$446,000
Total Financing	\$144,000	\$123,000			\$484,000	\$1,529,000



Programme Overview

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

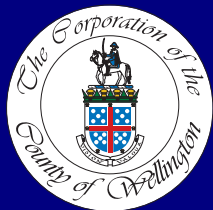
Programme Description

- **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 participate in child care 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.

2022 Budget Highlights

- The 2022 provincial funding allocation has been maintained at the 2021 allocation level with the exception of: one time Workforce funding (\$1.39 M), and two programmes that are 100% funded that received increases (Early Learning and Child Care \$297K and EarlyON \$148K).
- Staffing changes include 1.4 FTE for PT Screeners from January to June only.
- The cost split for our General Operating Grants has shifted to 25% County and 75% City. This shifts \$230K from the County to the City of Guelph in order to reflect the increase in spaces in the County and support our goal of providing equitably available child care in each municipality.

Staff Complement (Full time equivalents)	2021	2022
Child Care Services	30.4	31.8
Child Care Centres	63.6	64.6
Total	94.0	96.4
Current employee count: 119		



Performance Measures

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

Programme Goals and Objectives

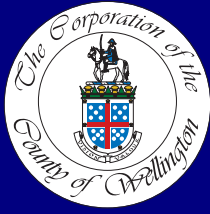
The County of Wellington Children's Early Years Division (CEYD) is the designated Consolidated Municipal Service Manager responsible for planning and managing the child care and early years (EarlyON) services for the Wellington service delivery area. As the service system manager, CEYD is required under the *Child Care and Early Years Act, 2014*, to establish a local child care and early years service plan that addresses the matters of provincial interest in addition to local child care and early years service system interests. The following are goals and objectives of the CEYD:

- Implement a consistent and continuous quality assessment and improvement strategy across the child care and early years system. **(Providing the highest level and best quality services)**
- Develop and support implementation of a workforce strategy that improves recruitment and retention of qualified child care and early years professionals. **(Providing the highest level and best quality services)**
- Increase access to and participation in professional development and recruitment strategies that enhance the workforce's knowledge and competencies on topics of current focus, relevance and interest within the sector including diversity, inclusive practices and cultural competence. **(People as the main priority of Wellington County)** and **(Providing the highest level and best quality services)**
- Stabilize current child care and EarlyON service levels during the pandemic. **(Making the best decisions)**
- Continue to increase the capacity for regulated child care and EarlyON services, focusing on fair distribution. **(Planning for and providing the best physical infrastructure)**
- Improve child care and early years service system information, awareness, communication and service navigation resources to enable parents to make informed decisions about and facilitate access to available services. **(People as the main priority of Wellington County)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
# of active contracted home child care providers	45	30	45
# of participants accessing EarlyON Centre programmes	4859	2047	4950
# educators participating in professional learning	228	365	456
# of spaces available for child care fee subsidies	4632	4752	4816
# of children in receipt of child care fee subsidies	1075	914	1090



COUNTY OF WELLINGTON

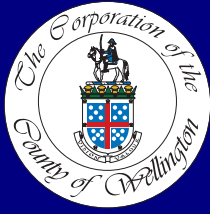
2022 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

			2021			\$ Change	% Change
	2020	2020	Preliminary	2021	2022	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$21,437,268	\$21,860,000	\$22,585,642	\$21,812,300	\$23,693,900	\$1,881,600	8.6%
Municipal Recoveries	\$3,331,765	\$3,278,000	\$3,286,208	\$3,315,200	\$3,025,200	(\$290,000)	(8.7%)
User Fees & Charges	\$745,443	\$1,163,000	\$1,158,815	\$1,186,300	\$1,261,000	\$74,700	6.3%
Other Revenue	\$100,000	\$ -	\$376	\$ -	\$ -	\$ -	-
Internal Recoveries	\$559,023	\$439,600	\$553,607	\$487,300	\$330,700	(\$156,600)	(32.1%)
Total Revenue	\$26,173,499	\$26,740,600	\$27,584,648	\$26,801,100	\$28,310,800	\$1,509,700	5.6%
Expenditure							
Salaries, Wages and Benefits	\$7,022,402	\$7,747,600	\$7,521,658	\$8,190,800	\$8,615,500	\$424,700	5.2%
Supplies, Material & Equipment	\$392,555	\$563,500	\$419,719	\$599,600	\$561,500	(\$38,100)	(6.4%)
Purchased Services	\$669,047	\$782,500	\$648,025	\$785,500	\$799,100	\$13,600	1.7%
Social Assistance	\$17,974,662	\$17,588,700	\$19,034,053	\$17,250,400	\$18,695,500	\$1,445,100	8.4%
Insurance & Financial	\$125,109	\$150,500	\$131,616	\$151,800	\$149,100	(\$2,700)	(1.8%)
Minor Capital Expenses	\$12,603	\$ -	\$ -	\$ -	\$12,500	\$12,500	-
Internal Charges	\$1,499,179	\$1,383,300	\$1,432,791	\$1,396,600	\$1,315,600	(\$81,000)	(5.8%)
Total Expenditure	\$27,695,557	\$28,216,100	\$29,187,862	\$28,374,700	\$30,148,800	\$1,774,100	6.3%
Net Operating Cost / (Revenue)	\$1,522,058	\$1,475,500	\$1,603,214	\$1,573,600	\$1,838,000	\$264,400	16.8%
Debt and Transfers							
Transfer from Reserve	(\$449,047)	\$ -	(\$54,500)	\$ -	(\$60,600)	(\$60,600)	-
Transfers to Reserve	\$100,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	(\$349,047)	\$ -	(\$54,500)	\$ -	(\$60,600)	(\$60,600)	-
NET COST / (REVENUE)	\$1,173,011	\$1,475,500	\$1,548,714	\$1,573,600	\$1,777,400	\$203,800	13.0%



COUNTY OF WELLINGTON

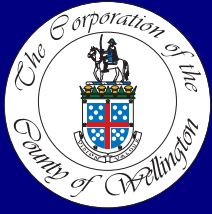
2022–2031 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2022	2023	Projected 2024	2025	2026
REVENUE					
Grants & Subsidies	\$23,693,900	\$21,609,600	\$21,262,300	\$21,262,300	\$21,262,300
Municipal Recoveries	\$3,025,200	\$3,904,000	\$4,118,000	\$4,310,300	\$4,527,600
User Fees & Charges	\$1,261,000	\$1,286,200	\$1,311,900	\$1,338,000	\$1,364,700
Internal Recoveries	\$330,700	\$226,500	\$191,800	\$191,800	\$191,800
Total Revenue	\$28,310,800	\$27,026,300	\$26,884,000	\$27,102,400	\$27,346,400
EXPENDITURES					
Salaries, Wages and Benefits	\$8,615,500	\$8,832,000	\$9,108,900	\$9,404,500	\$9,709,500
Supplies, Material & Equipment	\$561,500	\$575,800	\$590,400	\$605,600	\$620,900
Purchased Services	\$799,100	\$818,200	\$836,200	\$854,400	\$873,000
Social Assistance	\$18,695,500	\$17,743,300	\$17,419,000	\$17,407,700	\$17,394,900
Insurance & Financial	\$149,100	\$153,500	\$158,300	\$164,600	\$171,000
Minor Capital Expenses	\$12,500	\$0	\$11,000	\$0	\$11,000
Internal Charges	\$1,315,600	\$1,238,600	\$1,238,600	\$1,284,100	\$1,343,600
Total Expenditures	\$30,148,800	\$29,361,400	\$29,362,400	\$29,720,900	\$30,123,900
Net Operating Cost / (Revenue)	\$1,838,000	\$2,335,100	\$2,478,400	\$2,618,500	\$2,777,500
TRANSFERS					
Transfer from Reserves	\$(60,600)				
Total Transfers	(60,600)				
TAX LEVY REQUIREMENT					
	\$1,777,400	\$2,335,100	\$2,478,400	\$2,618,500	\$2,777,500
yr/yr % change	13.0%	31.4%	6.1%	5.7%	6.1%



COUNTY OF WELLINGTON

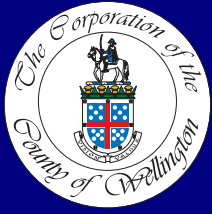
2022–2031 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2027	2028	Projected 2029	2030	2031
REVENUE					
Grants & Subsidies	\$21,262,300	\$21,262,300	\$21,262,300	\$21,262,300	\$21,262,300
Municipal Recoveries	\$4,727,300	\$4,908,400	\$5,131,500	\$5,344,000	\$5,551,200
User Fees & Charges	\$1,392,000	\$1,419,800	\$1,448,200	\$1,477,100	\$1,506,600
Internal Recoveries	\$191,800	\$191,800	\$191,800	\$191,800	\$191,800
Total Revenue	\$27,573,400	\$27,782,300	\$28,033,800	\$28,275,200	\$28,511,900
EXPENDITURES					
Salaries, Wages and Benefits	\$10,022,700	\$10,346,800	\$10,681,000	\$11,026,800	\$11,381,100
Supplies, Material & Equipment	\$636,600	\$652,700	\$669,400	\$686,800	\$704,100
Purchased Services	\$891,800	\$911,300	\$932,600	\$954,400	\$976,900
Social Assistance	\$17,381,700	\$17,368,400	\$17,352,700	\$17,336,800	\$17,321,100
Insurance & Financial	\$177,600	\$184,900	\$192,000	\$199,700	\$207,600
Minor Capital Expenses	\$0	\$0	\$33,000	\$50,000	\$34,000
Internal Charges	\$1,386,200	\$1,386,800	\$1,411,800	\$1,450,800	\$1,483,700
Total Expenditures	\$30,496,600	\$30,850,900	\$31,272,500	\$31,705,300	\$32,108,500
Net Operating Cost / (Revenue)	\$2,923,200	\$3,068,600	\$3,238,700	\$3,430,100	\$3,596,600
TRANSFERS					
Transfer from Reserves					
Total Transfers					
TAX LEVY REQUIREMENT	\$2,923,200	\$3,068,600	\$3,238,700	\$3,430,100	\$3,596,600
yr/yr % change	5.2%	5.0%	5.5%	5.9%	4.9%



COUNTY OF WELLINGTON

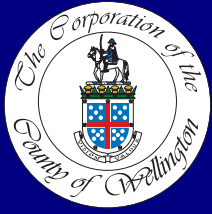
2022-2031 CAPITAL BUDGET

Programme/Service: Children's Early Years Division

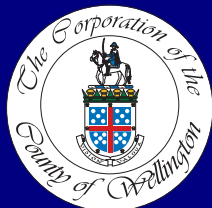
Department: Social Services

Governance: Social Services Committee

	2022	2023	2024	2025	2026	5 Year Total
Mount Forest: Air Conditioning						
Mount Forest: Parking Lot						
MFCC: Flooring Replacement						
Total						
Sources of Financing						
Reserves						
Total Financing						

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Children's Early Years Division**Department:** Social Services**Governance:** Social Services Committee

	2027	2028	2029	2030	2031	10 Year Total
Mount Forest: Air Conditioning				\$250,000		\$250,000
Mount Forest: Parking Lot					\$109,000	\$109,000
MFCC: Flooring Replacement			\$69,000			\$69,000
Total			\$69,000	\$250,000	\$109,000	\$428,000
Sources of Financing						
Reserves			\$69,000	\$250,000	\$109,000	\$428,000
Total Financing			\$69,000	\$250,000	\$109,000	\$428,000



Programme Overview

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

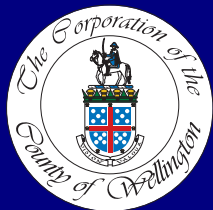
Programme Description

- 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 17 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 416 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.

2022 Budget Highlights

- Grants and subsidies are increasing by \$4,558,000. Programmes that have increased in revenue include Social Services Relief Fund, Reaching Home and Mental Health and Addictions. This has been offset by decreasing revenues in rent supplement and federal funding.
- Staffing changes include two positions that are 100% funded through Reaching Home and are both two year contracts: 1 FTE Planning & Policy Analyst and 0.75 FTE Housing Stability Coordinator.
- The 2022-2031 capital budget invests \$42.6 million in facility improvements at County owned units, an additional \$281,000 on IT infrastructure at County owned units, \$225,000 on Climate Change Initiatives, and administers \$2.8 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)	2021	2022
Social Housing	46.2	49.1
Total	46.2	49.1
Current employee count: 71		



Performance Measures

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

Programme Goals and Objectives

Under the Housing Services Act, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). The HHP is responsible for setting the Affordable and Social Housing Programme goals and objectives:

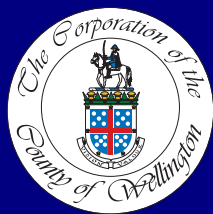
- Help low-income households close the gap between their incomes and housing expenses. **(People as the main priority of Wellington County)**
- Provide a range of housing stability supports to assist with housing retention and homelessness prevention. **(People as the main priority of Wellington County)**
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions. **(Providing the highest level and best quality services)** and **(People as the main priority of Wellington County)**
- Increase the supply and mix of affordable housing options for low to moderate income households. **(Providing the highest level and best quality services)** and **(People as the main priority of Wellington County)**
- End chronic homelessness. **(People as the main priority of Wellington County)** and **(Providing the highest level and best quality services)**
- Promote client-centred, coordinated access to the housing and homelessness system. **(People as the main priority of Wellington County)** and **(Providing the highest level and best quality services)**
- Support the sustainability of the existing social and affordable housing stock. **(Planning for and providing the best physical infrastructure)** and **(Making the best decisions)**
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples. **(People as the main priority of Wellington County)** and **(Making the best decisions)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual	Actual	Projected
	2020	2021	2022
Number of households that receive rent supports per year.	416	454	416
Percentage of households at risk of homelessness that are stabilized (includes eviction prevention services and assistance with rental/energy arrears), that have retained their housing at 6 months follow up.	75%	94%	75%
Number of Households participating in/accessing partnered / direct delivery support services in social/affordable housing.	236	233	236
Number of households in affordable housing per year.	316	315	328
Number of people actively experiencing chronic homelessness.*	145	125	50
Number of households in service level rent geared to income units.	2,342	2,501	2,342

*2021 monthly average of # individuals experiencing chronic homelessness on the G-W By-Name-List



COUNTY OF WELLINGTON

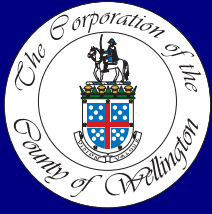
2022 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$12,005,629	\$8,561,200	\$14,996,549	\$8,744,700	\$13,302,700	\$4,558,000	52.1%
Municipal Recoveries	\$14,194,239	\$14,342,100	\$13,010,346	\$13,305,600	\$14,045,200	\$739,600	5.6%
Licenses, Permits and Rents	\$5,715,604	\$5,527,000	\$5,576,867	\$5,727,000	\$5,727,000	\$ -	-
User Fees & Charges	\$36,016	\$18,200	\$46,815	\$18,200	\$18,200	\$ -	-
Other Revenue	\$301,409	\$324,800	\$429,798	\$342,300	\$351,800	\$9,500	2.8%
Internal Recoveries	\$245,541	\$176,400	\$284,333	\$148,400	\$207,400	\$59,000	39.8%
Total Revenue	\$32,498,438	\$28,949,700	\$34,344,708	\$28,286,200	\$33,652,300	\$5,366,100	19.0%
Expenditure							
Salaries, Wages and Benefits	\$4,201,707	\$4,262,000	\$4,400,720	\$4,431,800	\$4,839,400	\$407,600	9.2%
Supplies, Material & Equipment	\$574,424	\$563,500	\$548,898	\$494,800	\$581,200	\$86,400	17.5%
Purchased Services	\$5,552,995	\$5,392,900	\$5,885,393	\$5,711,800	\$6,289,800	\$578,000	10.1%
Social Assistance	\$22,749,374	\$20,233,300	\$24,565,381	\$18,942,000	\$23,714,800	\$4,772,800	25.2%
Transfer Payments	\$590,600	\$590,600	\$556,065	\$556,100	\$264,100	(\$292,000)	(52.5%)
Insurance & Financial	\$365,277	\$330,400	\$302,510	\$348,500	\$376,200	\$27,700	7.9%
Internal Charges	\$875,573	\$815,300	\$960,858	\$830,200	\$929,600	\$99,400	12.0%
Total Expenditure	\$34,909,950	\$32,188,000	\$37,219,825	\$31,315,200	\$36,995,100	\$5,679,900	18.1%
Net Operating Cost / (Revenue)	\$2,411,512	\$3,238,300	\$2,875,117	\$3,029,000	\$3,342,800	\$313,800	10.4%
Debt and Transfers							
Transfer from Reserve	(\$234,306)	(\$108,800)	\$ -	\$ -	(\$135,000)	(\$135,000)	-
Transfers to Reserve	\$2,426,127	\$1,650,000	\$1,763,493	\$1,650,000	\$1,600,000	(\$50,000)	(3.0%)
Total Debt and Transfers	\$2,191,821	\$1,541,200	\$1,763,493	\$1,650,000	\$1,465,000	(\$185,000)	(11.2%)
NET COST / (REVENUE)	\$4,603,333	\$4,779,500	\$4,638,610	\$4,679,000	\$4,807,800	\$128,800	2.8%



COUNTY OF WELLINGTON

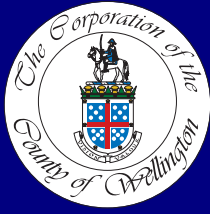
2022–2031 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	Projected				
	2022	2023	2024	2025	2026
REVENUE					
Grants & Subsidies	\$13,302,700	\$7,949,600	\$7,068,900	\$6,475,800	\$6,210,500
Municipal Recoveries	\$14,045,200	\$14,442,400	\$15,035,800	\$15,957,100	\$16,822,700
Licenses, Permits and Rents	\$5,727,000	\$5,751,900	\$5,751,900	\$5,751,900	\$5,751,900
User Fees & Charges	\$18,200	\$18,200	\$18,200	\$18,200	\$18,200
Other Revenue	\$351,800	\$359,500	\$367,600	\$376,000	\$384,600
Internal Recoveries	\$207,400	\$98,400	\$91,800	\$91,400	\$94,100
Total Revenue	\$33,652,300	\$28,620,000	\$28,334,200	\$28,670,400	\$29,282,000
EXPENDITURES					
Salaries, Wages and Benefits	\$4,839,400	\$5,079,100	\$5,118,700	\$5,269,300	\$5,448,200
Supplies, Material & Equipment	\$581,200	\$545,400	\$561,400	\$577,900	\$595,100
Purchased Services	\$6,289,800	\$6,202,200	\$6,388,400	\$6,605,300	\$6,870,800
Social Assistance	\$23,714,800	\$18,725,400	\$18,377,900	\$18,502,200	\$18,853,800
Transfer Payments	\$264,100	\$208,200	\$117,900	\$-	\$-
Insurance & Financial	\$376,200	\$415,000	\$455,100	\$481,200	\$511,500
Internal Charges	\$929,600	\$832,900	\$848,500	\$892,400	\$899,000
Total Expenditures	\$36,995,100	\$32,008,200	\$31,867,900	\$32,328,300	\$33,178,400
Net Operating Cost / (Revenue)	\$3,342,800	\$3,388,200	\$3,533,700	\$3,657,900	\$3,896,400
TRANSFERS					
Transfer from Reserve	\$(135,000)				
Transfer to Reserves	\$1,600,000	\$1,600,000	\$1,100,000	\$1,100,000	\$1,100,000
Total Transfers	\$1,465,000	\$1,600,000	\$1,100,000	\$1,100,000	\$1,100,000
TAX LEVY REQUIREMENT	\$4,807,800	\$4,988,200	\$4,633,700	\$4,757,900	\$4,996,400
yr/yr % change	2.8%	3.8%	(7.1%)	2.7%	5.0%



COUNTY OF WELLINGTON

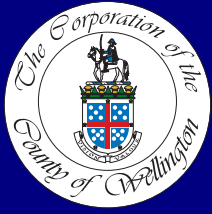
2022–2031 OPERATING BUDGET

Programme/Service: Social Housing

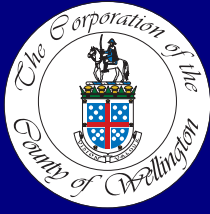
Department: Social Services

Governance: Social Services Committee

	Projected				
	2027	2028	2029	2030	2031
REVENUE					
Grants & Subsidies	\$6,395,400	\$5,538,200	\$5,510,200	\$4,670,000	\$4,563,100
Municipal Recoveries	\$17,391,600	\$18,808,600	\$19,474,300	\$20,964,700	\$21,755,400
Licenses, Permits and Rents	\$5,751,900	\$5,751,900	\$5,751,900	\$5,751,900	\$5,751,900
User Fees & Charges	\$18,200	\$18,200	\$18,200	\$18,200	\$18,200
Other Revenue	\$393,400	\$402,400	\$411,700	\$421,400	\$431,300
Internal Recoveries	\$96,600	\$99,200	\$101,900	\$104,700	\$107,700
Total Revenue	\$30,047,100	\$30,618,500	\$31,268,200	\$31,930,900	\$32,627,600
EXPENDITURES					
Salaries, Wages and Benefits	\$5,622,500	\$5,805,600	\$5,991,200	\$6,184,200	\$6,384,200
Supplies, Material & Equipment	\$612,400	\$630,200	\$648,400	\$667,000	\$682,000
Purchased Services	\$7,124,600	\$7,367,700	\$7,595,000	\$7,859,300	\$8,111,900
Social Assistance	\$19,213,100	\$19,578,700	\$19,951,400	\$20,332,400	\$20,720,500
Transfer Payments	\$-	\$-	\$-	\$-	\$-
Insurance & Financial	\$545,500	\$583,700	\$626,100	\$669,800	\$713,200
Internal Charges	\$937,700	\$951,900	\$970,700	\$1,007,500	\$1,024,600
Total Expenditures	\$34,055,800	\$34,917,800	\$35,782,800	\$36,720,200	\$37,636,400
Net Operating Cost / (Revenue)	\$4,008,700	\$4,299,300	\$4,514,600	\$4,789,300	\$5,008,800
TRANSFERS					
Transfer from Reserve					
Transfer to Reserves	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
Total Transfers	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
TAX LEVY REQUIREMENT	\$5,108,700	\$5,399,300	\$5,614,600	\$5,889,300	\$6,108,800
yr/yr % change	2.2%	5.7%	4.0%	4.9%	3.7%

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Social Housing**Department:** Social Services**Governance:** Social Services Committee

	2022	2023	2024	2025	2026	5 Year Total
County Owned Housing Units	\$3,450,000	\$3,700,000	\$3,900,000	\$4,050,000	\$4,200,000	\$19,300,000
COCHI Community Housing Init	\$997,000	\$158,000				\$1,155,000
OPHI Ont Priorities Housing In	\$1,346,000	\$279,000				\$1,625,000
2022 Various Attic Insulation	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$225,000
Housing Sites IT Replacements			\$60,000	\$25,000	\$70,000	\$155,000
Housing WiFi Replacements					\$37,000	\$37,000
Total	\$5,838,000	\$4,182,000	\$4,005,000	\$4,120,000	\$4,352,000	\$22,497,000
Sources of Financing						
Recoveries	\$2,666,000	\$2,858,000	\$3,056,000	\$3,146,000	\$3,318,000	\$15,044,000
Subsidies	\$2,343,000	\$437,000				\$2,780,000
Reserves	\$829,000	\$887,000	\$949,000	\$974,000	\$1,034,000	\$4,673,000
Total Financing	\$5,838,000	\$4,182,000	\$4,005,000	\$4,120,000	\$4,352,000	\$22,497,000



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

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

	2027	2028	2029	2030	2031	10 Year Total
County Owned Housing Units	\$4,350,000	\$4,500,000	\$4,650,000	\$4,800,000	\$4,950,000	\$42,550,000
COCHI Community Housing Init						\$1,155,000
OPHI Ont Priorities Housing In						\$1,625,000
2022 Various Attic Insulation						\$225,000
Housing Sites IT Replacements	\$45,000					\$200,000
Housing WiFi Replacements					\$44,000	\$81,000
Total	\$4,395,000	\$4,500,000	\$4,650,000	\$4,800,000	\$4,994,000	\$45,836,000
Sources of Financing						
Recoveries	\$3,353,000	\$3,433,000	\$3,549,000	\$3,661,000	\$3,812,000	\$32,852,000
Subsidies						\$2,780,000
Reserves	\$1,042,000	\$1,067,000	\$1,101,000	\$1,139,000	\$1,182,000	\$10,204,000
Total Financing	\$4,395,000	\$4,500,000	\$4,650,000	\$4,800,000	\$4,994,000	\$45,836,000

Social Housing Major Capital Project Details

Project Description	2022	2023	2024	2025	2026
Vancouver/Edmonton - 23 Houses					
Vancouver / Edmonton Full Reno	\$110,000	\$115,000	\$120,000		
Total Vancouver/Edmonton - 23 Houses	\$110,000	\$115,000	\$120,000		
Mohawk/Delaware - 50 Houses					
Mohawk Delaware Replace Deck	\$50,000				
Total Mohawk/Delaware - 50 Houses	\$50,000				
263 Speedvale - 62 Apartments					
263 Speedvale Bathroom Upgrades				\$440,000	
263 Speedvale Lghtng/Clng/Rcrc Replac		\$255,000			
263 Speedvale East Wing Roof Replace		\$15,000	\$320,000		
263 Speedvale Window Replace			\$225,000		
Total 263 Speedvale - 62 Apartments		\$270,000	\$545,000	\$440,000	
Algonquin/Ferndale - 47 Houses					
Algonquin / Ferndale Siding	\$560,000				
Algonquin/Ferndale Site Dev P2	\$10,000	\$170,000			
Algonquin/Ferndale Shingle Replacement		\$20,000	\$295,000	\$115,000	\$125,000
Algonquin/Ferndale Site Dev Phase 3				\$20,000	\$370,000
Total Algonquin/Ferndale - 47 Houses	\$570,000	\$190,000	\$295,000	\$135,000	\$495,000
Applewood/Sunset -47 Townhomes					
Applewood / Sunset Site Dev	\$200,000				
Applewood / Sunset Roofing Rep	\$790,000				
Total Applewood/Sunset -47 Townhomes	\$990,000				
576 Woolwich - 100 Apartments					
576 Woolwich Parking Lot					\$260,000
576 Woolwich Ltng/Clng/Rcrc Replace		\$325,000			
576 Woolwich Window & Mansard Replace			\$10,000	\$330,000	
Total 576 Woolwich - 100 Apartments		\$325,000	\$10,000	\$330,000	\$260,000
232 Delhi/33 Marlborough - 109 Apartments					
33 Marlborough Lighting/Clng/Recrc	\$290,000				
232 Delhi Window Replace			\$325,000		
33 Marlborough Roofing Replace		\$25,000	\$475,000		
232 Delhi Lights/Ceiling/Recrc	\$5,000	\$315,000			
33 Marlborough Kitchen Refurb					\$450,000
232 Delhi Kitchen Refurb					\$455,000
33 Marlborough Parking Lot Replacement				\$125,000	
Total 232 Delhi/33 Marlborough - 109 Apartments	\$295,000	\$340,000	\$800,000	\$125,000	\$905,000
Willow/Dawson - 85 Townhomes					
Willow/Dawson Shingle Replace	\$150,000	\$510,000			
Willow Dawson Site Dev		\$200,000			
Willow/Dawson Siding Replacement		\$445,000			
Total Willow/Dawson - 85 Townhomes	\$150,000	\$1,155,000			
229 Dublin - 74 Apartments					
229 Dublin Recaulking	\$90,000				
229 Dublin Modernize Elevator	\$10,000	\$175,000			
229 Dublin Carport Ceiling Replacement				\$275,000	
229 Dublin Security Camera Install		\$80,000			
229 Dublin Kitchen Refurbishment					\$610,000
Total 229 Dublin - 74 Apartments	\$100,000	\$255,000		\$275,000	\$610,000
387 Waterloo - 72 Apartments					
387 Waterloo Kitchen Refurbishments			\$555,000		
387 Waterloo Window Replacement				\$625,000	
Total 387 Waterloo - 72 Apartments			\$555,000	\$625,000	

Social Housing Major Capital Project Details

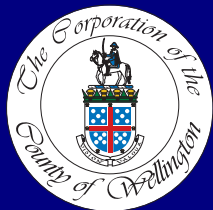
Project Description	2022	2023	2024	2025	2026
130 Grange - 72 Apartments					
130 Grange Lghtng/Clng/Rcrc Line		\$235,000			
130 Grange Window Replacement					\$465,000
130 Grange Parking Lot				\$170,000	
130 Grange Site Improvements				\$200,000	
Total 130 Grange - 72 Apartments		\$235,000		\$370,000	\$465,000
411 Waterloo - 41 Apartments					
411 Waterloo Parking Lot	\$50,000				
411 Waterloo Window Replacement					\$265,000
411 Waterloo Roofing Replacement			\$20,000	\$355,000	
Total 411 Waterloo - 41 Apartments	\$50,000		\$20,000	\$355,000	\$265,000
32 Hadati - 89 Apartments					
32 Hadati Make Up Air Unit	\$350,000				
32 Hadati Lghtng/Clng/Rcrc Replacement		\$315,000			
32 Hadati Elevator Modernization					\$10,000
Total 32 Hadati - 89 Apartments	\$350,000	\$315,000			\$10,000
221 Mary St. Elora - 20 Apartments					
221 Mary Window Replacement			\$150,000		
Total 221 Mary St. Elora - 20 Apartments			\$150,000		
22 Church St. Erin - 11 Apartments					
22 Church Metal Roof Install			\$10,000	\$110,000	
Total 22 Church St. Erin - 11 Apartments			\$10,000	\$110,000	
14 Centre St. Erin - 16 Apartments					
14 Center Metal Roof Install		\$10,000	\$210,000		
14 Centre Window Replacement			\$120,000		
Total 14 Centre St. Erin - 16 Apartments		\$10,000	\$330,000		
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Corridor Rehab	\$85,000				
450 Ferrier Elevator Modernization		\$10,000	\$175,000		
Total 450 Ferrier Ct. Fergus - 41 Apartments	\$85,000	\$10,000	\$175,000		
56 Mill St. Harriston - 15 Apartments					
56 Mill St Windows and Doors	\$100,000				
Total 56 Mill St. Harriston - 15 Apartments	\$100,000				
51 John St. Harriston - 16 Apartments					
51 John Metal Roof Install	\$240,000				
Total 51 John St. Harriston - 16 Apartments	\$240,000				
450 Albert St. Mt. Forest - 31 Apartments					
450 Albert Elevator Modernization				\$10,000	\$160,000
Total 450 Albert St. Mt. Forest - 31 Apartments				\$10,000	\$160,000
235 Egremont St. Mt. Forest -11 Apartments					
235 Egremont Metal Roof Install				\$120,000	
Total 235 Egremont St. Mt. Forest -11 Apartments				\$120,000	
Irwindale Palmerston - 16 Houses, 4 Apts					
Palm 4Plex Windows Doors Sdng	\$75,000				
Total Irwindale Palmerston - 16 Houses, 4 Apts	\$75,000				
212 Whites Rd. Palmerston -32 Apartments					
212 Whites Lghtng/Clng/Rcrc Replace		\$115,000			
212 Whites Roofing Replacement		\$25,000	\$405,000		
212 Whites Elevator Modernization				\$10,000	\$160,000
Total 212 Whites Rd. Palmerston -32 Apartments		\$140,000	\$405,000	\$10,000	\$160,000
Social Housing Various Locations					
Housing Building Retrofit	\$285,000	\$340,000	\$485,000	\$1,145,000	\$870,000
Total County Owned Units	\$3,450,000	\$3,700,000	\$3,900,000	\$4,050,000	\$4,200,000

Social Housing Major Capital Project Details

Project Description	2027	2028	2029	2030	2031
Vancouver/Edmonton - 23 Houses					
Vancouver/Edmonton Site Improvements					\$245,000
Total Vancouver/Edmonton - 23 Houses					\$245,000
Mohawk/Delaware - 50 Houses					
Mohawk/Delaware Driveway			\$465,000		
Mohawk/Delaware Furnace Replacement					\$240,000
Total Mohawk/Delaware - 50 Houses			\$465,000		\$240,000
263 Speedvale - 62 Apartments					
263 Speedvale West Wing Roof Replace			\$35,000	\$615,000	
Total 263 Speedvale - 62 Apartments			\$35,000	\$615,000	
Algonquin/Ferndale - 47 Houses					
Algonquin/Ferndale Shingle Replacement	\$135,000	\$140,000	\$50,000		
Total Algonquin/Ferndale - 47 Houses	\$135,000	\$140,000	\$50,000		
576 Woolwich - 100 Apartments					
576 Woolwich Roof Replacement		\$70,000	\$1,140,000		
576 Woolwich Bathroom Upgrades					\$890,000
576 Balcony Replacement				\$200,000	
Total 576 Woolwich - 100 Apartments		\$70,000	\$1,140,000	\$200,000	\$890,000
232 Delhi/33 Marlborough - 109 Apartments					
232 Delhi Roofing Replacement	\$30,000	\$565,000			
232 Delhi Bathroom Refurbishment			\$475,000		
33 Marlborough Bathroom Refurbishment				\$485,000	
Total 232 Delhi/33 Marlborough - 109 Apartments	\$30,000	\$565,000	\$475,000	\$485,000	
Willow/Dawson - 85 Townhomes					
Willow/Dawson Shingle Replace Phase 2	\$300,000	\$550,000			
Willow/Dawson Furnace Replace			\$390,000		
Willow/Dawson Window Replacement					\$1,210,000
Total Willow/Dawson - 85 Townhomes	\$300,000	\$550,000	\$390,000		\$1,210,000
229 Dublin - 74 Apartments					
229 Dublin Balcony Replacement	\$415,000				
229 Dublin Bathroom Refurb				\$665,000	
Total 229 Dublin - 74 Apartments	\$415,000			\$665,000	
387 Waterloo - 72 Apartments					
387 Waterloo Mansard Roof Replacement		\$180,000			
387 Waterloo Roofing Replacement	\$20,000	\$870,000			
387 Waterloo Parking Lot				\$280,000	
387 Waterloo Bathroom Refurb				\$665,000	
Total 387 Waterloo - 72 Apartments	\$20,000	\$1,050,000		\$945,000	
130 Grange - 72 Apartments					
130 Grange Kitchen Refurbishments	\$620,000				
130 Grange Bathroom Refurb			\$615,000		
Total 130 Grange - 72 Apartments	\$620,000		\$615,000		

Social Housing Major Capital Project Details

Project Description	2027	2028	2029	2030	2031
411 Waterloo - 41 Apartments					
411 Waterloo Kitchen Cupboard Replacement	\$355,000				
411 Waterloo Elevator Modernization	\$15,000	\$210,000			
411 Waterloo Bathroom Replacement					\$385,000
Total 411 Waterloo - 41 Apartments	\$370,000	\$210,000			\$385,000
32 Hadati - 89 Apartments					
32 Hadati Elevator Modernization	\$200,000				
32 Hadati Retaining Wall	\$30,000	\$510,000			
32 Hadati Balcony Replacements					\$410,000
Total 32 Hadati - 89 Apartments	\$230,000	\$510,000			\$410,000
Edward St. Arthur - 14 Apartments					
110 Edward Roofing Replacement				\$385,000	
110 Edward Kitchen Replacement					\$140,000
Total Edward St. Arthur - 14 Apartments				\$385,000	\$140,000
Frederick St Arthur - 10 Apartments					
133 Frederick Metal Roof install					\$250,000
Total Frederick St Arthur - 10 Apartments					\$250,000
221 Mary St. Elora - 20 Apartments					
221 Mary Roofing Replacement				\$20,000	\$310,000
221 Mary Elevator Mod			\$10,000	\$180,000	
Total 221 Mary St. Elora - 20 Apartments			\$10,000	\$200,000	\$310,000
14 Centre St. Erin - 16 Apartments					
14 Centre Elevator Modernization	\$10,000	\$175,000			
14 Centre St Kitchen Refurbishments				\$160,000	
14 Centre Bathroom Refurb					\$155,000
Total 14 Centre St. Erin - 16 Apartments	\$10,000	\$175,000		\$160,000	\$155,000
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Balcony Replacement				\$205,000	
Total 450 Ferrier Ct. Fergus - 41 Apartments				\$205,000	
500 Ferrier Ct. Fergus - 41 Apartments					
500 Ferrier Bathroom Refurbishments			\$350,000		
500 Ferrier Elevator Modernization	\$15,000	\$210,000			
500 Ferrier Balcony Replacement				\$185,000	
Total 500 Ferrier Ct. Fergus - 41 Apartments	\$15,000	\$210,000	\$350,000	\$185,000	
51 John St. Harriston - 16 Apartments					
51 John St Window Replacement		\$140,000			
Total 51 John St. Harriston - 16 Apartments		\$140,000			
Social Housing Various Locations					
Housing Building Retrofit	\$2,205,000	\$880,000	\$1,120,000	\$755,000	\$715,000
Total Social Housing Various Locations	\$2,205,000	\$880,000	\$1,120,000	\$755,000	\$715,000
Total County Owned Units	\$4,350,000	\$4,500,000	\$4,650,000	\$4,800,000	\$4,950,000



Programme Overview

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

Programme Description

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

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

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

- Fergusson Place, a 55-unit rental housing facility in Fergus
- Webster Place, a 55-unit rental housing facility in Fergus
- 182 George Street, a 10-unit rental housing facility in the village of Arthur
- 250 Daly Street, an 11-unit rental housing facility located in Palmerston
- 440 King Street, a 4-unit rental housing facility located in Mt. Forest
- An annual contribution to the Housing Development Reserve Fund

2022 Budget Highlights

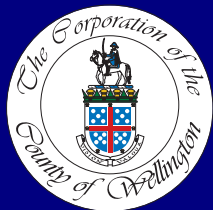
Operating Budget:

- A new transfer to the Housing Capital Reserve of \$200,000 is included throughout the forecast to look after lifecycle replacement costs for the County's 135 affordable housing units

Capital Budget:

- Air conditioning system is planned to be installed at 165 Gordon St, Fergus (Fergusson Place) in 2022 at an estimated cost of \$1.7 million, with \$1.2 million to come from the 2022 budget
- The provision to construct new County-owned affordable housing units throughout the County remains in the forecast. The budget assumes \$2 million in Provincial subsidy and a County contribution of \$4 million from the Housing Development Reserve every three years in the forecast.

Staff Complement (Full time equivalents)		
	2021	2022
Affordable Housing	1.1	1.1
Total	1.1	1.1
Current employee count: 2		



Performance Measures

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

Programme Goals and Objectives

Under the Housing Services Act, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). While many of the goals and objectives of the (HHP) are meant to prioritize the community's response to housing and homelessness issues in our community at the Service Manager level; it also provides guidance on priorities for how the County of Wellington and Wellington Housing Corporation develops and maintains its direct delivery housing portfolio. The HHP is responsible for setting the Affordable and Social Housing Programme goals and objectives:

- Help low-income households close the gap between their incomes and housing expenses. **(People as the main priority of Wellington County)**
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions. **(Providing the highest level and best quality services)** and **(People as the main priority of Wellington County)**
- Increase the supply and mix of affordable housing options for low to moderate income households. **(Providing the highest level and best quality services)** and **(People as the main priority of Wellington County)**
- Promote client-centred, coordinated access to the housing and homelessness system. **(People as the main priority of Wellington County)** and **(Providing the highest level and best quality services)**
- Support the sustainability of the existing social and affordable housing stock. **(Planning for and providing the best physical infrastructure)** and **(Making the best decisions)**
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples. **(People as the main priority of Wellington County)** and **(Making the best decisions)**

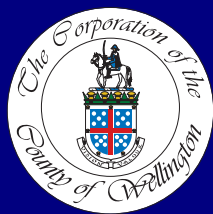
Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Number of affordable households that receive rent supports per year.	27*	27*	27*
Number of new County of Wellington and Wellington Housing Corporation affordable housing units added to the portfolio per year.	4	0	0
Number of households in County of Wellington and Wellington Housing Corporation affordable housing units per year.*	131**	135**	135**

(* = indicates that the numbers identified in this category are also included in the "Number of Households in Affordable Housing per year" under the Social Housing Performance Measures section of this Budget)

(** = indicates that the numbers identified in this category are also included in the "Number of Households that receive rent supports per year" under the Social Housing Performance Measures section of this Budget)

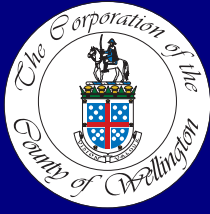


COUNTY OF WELLINGTON

2022 OPERATING BUDGET

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

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$201,314	\$201,400	\$176,703	\$176,700	\$176,100	(\$600)	(0.3%)
Licenses, Permits and Rents	\$1,251,672	\$1,227,400	\$1,279,277	\$1,233,000	\$1,261,500	\$28,500	2.3%
User Fees & Charges	\$23,960	\$20,000	\$23,109	\$22,000	\$22,000	\$ -	-
Total Revenue	\$1,476,946	\$1,448,800	\$1,479,089	\$1,431,700	\$1,459,600	\$27,900	1.9%
Expenditure							
Salaries, Wages and Benefits	\$85,710	\$88,100	\$87,796	\$94,400	\$104,300	\$9,900	10.5%
Supplies, Material & Equipment	\$52,075	\$68,300	\$71,337	\$61,300	\$65,300	\$4,000	6.5%
Purchased Services	\$526,012	\$596,100	\$591,369	\$617,700	\$622,500	\$4,800	0.8%
Insurance & Financial	\$26,190	\$30,300	\$23,630	\$28,700	\$31,500	\$2,800	9.8%
Internal Charges	\$87,700	\$87,700	\$84,700	\$84,700	\$96,100	\$11,400	13.5%
Total Expenditure	\$777,687	\$870,500	\$858,832	\$886,800	\$919,700	\$32,900	3.7%
Net Operating Cost / (Revenue)	(\$699,259)	(\$578,300)	(\$620,257)	(\$544,900)	(\$539,900)	\$5,000	(0.9%)
Debt and Transfers							
Debt Charges	\$293,941	\$294,800	\$176,285	\$176,700	\$176,100	(\$600)	(0.3%)
Transfer from Reserve	(\$20)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$905,335	\$783,500	\$1,443,969	\$1,368,200	\$1,563,800	\$195,600	14.3%
Total Debt and Transfers	\$1,199,256	\$1,078,300	\$1,620,254	\$1,544,900	\$1,739,900	\$195,000	12.6%
NET COST / (REVENUE)	\$499,997	\$500,000	\$999,997	\$1,000,000	\$1,200,000	\$200,000	20.0%

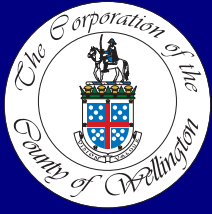


COUNTY OF WELLINGTON

2022–2031 OPERATING BUDGET

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

	2022	2023	Projected 2024	2025	2026
REVENUE					
Grants & Subsidies	\$176,100	\$175,200	\$174,000	\$172,500	\$170,600
Licenses, Permits and Rents	\$1,261,500	\$1,290,600	\$1,316,200	\$1,342,400	\$1,369,000
User Fees & Charges	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
Total Revenue	\$1,459,600	\$1,487,800	\$1,512,200	\$1,536,900	\$1,561,600
EXPENDITURES					
Salaries, Wages and Benefits	\$104,300	\$115,800	\$120,000	\$124,800	\$128,600
Supplies, Material & Equipment	\$65,300	\$67,100	\$69,000	\$70,900	\$73,000
Purchased Services	\$622,400	\$668,600	\$679,200	\$672,500	\$691,500
Insurance & Financial	\$31,500	\$36,200	\$39,100	\$42,000	\$45,300
Internal Charges	\$96,200	\$99,100	\$102,100	\$105,200	\$108,400
Total Expenditures	\$919,700	\$986,800	\$1,009,400	\$1,015,400	\$1,046,800
Net Operating Cost / (Revenue)	\$(539,900)	\$(501,000)	\$(502,800)	\$(521,500)	\$(514,800)
DEBT AND TRANSFERS					
Debt Charges	\$176,100	\$175,200	\$174,000	\$172,500	\$170,600
Transfer to Reserves	\$1,563,800	\$1,525,800	\$1,528,800	\$1,549,000	\$1,544,200
Total Debt and Transfers	\$1,739,900	\$1,701,000	\$1,702,800	\$1,721,500	\$1,714,800
TAX LEVY REQUIREMENT	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000



COUNTY OF WELLINGTON

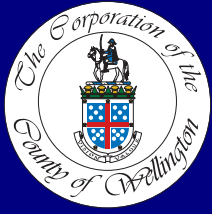
2022–2031 OPERATING BUDGET

Programme/Service: Affordable Housing

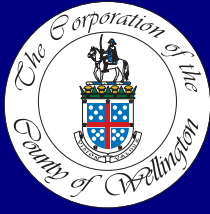
Department: Social Services

Governance: Social Services Committee

	2027	2028	Projected 2029	2030	2031
REVENUE					
Grants & Subsidies	\$168,400	\$170,800	\$167,700	\$164,300	\$-
Licenses, Permits and Rents	\$1,396,300	\$1,424,100	\$1,452,400	\$1,481,300	\$1,510,900
User Fees & Charges	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
Total Revenue	\$1,586,700	\$1,616,900	\$1,642,100	\$1,667,600	\$1,532,900
EXPENDITURES					
Salaries, Wages and Benefits	\$132,600	\$137,000	\$141,200	\$145,800	\$150,400
Supplies, Material & Equipment	\$75,100	\$77,200	\$79,300	\$81,500	\$81,800
Purchased Services	\$711,200	\$772,200	\$783,800	\$773,000	\$787,100
Insurance & Financial	\$49,400	\$53,600	\$57,700	\$62,200	\$67,100
Internal Charges	\$111,700	\$115,100	\$118,600	\$122,200	\$125,900
Total Expenditures	\$1,080,000	\$1,155,100	\$1,180,600	\$1,184,700	\$1,212,300
Net Operating Cost / (Revenue)	\$(506,700)	\$(461,800)	\$(461,500)	\$(482,900)	\$(320,600)
DEBT AND TRANSFERS					
Debt Charges	\$168,400	\$170,800	\$167,700	\$164,300	\$-
Transfer to Reserves	\$1,538,300	\$1,491,000	\$1,493,800	\$1,518,600	\$1,520,600
Total Transfers	\$1,706,700	\$1,661,800	\$1,661,500	\$1,682,900	\$1,520,600
TAX LEVY REQUIREMENT	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service: Affordable Housing****Department: Social Services****Governance: Social Services Committee**

	2022	2023	2024	2025	2026	5 Year Total
165 Gordon Air Conditioning	\$1,200,000					\$1,200,000
165 - 169 Gordon Lock Changes	\$110,000					\$110,000
165 - 169 Gordon Roofing	\$100,000					\$100,000
Land Purchase	\$3,500,000					\$3,500,000
Provision for New County Afd Housing Units		\$6,000,000			\$6,000,000	\$12,000,000
Affordable Housing Retrofits	\$70,000	\$77,000	\$82,000	\$99,000	\$137,000	\$465,000
Total	\$4,980,000	\$6,077,000	\$82,000	\$99,000	\$6,137,000	\$17,375,000
Sources of Financing						
Subsidies		\$2,000,000			\$2,000,000	\$4,000,000
Reserves	\$4,980,000	\$4,077,000	\$82,000	\$99,000	\$4,137,000	\$13,375,000
Total Financing	\$4,980,000	\$6,077,000	\$82,000	\$99,000	\$6,137,000	\$17,375,000



COUNTY OF WELLINGTON

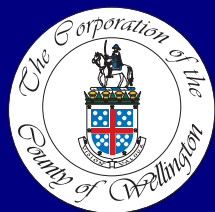
2022-2031 CAPITAL BUDGET

Programme/Service: Affordable Housing

Department: Social Services

Governance: Social Services Committee

	2027	2028	2029	2030	2031	10 Year Total
165 Gordon Air Conditioning						\$1,200,000
165 - 169 Gordon Lock Changes						\$110,000
165 - 169 Gordon Roofing						\$100,000
Land Purchase						\$3,500,000
Provision for New County Afd Housing Units			\$6,000,000			\$18,000,000
Affordable Housing Retrofits	\$93,000	\$97,000	\$109,000	\$106,000	\$135,000	\$1,005,000
Total	\$93,000	\$97,000	\$6,109,000	\$106,000	\$135,000	\$23,915,000
Sources of Financing						
Subsidies			\$2,000,000			\$6,000,000
Reserves	\$93,000	\$97,000	\$4,109,000	\$106,000	\$135,000	\$17,915,000
Total Financing	\$93,000	\$97,000	\$6,109,000	\$106,000	\$135,000	\$23,915,000



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.”

2022 Budget Highlights

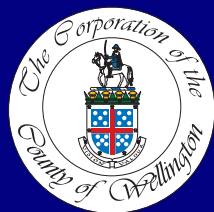
Operating Budget

- Grants and subsidies are increasing by \$1.8M. The majority of this increase comes as a result of a new funding commitment from the province to increase direct hours of care (\$1.5M). The remaining funding increase of \$300K is a combination of an increase to the level of care per diem, COVID funding, Medication Safety Technology Funding and funding to support professional growth.
- Increases in salaries and wages are required to create equal staffing levels in all areas of the home, to accommodate new COVID screening and testing requirements, and to meet the guidelines of the new provincial funding mentioned above.
- Additional expenses are included to allow for increased food and infection control costs as well as mechanical systems costs for additional resident lifts installed in 2021.

Capital Budget

- Staff continue to plan for life cycle replacements and repairs on building components and equipment. Projects for replacements total \$3.9 million over the ten years.

Staff Complement (Full time equivalents)	2021	2022
Wellington Terrace Administration	7.0	6.5
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	5.8	6.0
Nursing Direct Care	124.5	125.9
Nutrition	34.1	34.1
COVID-19 Related	4.4	4.7
Total	214.1	215.5
Current employee count: 322		



Performance Measures

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

Programme Goals and Objectives

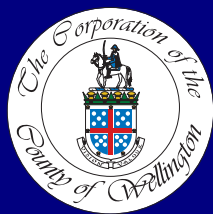
Wellington Terrace's mission is to provide compassionate care, honoring the unique needs of each individual. The following are included in the goals and objectives of Wellington Terrace's Quality Improvement Programme (QIP)

- Support residents with a cognitive impairment by providing care in a safe, caring and dignified manner. Our philosophy of care is that all behaviour has meaning. As such, staff strive to anticipate resident's needs and respond to them in a caring and compassionate way, preserving dignity for all residents. **(People as the main priority of Wellington County)**
- Support residents through the end of life journey with a focus on building a relationship with the resident and family in order to provide them the emotional support through the palliative experience. **(People as the main priority of Wellington County)**
- A core component of the quality programme includes monitoring groups for falls prevention, skin and wound care, continence care, palliative care, infection control and responsive behaviours. Registered Nurses provide leadership and mentorship to the interdisciplinary team in setting goals, implementing best practices and making recommendations for staff education **(Providing the highest level and best quality services)**
- Monitor data reported through the Canadian Institute for Health Information (CIHI) to benchmark performance and set quality improvement targets. **(Providing the highest level and best quality services)**
- Ensure improvement is an ongoing process by using an interdisciplinary approach where teams build on the work from the previous year by reviewing outcomes, trialing potential solutions, and collaborating across the home to ensure staff embrace the change ideas. **(Making the best decisions)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Percentage of residents responding "Excellent or Good" to: "How would you rate the home as a place to live?"	100%	100%	100%
Percentage of residents and families responding "Yes" to "Do you find the staff compassionate and caring?"	100%	100%	100%

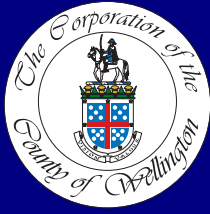


COUNTY OF WELLINGTON

2022 OPERATING BUDGET

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

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$11,256,534	\$9,346,200	\$13,050,549	\$9,538,800	\$11,334,800	\$1,796,000	18.8%
User Fees & Charges	\$4,731,658	\$4,776,800	\$4,503,811	\$4,834,000	\$4,817,800	(\$16,200)	(0.3%)
Sales Revenue	\$26,856	\$36,400	\$63,559	\$54,600	\$69,400	\$14,800	27.1%
Other Revenue	\$70,630	\$27,800	\$98,342	\$27,800	\$25,000	(\$2,800)	(10.1%)
Total Revenue	\$16,085,678	\$14,187,200	\$17,716,261	\$14,455,200	\$16,247,000	\$1,791,800	12.4%
Expenditure							
Salaries, Wages and Benefits	\$18,883,454	\$17,423,700	\$19,524,387	\$18,030,000	\$18,970,500	\$940,500	5.2%
Supplies, Material & Equipment	\$1,608,238	\$1,451,500	\$2,096,606	\$1,491,800	\$1,582,900	\$91,100	6.1%
Purchased Services	\$1,238,473	\$1,209,800	\$1,332,007	\$1,252,100	\$1,307,200	\$55,100	4.4%
Insurance & Financial	\$351,956	\$333,700	\$361,964	\$343,500	\$364,900	\$21,400	6.2%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$961,834	\$961,700	\$951,388	\$941,000	\$995,500	\$54,500	5.8%
Total Expenditure	\$23,043,955	\$21,380,400	\$24,266,352	\$22,058,400	\$23,221,000	\$1,162,600	5.3%
Net Operating Cost / (Revenue)	\$6,958,277	\$7,193,200	\$6,550,091	\$7,603,200	\$6,974,000	(\$629,200)	(8.3%)
Debt and Transfers							
Debt Charges	\$1,819,493	\$1,849,700	\$1,817,692	\$1,849,700	\$1,849,700	\$ -	-
Transfer from Reserve	\$ -	\$ -	\$ -	(\$250,900)	(\$246,200)	\$4,700	(1.9%)
Transfers to Reserve	\$1,254,918	\$1,250,000	\$255,134	\$250,000	\$250,000	\$ -	-
Total Debt and Transfers	\$3,074,411	\$3,099,700	\$2,072,826	\$1,848,800	\$1,853,500	\$4,700	0.3%
NET COST / (REVENUE)	\$10,032,688	\$10,292,900	\$8,622,917	\$9,452,000	\$8,827,500	(\$624,500)	(6.6%)

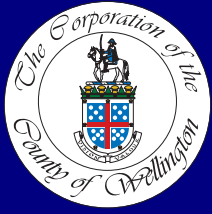


COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

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

	2022	2023	Projected 2024	2025	2026
REVENUE					
Grants & Subsidies	\$11,334,800	\$11,953,900	\$12,671,500	\$12,877,700	\$12,257,700
User Fees & Charges	\$4,817,800	\$4,913,200	\$4,972,500	\$5,070,900	\$5,171,400
Sales Revenue	\$69,400	\$89,900	\$97,500	\$100,900	\$103,800
Other Revenue	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Revenue	\$16,247,000	\$16,982,000	\$17,766,500	\$18,074,500	\$17,557,900
EXPENDITURES					
Salaries, Wages and Benefits	\$18,970,500	\$20,170,400	\$21,433,300	\$22,155,800	\$22,783,500
Supplies, Material & Equipment	\$1,582,900	\$1,596,000	\$1,676,200	\$1,695,400	\$1,746,000
Purchased Services	\$1,307,200	\$1,328,700	\$1,362,300	\$1,397,000	\$1,432,400
Insurance & Financial	\$364,900	\$377,800	\$392,500	\$408,100	\$425,600
Internal Charges	\$995,500	\$1,025,400	\$1,056,200	\$1,087,900	\$1,120,500
Total Expenditures	\$23,221,000	\$24,498,300	\$25,920,500	\$26,744,200	\$27,508,000
Net Operating Cost / (Revenue)	\$6,974,000	\$7,516,300	\$8,154,000	\$8,669,700	\$9,950,100
DEBT AND TRANSFERS					
Debt Charges	\$1,849,700	\$1,849,700	\$1,849,700	\$1,713,000	
Transfer from Reserves	(\$246,200)				
Transfer to Reserves	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Total Debt and Transfers	\$1,853,500	\$2,099,700	\$2,099,700	\$1,963,000	\$250,000
TAX LEVY REQUIREMENT					
yr/yr % change	(6.6%)	8.9%	6.6%	3.7%	(4.1%)

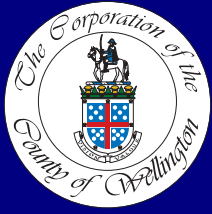


COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

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

	2027	2028	Projected 2029	2030	2031
REVENUE					
Grants & Subsidies	\$12,302,200	\$12,346,200	\$12,389,900	\$12,433,300	\$12,476,200
User Fees & Charges	\$5,273,900	\$5,378,400	\$5,485,000	\$5,593,800	\$5,704,700
Sales Revenue	\$107,200	\$110,700	\$112,200	\$112,200	\$114,400
Other Revenue	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Revenue	\$17,708,300	\$17,860,300	\$18,012,100	\$18,164,300	\$18,320,300
EXPENDITURES					
Salaries, Wages and Benefits	\$23,458,900	\$24,157,100	\$24,880,600	\$25,636,700	\$26,408,700
Supplies, Material & Equipment	\$1,798,100	\$1,851,600	\$1,905,700	\$1,962,500	\$2,020,500
Purchased Services	\$1,468,700	\$1,506,400	\$1,545,200	\$1,584,900	\$1,625,700
Insurance & Financial	\$443,600	\$462,800	\$476,700	\$491,000	\$505,900
Internal Charges	\$1,154,100	\$1,188,700	\$1,224,400	\$1,261,100	\$1,298,900
Total Expenditures	\$28,323,400	\$29,166,600	\$30,032,600	\$30,936,200	\$31,859,700
Net Operating Cost / (Revenue)	\$10,615,100	\$11,306,300	\$12,020,500	\$12,771,900	\$13,539,400
DEBT AND TRANSFERS					
Debt Charges					
Transfer from Reserves					
Transfer to Reserves	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Total Debt and Transfers	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
TAX LEVY REQUIREMENT					
yr/yr % change	6.5%	6.4%	6.2%	6.1%	5.9%

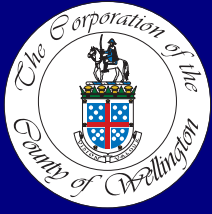


COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

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

	2022	2023	2024	2025	2026	5 Year Total
Long-Term Care Homes						
Equipment and Technology						
Terrace Network					\$55,000	\$55,000
Nursing Equip Replacements	\$100,000	\$100,000	\$100,000	\$110,000	\$110,000	\$520,000
Resident Van Replacement						
Terrace WiFi Replacement	\$45,000					\$45,000
Nutrition Services Equipment	\$25,000					\$25,000
Terrace Cell Booster	\$40,000					\$40,000
Wireless Phone Replacements	\$75,000					\$75,000
Tablet Replacements				\$35,000		\$35,000
Total Equipment and Technology	\$285,000	\$100,000	\$100,000	\$145,000	\$165,000	\$795,000
Facility Improvements						
Courtyard Door Replacement						
Garbage Compactor Replacement						
WT Building Retrofits	\$55,000	\$35,000	\$35,000	\$35,000	\$35,000	\$195,000
Servery Flooring	\$55,000					\$55,000
Terrace AC Replacement				\$770,000		\$770,000
Terrace Parking Lot						
Roof Waterproofing					\$210,000	\$210,000
Total Facility Improvements	\$110,000	\$35,000	\$35,000	\$805,000	\$245,000	\$1,230,000
Total	\$395,000	\$135,000	\$135,000	\$950,000	\$410,000	\$2,025,000
Sources of Financing						
Reserves	\$395,000	\$135,000	\$135,000	\$950,000	\$410,000	\$2,025,000
Total Financing	\$395,000	\$135,000	\$135,000	\$950,000	\$410,000	\$2,025,000

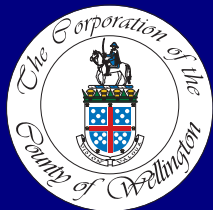


COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

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

	2027	2028	2029	2030	2031	10 Year Total
Long-Term Care Homes						
Equipment and Technology						
Terrace Network	\$60,000					\$115,000
Nursing Equip Replacements	\$110,000	\$120,000	\$120,000	\$120,000	\$130,000	\$1,120,000
Resident Van Replacement	\$70,000					\$70,000
Terrace WiFi Replacement	\$95,000					\$140,000
Nutrition Services Equipment						\$25,000
Terrace Cell Booster			\$49,000			\$89,000
Wireless Phone Replacements			\$95,000			\$170,000
Tablet Replacements			\$40,000			\$75,000
Total Equipment and Technology	\$335,000	\$120,000	\$304,000	\$120,000	\$130,000	\$1,804,000
Facility Improvements						
Courtyard Door Replacement				\$50,000		\$50,000
Garbage Compactor Replacement				\$60,000		\$60,000
WT Building Retrofits	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$370,000
Servery Flooring						\$55,000
Terrace AC Replacement						\$770,000
Terrace Parking Lot		\$615,000				\$615,000
Roof Waterproofing						\$210,000
Total Facility Improvements	\$35,000	\$650,000	\$35,000	\$145,000	\$35,000	\$2,130,000
Total	\$370,000	\$770,000	\$339,000	\$265,000	\$165,000	\$3,934,000
Sources of Financing						
Reserves	\$370,000	\$770,000	\$339,000	\$265,000	\$165,000	\$3,934,000
Total Financing	\$370,000	\$770,000	\$339,000	\$265,000	\$165,000	\$3,934,000



Programme Overview

Programme/Service:	County Library System
Department:	Library Services
Governance:	Wellington County 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.

2022 Budget Highlights

Operating Budget:

- Additional branch supervisor hours to move two part-time positions to full-time and meet staffing level needs at the Palmerston and Drayton locations
- Following discussions with other library boards the County libraries will no longer collect late fees for overdue items

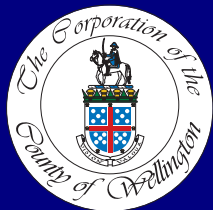
Capital Branch Improvements:

- A provision of \$7.5 million, over three years is included for the construction of a new Erin Branch (2022-2024).
- Life cycle replacement for building components at various branches total \$2.8 million and are scheduled throughout the forecast.

Capital Programme Enhancements:

- The Courier van is scheduled for replacement in 2022 and 2027. The budget accounts for an electric vehicle purchase in 2027.
- The Library Master Plan in 2025 intends to review all aspects of library services and make recommendations for future improvements.
- Provisions for future technology advancements and furnishing replacements are included throughout the forecast.

Staff Complement (Full time equivalents)		
	2021	2022
Library Administration	8.0	8.0
Library Branch Staff	51.7	52.1
Total	59.7	60.1
Current employee count: 114		



Performance Measures

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

Programme Goals and Objectives

The following goals and objectives have been adapted from Wellington County's Library Collection Policy, Technology Guidelines and Branch Manual:

- To provide a collection of books and other materials that is responsive to the needs and interests of the community. **(People as the main priority of Wellington County)**
- To ensure that people can access the information they need. **(People as the main priority of Wellington County)**
- To provide the highest level of service to our community by providing access to new and emerging technology. **(Providing the highest level and best quality services)**
- To focus on using technology to improve library service making it easier and more convenient for patrons to engage with their public library. **(Making the best decisions)**
- To deliver programming that enhances education and promotes lifelong learning as well as building community. **(Providing the highest level and best quality services)**
- To use library space as community hubs promoting social interaction and recreational opportunities. **(People as the main priority of Wellington County)**
- To maintain a motivated, skilled and technically expert staff able to provide the public with the highest level of service. **(Providing the highest level and best quality services)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Number of materials circulated	655,149	725,562	800,000
Library website traffic including database and catalogue usage	418,673	598,046	610,000
Number of programmes offered	1,555	1,291	2,300
Number of people attending programmes	19,152	33,635	38,000



COUNTY OF WELLINGTON

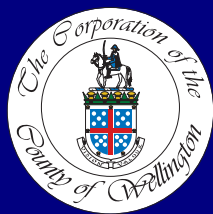
2022 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$141,275	\$148,500	\$141,275	\$148,500	\$148,500	\$ -	-
Municipal Recoveries	\$33,600	\$30,000	\$29,640	\$30,000	\$30,000	\$ -	-
Licenses, Permits and Rents	\$20,892	\$50,000	\$11,839	\$50,000	\$50,000	\$ -	-
User Fees & Charges	\$24,558	\$86,200	\$5,017	\$86,200	\$23,400	(\$62,800)	(72.9%)
Sales Revenue	\$3,728	\$8,100	\$4,386	\$8,100	\$8,100	\$ -	-
Other Revenue	\$1,742	\$ -	\$3,290	\$ -	\$ -	\$ -	-
Total Revenue	\$225,795	\$322,800	\$195,447	\$322,800	\$260,000	(\$62,800)	(19.5%)
Expenditure							
Salaries, Wages and Benefits	\$4,546,564	\$4,627,600	\$4,589,033	\$4,698,000	\$4,947,000	\$249,000	5.3%
Supplies, Material & Equipment	\$836,592	\$878,200	\$875,658	\$875,800	\$975,000	\$99,200	11.3%
Purchased Services	\$1,095,292	\$1,196,100	\$1,124,941	\$1,229,800	\$1,208,100	(\$21,700)	(1.8%)
Insurance & Financial	\$106,996	\$108,500	\$113,706	\$111,500	\$116,900	\$5,400	4.8%
Internal Charges	\$1,931	\$3,000	\$7,381	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$6,587,375	\$6,813,400	\$6,710,719	\$6,918,100	\$7,250,000	\$331,900	4.8%
Net Operating Cost / (Revenue)	\$6,361,580	\$6,490,600	\$6,515,272	\$6,595,300	\$6,990,000	\$394,700	6.0%
Debt and Transfers							
Debt Charges	\$566,080	\$568,500	\$565,463	\$568,000	\$506,600	(\$61,400)	(10.8%)
Transfer from Reserve	(\$430,053)	(\$178,500)	(\$178,073)	(\$178,300)	(\$128,000)	\$50,300	(28.2%)
Transfer to Capital	\$135,000	\$135,000	\$90,000	\$90,000	\$120,000	\$30,000	33.3%
Transfers to Reserve	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000	\$ -	-
Total Debt and Transfers	\$631,027	\$885,000	\$837,390	\$839,700	\$858,600	\$18,900	2.3%
NET COST / (REVENUE)	\$6,992,607	\$7,375,600	\$7,352,662	\$7,435,000	\$7,848,600	\$413,600	5.6%



COUNTY OF WELLINGTON

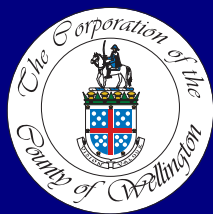
2022 –2031 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2022	2023	Projected 2024	2025	2026
REVENUE					
Grants & Subsidies	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500
Municipal Recoveries	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Licenses, Permits and Rents	\$50,000	\$50,400	\$50,400	\$50,400	\$50,400
User Fees & Charges	\$23,400	\$23,800	\$23,800	\$23,800	\$23,800
Sales Revenue	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100
Total Revenue	\$260,000	\$260,800	\$260,800	\$260,800	\$260,800
EXPENDITURES					
Salaries, Wages and Benefits	\$4,947,000	\$5,145,200	\$5,359,600	\$5,458,800	\$5,634,600
Supplies, Material & Equipment	\$975,000	\$1,003,700	\$1,033,200	\$1,063,600	\$1,095,000
Purchased Services	\$1,208,100	\$1,347,500	\$1,382,900	\$1,422,600	\$1,463,500
Insurance & Financial	\$116,900	\$124,700	\$131,900	\$136,700	\$143,400
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$7,250,000	\$7,624,100	\$7,910,600	\$8,084,700	\$8,339,500
Net Operating Cost / (Revenue)	\$6,990,000	\$7,363,300	\$7,649,800	\$7,823,900	\$8,078,700
DEBT AND TRANSFERS					
Debt Charges	\$506,600	\$424,300	\$682,200	\$682,200	\$682,700
Transfer from Reserves	(\$128,000)	(\$128,000)	(\$128,000)	(\$128,000)	(\$128,000)
Transfer to Capital	\$120,000	\$35,000	\$122,000	\$95,000	\$90,000
Transfer to Reserves	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
Total Debt and Transfers	\$858,600	\$691,300	\$1,036,200	\$1,009,200	\$1,004,700
TAX LEVY REQUIREMENT	\$7,848,600	\$8,054,600	\$8,686,000	\$8,833,100	\$9,083,400
yr/yr % change	5.6%	2.6%	7.8%	1.7%	2.8%



COUNTY OF WELLINGTON

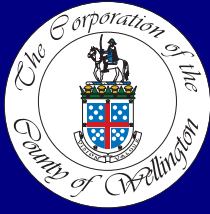
2022 –2031 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2027	2028	Projected 2029	2030	2031
REVENUE					
Grants & Subsidies	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500
Municipal Recoveries	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Licenses, Permits and Rents	\$50,400	\$50,700	\$51,100	\$51,500	\$51,800
User Fees & Charges	\$23,800	\$23,900	\$24,100	\$24,500	\$24,800
Sales Revenue	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100
Total Revenue	\$260,800	\$261,200	\$261,800	\$262,600	\$263,200
EXPENDITURES					
Salaries, Wages and Benefits	\$5,815,700	\$6,002,400	\$6,196,000	\$6,395,700	\$6,606,000
Supplies, Material & Equipment	\$1,203,100	\$1,156,800	\$1,187,200	\$1,218,800	\$1,248,700
Purchased Services	\$1,506,000	\$1,535,200	\$1,582,900	\$1,619,600	\$1,645,600
Insurance & Financial	\$150,800	\$158,300	\$165,300	\$173,800	\$182,000
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$8,678,600	\$8,855,700	\$9,134,400	\$9,410,900	\$9,685,300
Net Operating Cost / (Revenue)	\$8,417,800	\$8,594,500	\$8,872,600	\$9,148,300	\$9,422,100
DEBT AND TRANSFERS					
Debt Charges	\$682,000	\$682,800	\$451,200	\$451,200	\$451,200
Transfer from Reserves	(\$128,000)	(\$128,000)	(\$128,000)	(\$128,000)	(\$128,000)
Transfer to Capital	\$142,000	\$90,000	\$73,000	\$90,000	\$35,000
Transfer to Reserves	\$360,000	\$360,000	\$600,000	\$600,000	\$600,000
Total Debt and Transfers	\$1,056,000	\$1,004,800	\$996,200	\$1,013,200	\$958,200
TAX LEVY REQUIREMENT					
yr/yr % change	4.3%	1.3%	2.8%	3.0%	2.2%



COUNTY OF WELLINGTON

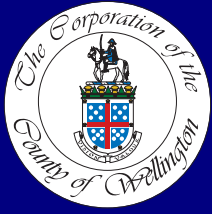
2022-2031 CAPITAL BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2022	2023	2024	2025	2026	5 Year Total
Programming						
Branch Improvements FFE	\$45,000		\$55,000		\$55,000	\$155,000
Library Master Plan				\$45,000		\$45,000
Courier Van Replacement	\$75,000					\$75,000
Catalogue Software Replacement			\$32,000			\$32,000
Collection Enhancement				\$55,000		\$55,000
Library Courier Electric Van						
Future Technology Advancements		\$35,000	\$35,000	\$35,000	\$35,000	\$140,000
Total Programming	\$120,000	\$35,000	\$122,000	\$135,000	\$90,000	\$502,000
Facilities						
MF Branch: Elevator Modernization						
MF Branch: HVAC Upgrades						
Puslinch Branch: Air Conditioning						
Puslinch Branch: Water Heater						
Palmerston Branch: Interior Upgrades						
Palmerston Branch: Air Conditioning						
Harriston Branch: Plumbing Upgrades						
Aboyne Branch: Interior Upgrades						
MF Branch: Exterior Rehab						
Erin Branch: New Construction	\$1,000,000	\$4,000,000	\$2,460,000			\$7,460,000
Aboyne Branch: Roof Replacement						
Puslinch Branch: Flooring Replacements						
Aboyne Branch HVAC Replacement	\$30,000					\$30,000
Marden Branch: Replace HVAC	\$40,000					\$40,000
Aboyne Branch: AC Replacements		\$46,000				\$46,000
Elora Branch: Elevator Modernization			\$214,000			\$214,000
Clifford Branch: Roof Replace			\$64,000			\$64,000
Clifford Branch: AC Replacement					\$69,000	\$69,000
Arthur Branch: Elevator Modernization						
Fergus Branch: Flooring						
Drayton Branch: Parking Lot						
Drayton Branch: HVAC Replacements						
Drayton Branch: Flooring						
Arthur Branch: HVAC Replacements						
Arthur Branch: Parking Lot						
Library Building Retrofits	\$80,000	\$75,000	\$75,000	\$75,000	\$75,000	\$380,000
Total Facilities	\$1,150,000	\$4,121,000	\$2,813,000	\$75,000	\$144,000	\$8,303,000
Total	\$1,270,000	\$4,156,000	\$2,935,000	\$210,000	\$234,000	\$8,805,000
Sources of Financing						
Current Revenues	\$120,000	\$35,000	\$122,000	\$95,000	\$90,000	\$462,000
Reserves	\$1,150,000	\$121,000	\$2,813,000	\$75,000	\$144,000	\$4,303,000
Development Charges				\$40,000		\$40,000
Debenture		\$4,000,000				\$4,000,000
Total Financing	\$1,270,000	\$4,156,000	\$2,935,000	\$210,000	\$234,000	\$8,805,000



COUNTY OF WELLINGTON

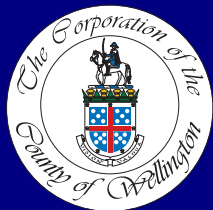
2022-2031 CAPITAL BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2027	2028	2029	2030	2031	10 Year Total
Programming						
Branch Improvements FFE		\$55,00		\$55,000		\$265,000
Library Master Plan						\$45,000
Courier Van Replacement						\$75,000
Catalogue Software Replacement			\$38,000			\$70,000
Collection Enhancement						\$55,000
Library Courier Electric Van	\$107,000					\$107,000
Future Technology Advancements	\$35,000	\$35,00	\$35,000	\$35,000	\$35,000	\$315,000
Total Programming	\$142,000	\$90,00	\$73,000	\$90,000	\$35,000	\$932,000
Facilities						
MF Branch: Elevator Modernization				\$290,000		\$290,000
MF Branch: HVAC Upgrades				\$33,000		\$33,000
Puslinch Branch: Air Conditioning				\$92,000		\$92,000
Puslinch Branch: Water Heater				\$40,000		\$40,000
Palmerston Branch: Interior Upgrades				\$59,000		\$59,000
Palmerston Branch: Air Conditioning				\$66,000		\$66,000
Harriston Branch: Plumbing Upgrades				\$53,000		\$53,000
Aboyne Branch: Interior Upgrades				\$59,000		\$59,000
MF Branch: Exterior Rehab				\$40,000		\$40,000
Erin Branch: New Construction						\$7,460,000
Aboyne Branch: Roof Replacement					\$191,000	\$191,000
Puslinch Branch: Flooring Replacements					\$41,000	\$41,000
Aboyne Branch HVAC Replacement						\$30,000
Marden Branch: Replace HVAC						\$40,000
Aboyne Branch: AC Replacements						\$46,000
Elora Branch: Elevator Modernization						\$214,000
Clifford Branch: Roof Replace						\$64,000
Clifford Branch: AC Replacement						\$69,000
Arthur Branch: Elevator Modernization		\$123,000				\$123,000
Fergus Branch: Flooring			\$102,000			\$102,000
Drayton Branch: Parking Lot			\$95,000			\$95,000
Drayton Branch: HVAC Replacements			\$38,000			\$38,000
Drayton Branch: Flooring			\$38,000			\$38,000
Arthur Branch: HVAC Replacements			\$95,000			\$95,000
Arthur Branch: Parking Lot			\$45,000			\$45,000
Library Building Retrofits	\$75,000	\$75,00	\$100,000	\$100,000	\$100,000	\$830,000
Total Facilities	\$75,000	\$198,000	\$513,000	\$832,000	\$332,000	\$10,253,000
Total	\$217,000	\$288,00	\$586,000	\$922,000	\$367,000	\$11,185,000
Sources of Financing						
Current Revenues	\$142,000	\$90,00	\$73,000	\$90,000	\$35,000	\$892,000
Reserves	\$75,000	\$198,000	\$513,000	\$832,000	\$332,000	\$6,253,000
Development Charges						\$40,000
Debenture						\$4,000,000
Total Financing	\$217,000	\$288,00	\$586,000	\$922,000	\$367,000	\$11,185,000



Programme Overview

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

Programme Description

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

2022 Budget Highlights

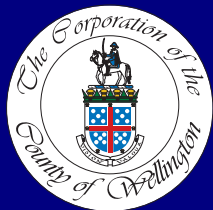
Operating Budget

- The Museum and Archives will be undertaking marketing and branding development to establish the WCMA as a destination

Capital Budget

- The Medicine Garden and Pavilion project includes the creation of a Sacred Garden and the construction of a pavilion and interpretive gathering area.
- Infrastructure work on the internal roads at Wellington Place include the rehabilitation of Charles Allen Way (2022) and the new construction of Samuel Honey Drive (2024). The external infrastructure project on the Beatty line (2023) represents the County contribution to a Township project.
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement (Full time equivalents)		
	2021	2022
Museum and Archives	18.7	18.2
Current employee count: 24		



Performance Measures

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

Programme Goals and Objectives

Goal 1: Being accessible and inclusive to the residents and tourists of Wellington County. **Objectives:** Optimize hours of operation, online presence, and partnerships with libraries. **(People as the main priority of Wellington County)**

Goal 2: Telling the stories of our past (Wellington County and Poor House history). **Objectives:** Revamping the Poor House interpretation, providing an immersive experience. Developing opportunities for the public to learn about our and their history. **(People as the main priority of Wellington County)**

Goal 3: Engaging the public with a focus on captivating storytelling and interpretation. We amplify and showcase our local stories. **Objectives:** Providing storytelling to where people are (across Wellington County, online) and tailored to the audience. Proactive collection of local stories from the public. **(People as the main priority of Wellington County)**

Goal 4: Providing a dynamic and compelling site and offerings. **Objectives:** New events are reflective of our strategic directions and key signature experiences are created. Staff are informed and empowered to provide customer service excellence. **(Providing the highest level and best quality services)**

Goal 5: Public awareness of WCMA services. **Objectives:** Effective communication of our events, programmes and exhibits. **(Providing the highest level and best quality services)**

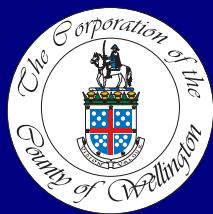
Goal 6: What we do suits the needs of our visitors. **Objectives:** Collecting data and developing policies to provide guidance, governance and to assess our value. **(Making the best decisions)**

Goal 7: To provide a safe, accessible and fun site for the public. **Objective:** Not only showcasing, but providing spaces for engagement in our beautiful County-owned grounds. Creating new assets that respectfully and naturally fit with the entire historic Wellington Place campus. **(Planning for and providing the best physical infrastructure)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
# of attendees – 2022 Extended hours pilot	6,016	7,422	9,000
# of interactive pieces in exhibits	0	1	3
# of speaking engagements to businesses	3	5	6
# of consultations with key audiences to guide new exhibits	N/A	N/A	5
# of public events for targeted audiences	2	6	10
# of new promotion initiatives	0	2	3
% of patrons likely to return and recommend (Customer satisfaction score)	N/A	97%	97%
# of capital improvements to historic site	3	4	5



COUNTY OF WELLINGTON

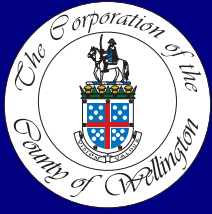
2022 OPERATING BUDGET

Programme/Service: Museum and Archives at Wellington Place

Department: Wellington County Museum and Archives

Governance: Information, Heritage and Senior's Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$70,739	\$54,800	\$57,589	\$54,800	\$51,100	(\$3,700)	(6.8%)
Licenses, Permits and Rents	\$8,908	\$52,100	\$7,914	\$52,100	\$52,100	\$ -	-
User Fees & Charges	\$27,483	\$75,000	\$35,613	\$75,000	\$80,100	\$5,100	6.8%
Sales Revenue	\$6,681	\$10,000	\$4,834	\$10,000	\$10,200	\$200	2.0%
Other Revenue	\$1,975	\$ -	\$11,067	\$ -	\$ -	\$ -	-
Total Revenue	\$115,786	\$191,900	\$117,017	\$191,900	\$193,500	\$1,600	0.8%
Expenditure							
Salaries, Wages and Benefits	\$1,599,480	\$1,584,600	\$1,554,237	\$1,605,500	\$1,586,600	(\$18,900)	(1.2%)
Supplies, Material & Equipment	\$136,845	\$143,100	\$127,203	\$150,800	\$168,400	\$17,600	11.7%
Purchased Services	\$390,296	\$432,900	\$404,174	\$461,500	\$457,100	(\$4,400)	(1.0%)
Insurance & Financial	\$55,142	\$59,400	\$57,049	\$60,900	\$57,500	(\$3,400)	(5.6%)
Minor Capital Expenses	\$ -	\$ -	\$51,068	\$13,000	\$ -	(\$13,000)	(100.0%)
Internal Charges	\$ -	\$ -	\$8,553	\$ -	\$10,000	\$10,000	-
Total Expenditure	\$2,181,763	\$2,220,000	\$2,202,284	\$2,291,700	\$2,279,600	(\$12,100)	(0.5%)
Net Operating Cost / (Revenue)	\$2,065,977	\$2,028,100	\$2,085,267	\$2,099,800	\$2,086,100	(\$13,700)	(0.7%)
Debt and Transfers							
Transfer from Reserve	(\$93,878)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfer to Capital	\$50,000	\$50,000	\$70,000	\$70,000	\$ -	(\$70,000)	(100.0%)
Transfers to Reserve	\$14,253	\$27,000	\$19,682	\$27,000	\$427,000	\$400,000	1,481.5%
Total Debt and Transfers	(\$29,625)	\$77,000	\$89,682	\$97,000	\$427,000	\$330,000	340.2%
NET COST / (REVENUE)	\$2,036,352	\$2,105,100	\$2,174,949	\$2,196,800	\$2,513,100	\$316,300	14.4%

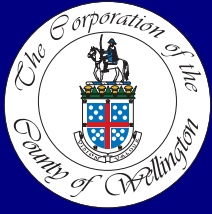


COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

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

	2022	2023	Projected 2024	2025	2026
REVENUE					
Grants & Subsidies	\$51,100	\$51,100	\$51,100	\$51,100	\$51,100
Licenses, Permits and Rents	\$52,100	\$53,700	\$53,700	\$53,700	\$53,700
User Fees & Charges	\$80,100	\$81,100	\$81,100	\$81,100	\$81,100
Sales Revenue	\$10,200	\$10,400	\$10,600	\$10,800	\$11,000
Total Revenue	\$193,500	\$196,300	\$196,500	\$196,700	\$196,900
EXPENDITURES					
Salaries, Wages and Benefits	\$1,586,600	\$1,665,800	\$1,723,600	\$1,785,800	\$1,861,800
Supplies, Material & Equipment	\$168,400	\$181,200	\$164,300	\$169,900	\$175,600
Purchased Services	\$457,100	\$434,200	\$450,400	\$468,600	\$487,500
Insurance & Financial	\$57,500	\$62,400	\$66,100	\$69,700	\$73,800
Internal Charges	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Expenditures	\$2,279,600	\$2,353,600	\$2,414,400	\$2,504,000	\$2,608,700
Net Operating Cost / (Revenue)	\$2,086,100	\$2,157,300	\$2,217,900	\$2,307,300	\$2,411,800
DEBT AND TRANSFERS					
Transfer to Capital			\$80,000		
Transfer to Reserves	\$427,000	\$427,000	\$427,000	\$427,000	\$427,000
Total Debt and Transfers	\$427,000	\$427,000	\$507,000	\$427,000	\$427,000
TAX LEVY REQUIREMENT					
yr/yr % change	14.4%	2.8%	5.4%	0.3%	3.8%

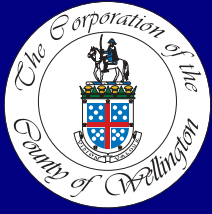


COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

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

	2027	2028	Projected 2029	2030	2031
REVENUE					
Grants & Subsidies	\$51,100	\$51,100	\$51,100	\$51,100	\$51,100
Licenses, Permits and Rents	\$53,700	\$55,400	\$57,100	\$58,800	\$59,900
User Fees & Charges	\$81,100	\$83,000	\$84,600	\$85,700	\$86,400
Sales Revenue	\$11,000	\$11,200	\$11,400	\$11,600	\$11,800
Total Revenue	\$196,900	\$200,700	\$204,200	\$207,200	\$209,200
EXPENDITURES					
Salaries, Wages and Benefits	\$1,925,200	\$1,991,600	\$2,060,300	\$2,132,800	\$2,206,200
Supplies, Material & Equipment	\$204,000	\$187,700	\$194,600	\$200,200	\$204,300
Purchased Services	\$507,100	\$518,000	\$537,900	\$548,100	\$556,400
Insurance & Financial	\$77,800	\$82,300	\$87,300	\$92,300	\$97,900
Internal Charges	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Expenditures	\$2,724,100	\$2,789,600	\$2,890,100	\$2,983,400	\$3,074,800
Net Operating Cost / (Revenue)	\$2,527,200	\$2,588,900	\$2,685,900	\$2,776,200	\$2,865,600
DEBT AND TRANSFERS					
Transfer to Capital	\$42,000				
Transfer to Reserves	\$427,000	\$427,000	\$427,000	\$427,000	\$427,000
Total Debt and Transfers	\$469,000	\$427,000	\$427,000	\$427,000	\$427,000
TAX LEVY REQUIREMENT					
yr/yr % change	5.5%	0.7%	3.2%	2.9%	2.8%



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service:

Museum and Archives at Wellington Place

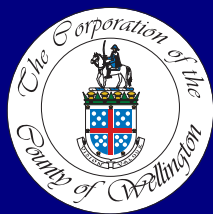
Department:

Wellington County Museum and Archives

Governance:

Information, Heritage and Seniors Committee

	2022	2023	2024	2025	2026	5 Year Total
Museum & Archives at WP						
Programming						
Medicine Garden and Pavilion	\$250,000					\$250,000
Total Programming	\$250,000					\$250,000
Facilities						
Museum Air Conditioning						
Archives Roof Replacement						
Replace Boilers					\$230,000	\$230,000
WCMA Flat Roof	\$200,000					\$200,000
Museum Carpet Replacement		\$31,000	\$32,000	\$33,000		\$96,000
Aboyne Hall Flooring Replacement				\$28,000		\$28,000
Archives Reading Room Flooring				\$28,000		\$28,000
Main Elec Panel Replacement						
Replace Humidification Units						
Fire Alarm Panel						
Aboyne Hall Kitchen						
Total Facilities	\$200,000	\$31,000	\$32,000	\$89,000	\$230,000	\$582,000
Wellington Place						
Samuel Honey Drive Construction			\$1,392,000			\$1,392,000
Charles Allan Way Rehab	\$340,000					\$340,000
Beatty Line: Garafraxa St W to Andrew St CW		\$580,000				\$580,000
Museum Tractor			\$80,000			\$80,000
Front Mount Lawn Mower						
Total Wellington Place	\$340,000	\$580,000	\$1,472,000			\$2,392,000
Total	\$790,000	\$611,000	\$1,504,000	\$89,000	\$230,000	\$3,224,000
Sources of Financing						
Current Revenues			\$80,000			\$80,000
Reserves	\$790,000	\$611,000	\$1,424,000	\$89,000	\$230,000	\$3,144,000
Total Financing	\$790,000	\$611,000	\$1,504,000	\$89,000	\$230,000	\$3,224,000

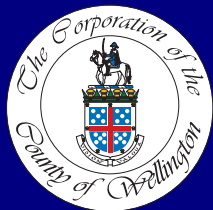


COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

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

	2027	2028	2029	2030	2031	10 Year Total
Museum & Archives at WP						
Programming						
Medicine Garden and Pavilion						\$250,000
Total Programming						\$250,000
Facilities						
Museum Air Conditioning	\$214,000					\$214,000
Archives Roof Replacement					\$204,000	\$204,000
Replace Boilers						\$230,000
WCMA Flat Roof						\$200,000
Museum Carpet Replacement						\$96,000
Aboyne Hall Flooring Replacement						\$28,000
Archives Reading Room Flooring						\$28,000
Main Elec Panel Replacement		\$37,000				\$37,000
Replace Humidification Units				\$33,00		\$33,000
Fire Alarm Panel		\$83,000				\$83,000
Aboyne Hall Kitchen			\$64,000			\$64,000
Total Facilities	\$214,000	\$120,000	\$64,000	\$33,00	\$204,000	\$1,217,000
Wellington Place						
Samuel Honey Drive Construction						\$1,392,000
Charles Allan Way Rehab						\$340,000
Beatty Line: Garafraxa St W to Andrew St CW						\$580,000
Museum Tractor						\$80,000
Front Mount Lawn Mower	\$42,000					\$42,000
Total Wellington Place	\$42,000					\$2,434,000
Total	\$256,000	\$120,000	\$64,000	\$33,00	\$204,000	\$3,901,000
Sources of Financing						
Current Revenues	\$42,000					\$122,000
Reserves	\$214,000	\$120,000	\$64,000	\$33,00	\$204,000	\$3,779,000
Total Financing	\$256,000	\$120,000	\$64,000	\$33,000	\$204,000	\$3,901,000



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 (development services and policy division), the Land Division Committee, County Weed Inspectors and Tree Conservation Officers, as well as mapping/GIS projects, trail development and County Forest Management.
- The budget also includes funding for the Rural Water Quality Programme in partnership with the Grand River Conservation Authority; and the funding of the Wellington Source Water Protection Programme which includes the Risk Management Officer employed by the Township of Centre Wellington.
- The new Climate Change and Sustainability Division also falls within the Planning Department. This was developed as a result of Council's support of Future Focused - a Climate Change Mitigation Plan for the County of Wellington.

2022 Budget Highlights

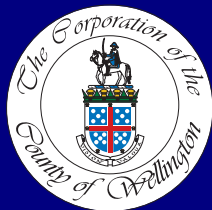
Operating Budget:

- The 2022 budget contains funding to implement some of the major components of the climate change mitigation plan. This include a home energy retrofit programme as well as a living labs study. These initiatives are expected to be largely funded from grants.
- A new contract position will be added to the Climate Change division to assist with data collection and analysis, grant funding applications, community engagement activities, and member municipality initiatives.
- A new contract position will be split between Climate Change and Smart Cities (in Economic Development). This position is intended to ensure the County can get maximum value from the opportunities the Our Food Future partnership is presenting.

Capital Budget:

- Continued investment in the Official Plan and Municipal Comprehensive Review (MCR) updates to ensure conformity with provincial policy
- Corporate Climate Change related capital initiatives total \$2.1 million and are included in the first two years of the forecast.

Staff Complement (Full time equivalents)	2021	2022
Planning and Development	15.0	15.0
Land Division Committee	2.0	2.0
Climate Change	1.0	2.1
Weed Inspection / Tree Cutting	0.5	0.5
Total	17.5	18.6
Current employee count: 19		



Performance Overview

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

Programme Goals and Objectives

The Wellington County Official Plan identifies the following concepts as fundamental beliefs:

- **Sustainable Development** that meets the need of the present without compromising the ability of future generations to meet their own need. **(Making the best decisions)**
- **Land Stewardship** recognizes that preserving natural features and protecting the environment is a shared value between government, community groups and land owners. County Council believes that all landowners are entitled to reasonable use and enjoyment of their land but they are also stewards of the land with responsibility to the community for the long term environment health of their land. **(Providing the highest level and best quality services)**
- **Healthy Communities** are those which foster physical, mental, social and economic well being, provide residents with a sense of control over decisions which affect them, are designed to reduce the stress of daily living and meet the life-long needs of its residents and makes accessible employment, social, health, educational and recreational opportunities to all segments of the community. **(People as the main priority of Wellington County)**

The County of Wellington Climate Change Mitigation Plan strives to integrate climate change into our decision-making by developing actions and policy to lead the community in the reduction of greenhouse gas emissions through the following goals and objectives:

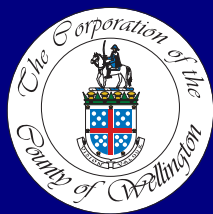
- **Communicate** - develop a common understanding of climate change and climate change action to improve our collective climate literacy. **(People as the main priority of Wellington County)**
- **Connect-leverage** and expand interconnections across all levels of the community and corporation to build social infrastructure and support climate change action. **(Planning for and providing the best physical infrastructure)**
- **Build** - create policy, tools and programmes to support and amplify climate change action **(Providing the highest level and best quality services)**
- **Act** - implement actions to support climate change prevention and preparedness by and for community members and the corporation. **(Providing the highest level and best quality services)**
- **Assess and Evaluate** - develop and report on metrics to measure the County's progress on reducing greenhouse gas emission and lowering climate change risk. Utilize measurements to iterate and information climate actions. **(Making the best decisions)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Percent of new residential units from building permits in settlement areas	85%	86%	N/A
Percent of agriculturally designated land retained since year 2000*	99.6%	99.6%	N/A
Number of new residential units from building permits	497	814	N/A
Corporate greenhouse gas emission % reduction yr/yr	N/A	N/A	1.0%
Community greenhouse gas emissions % reduction yr/yr	N/A	N/A	0.8%

*Note: Agricultural land is taken from the Wellington County Official Plan and includes Prime Agricultural Area, Secondary Agricultural Area and Greenland Areas.



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service:

Planning and Land Division

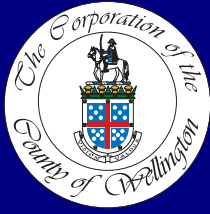
Department:

Planning

Governance:

Planning and Land Division Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$92,901	\$62,500	(\$6,186)	\$10,000	\$405,000	\$395,000	3,950.0%
Municipal Recoveries	\$315,605	\$180,000	\$375,367	\$290,000	\$290,000	\$ -	-
User Fees & Charges	\$1,017,999	\$809,800	\$1,016,249	\$932,000	\$957,000	\$25,000	2.7%
Other Revenue	\$2,162	\$ -	\$186	\$ -	\$ -	\$ -	-
Total Revenue	\$1,428,667	\$1,052,300	\$1,385,616	\$1,232,000	\$1,652,000	\$420,000	34.1%
Expenditure							
Salaries, Wages and Benefits	\$2,118,484	\$2,120,800	\$2,092,789	\$2,181,100	\$2,317,000	\$135,900	6.2%
Supplies, Material & Equipment	\$21,772	\$39,100	\$46,901	\$53,900	\$54,500	\$600	1.1%
Purchased Services	\$252,777	\$392,700	\$115,533	\$364,900	\$918,900	\$554,000	151.8%
Transfer Payments	\$729,724	\$831,700	\$524,114	\$725,000	\$725,000	\$ -	-
Insurance & Financial	\$42,241	\$44,900	\$42,905	\$45,400	\$40,000	(\$5,400)	(11.9%)
Internal Charges	\$4,305	\$6,600	\$7,746	\$6,600	\$6,600	\$ -	-
Total Expenditure	\$3,169,303	\$3,435,800	\$2,829,988	\$3,376,900	\$4,062,000	\$685,100	20.3%
Net Operating Cost / (Revenue)	\$1,740,636	\$2,383,500	\$1,444,372	\$2,144,900	\$2,410,000	\$265,100	12.4%
Debt and Transfers							
Transfer from Reserve	(\$116,668)	(\$106,700)	\$ -	(\$10,000)	\$ -	\$10,000	(100.0%)
Transfer to Capital	\$8,500	\$8,500	\$17,500	\$17,500	\$23,000	\$5,500	31.4%
Transfers to Reserve	\$18,850	\$ -	\$186,275	\$ -	\$ -	\$ -	-
Total Debt and Transfers	(\$89,318)	(\$98,200)	\$203,775	\$7,500	\$23,000	\$15,500	206.7%
NET COST / (REVENUE)	\$1,651,318	\$2,285,300	\$1,648,147	\$2,152,400	\$2,433,000	\$280,600	13.0%



COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

Programme/Service:

Planning and Land Division

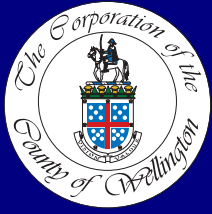
Department:

Planning

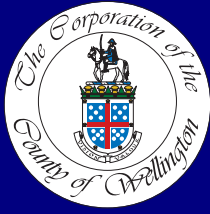
Governance:

Planning and Land Division Committee

	2022	2023	Projected 2024	2025	2026
REVENUE					
Grants & Subsidies	\$405,000				
Municipal Recoveries	\$290,000	\$296,700	\$303,400	\$310,100	\$316,800
User Fees & Charges	\$957,000	\$968,300	\$976,600	\$984,900	\$993,300
Total Revenue	\$1,652,000	\$1,265,000	\$1,280,000	\$1,295,000	\$1,310,100
EXPENDITURES					
Salaries, Wages and Benefits	\$2,317,000	\$2,465,800	\$2,637,000	\$2,735,000	\$2,769,100
Supplies, Material & Equipment	\$54,500	\$46,600	\$47,800	\$49,000	\$50,200
Purchased Services	\$918,900	\$430,100	\$640,800	\$451,700	\$462,900
Transfer Payments	\$725,000	\$725,000	\$695,000	\$665,000	\$665,000
Insurance & Financial	\$40,000	\$42,600	\$45,800	\$47,400	\$47,900
Internal Charges	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Total Expenditures	\$4,062,000	\$3,716,700	\$4,073,000	\$3,954,700	\$4,001,700
Net Operating Cost / (Revenue)	\$2,410,000	\$2,451,700	\$2,793,000	\$2,659,700	\$2,691,600
DEBT AND TRANSFERS					
Transfer to Capital	\$23,000	\$39,000			
Total Debt and Transfers	\$23,000	\$39,000			
TAX LEVY REQUIREMENT					
yr/yr % change	6.8%	2.4%	12.1%	(4.8%)	1.2%

**COUNTY OF WELLINGTON****2022 –2031 OPERATING BUDGET****Programme/Service:****Planning and Land Division****Department:****Planning****Governance:****Planning and Land Division Committee**

	2027	2028	Projected 2029	2030	2031
REVENUE					
Grants & Subsidies					
Municipal Recoveries	\$323,500	\$330,200	\$336,900	\$343,600	\$343,600
User Fees & Charges	\$999,600	\$1,008,100	\$1,034,200	\$1,061,200	\$1,082,100
Total Revenue	\$1,323,100	\$1,338,300	\$1,371,100	\$1,404,800	\$1,425,700
EXPENDITURES					
Salaries, Wages and Benefits	\$2,841,400	\$2,939,900	\$3,039,100	\$3,139,900	\$3,243,300
Supplies, Material & Equipment	\$51,400	\$52,400	\$53,200	\$54,000	\$54,600
Purchased Services	\$474,500	\$486,300	\$499,800	\$513,700	\$523,000
Transfer Payments	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000
Insurance & Financial	\$49,100	\$50,900	\$52,900	\$54,600	\$56,600
Internal Charges	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Total Expenditures	\$4,088,000	\$4,201,100	\$4,316,600	\$4,433,800	\$4,549,100
Net Operating Cost / (Revenue)	\$2,764,900	\$2,862,800	\$2,945,500	\$3,029,000	\$3,123,400
DEBT AND TRANSFERS					
Transfer to Capital		\$25,000			
Total Debt and Transfers		\$25,000			
TAX LEVY REQUIREMENT	\$2,764,900	\$2,887,800	\$2,945,500	\$3,029,000	\$3,123,400
yr/yr % change	2.7%	4.4%	2.0%	2.8%	3.1%



COUNTY OF WELLINGTON

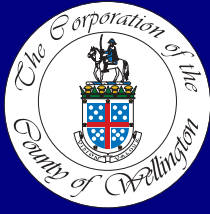
2022-2031 CAPITAL BUDGET

Programme/Service: Planning and Land Division

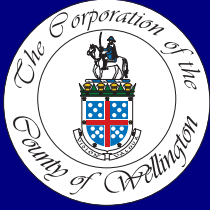
Department: Planning

Governance: Planning and Land Division Committee

	2022	2023	2024	2025	2026	5 Year Total
Planning and Trails						
Official Plan Review/Update		\$210,000				\$210,000
Official Plan / MCR Update	\$230,000	\$180,000				\$410,000
Total Planning and Trails	\$230,000	\$390,000				\$620,000
Climate Change Initiatives						
Green Development Standards	\$100,000					\$100,000
Corporate Building Automation		\$26,000				\$26,000
Corporate EV Infrastructure	\$80,000	\$1,570,000				\$1,650,000
Green Fleet Strategy		\$100,000				\$100,000
Adaptation Plan		\$180,000				\$180,000
Total Climate Change Initiatives	\$180,000	\$1,876,000				\$2,056,000
Total	\$410,000	\$2,266,000				\$2,676,000
Sources of Financing						
Subsidies	\$50,000	\$770,000				\$820,000
Current Revenues	\$23,000	\$39,000				\$62,000
Reserves	\$130,000	\$1,106,000				\$1,236,000
Development Charges	\$207,000	\$351,000				\$558,000
Total Financing	\$410,000	\$2,266,000				\$2,676,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Planning and Land Division**Department:** Planning**Governance:** Planning and Land Division Committee

	2027	2028	2029	2030	2031	10 Year Total
Planning and Trails						
Official Plan Review/Update		\$250,000				\$460,000
Official Plan / MCR Update						\$410,000
Total Planning and Trails		\$250,000				\$870,000
Climate Change Initiatives						
Green Development Standards						\$100,000
Corporate Building Automation						\$26,000
Corporate EV Infrastructure						\$1,650,000
Green Fleet Strategy						\$100,000
Adaptation Plan						\$180,000
Total Climate Change Initiatives						\$2,056,000
Total		\$250,000				\$2,926,000
Sources of Financing						
Subsidies						\$820,000
Current Revenues		\$25,000				\$87,000
Reserves						\$1,236,000
Development Charges		\$225,000				\$783,000
Total Financing		\$250,000				\$2,926,000



Programme Overview

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

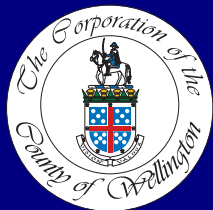
Programme Description

- 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 2022, over three million trees will have been distributed and planted within the County.
- Trees produced are distributed to Wellington County landowners, municipalities, organizations, schools and conservation authorities for planting in the County.

2022 Budget Highlights

- The 2022-2031 capital budget forecast includes end of lifecycle vehicle and equipment replacements totalling \$322,000.
- The building retrofit project addresses parking lot repairs and HVAC replacements at the southern nursery.

Staff Complement (Full time equivalents)	2021	2022
Green Legacy Manager	1.0	1.0
Brad Whitcombe Nursery	4.7	4.7
Northern Tree Nursery	2.5	2.5
Total	8.2	8.2
Current employee count: 13		



Performance Measures

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

Programme Description

Green Legacy provides trees and volunteer experiences for students and the community of Wellington.

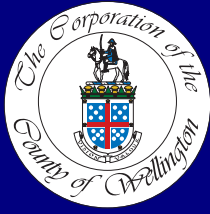
- Provide 175,000 high quality trees a year to residents of the County of Wellington. **(Providing the highest level and best quality services)**
- Provide a work and educational experience for all students from K-8 in the Upper Grand District School Board and the Wellington Catholic School Board. **(People as the main priority of Wellington County)**
- Provide volunteer opportunities for residents of Wellington County to assist in the production of Green Legacy trees. **(People as the main priority of Wellington County)**
- Provide trees and expertise to Wellington County member municipalities, conservation authorities and service groups. **(Providing the highest level and best quality services)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
Plant 175,000 high quality trees a year	165,305*	173,628	150,000*
# of students (grades K-8) involved in Green Legacy events	0*	0*	2,000*
# of volunteers involved in Green Legacy events	0*	0*	500*
# of trees provided to municipalities, conservation authorities and service groups	15,966*	28,050	30,000

*COVID 19 Restrictions adversely Affected volunteer opportunities and community projects



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service:

Green Legacy

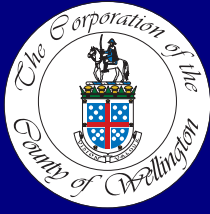
Department:

Planning

Governance:

Planning and Land Division Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Sales Revenue	\$9,919	\$2,000	\$8,873	\$2,000	\$2,000	\$ -	-
Other Revenue	\$100	\$1,500	\$1,300	\$1,500	\$1,500	\$ -	-
Total Revenue	\$10,019	\$3,500	\$10,173	\$3,500	\$3,500	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$641,444	\$604,800	\$649,089	\$631,200	\$647,900	\$16,700	2.6%
Supplies, Material & Equipment	\$55,268	\$103,600	\$94,709	\$99,500	\$99,500	\$ -	-
Purchased Services	\$48,862	\$92,300	\$52,566	\$86,800	\$85,300	(\$1,500)	(1.7%)
Insurance & Financial	\$19,810	\$23,100	\$22,884	\$25,100	\$24,600	(\$500)	(2.0%)
Minor Capital Expenses	\$ -	\$5,000	\$ -	\$35,000	\$ -	(\$35,000)	(100.0%)
Internal Charges	\$796	\$5,600	\$30	\$5,600	\$5,600	\$ -	-
Total Expenditure	\$766,180	\$834,400	\$819,278	\$883,200	\$862,900	(\$20,300)	(2.3%)
Net Operating Cost / (Revenue)	\$756,161	\$830,900	\$809,105	\$879,700	\$859,400	(\$20,300)	(2.3%)
Debt and Transfers							
Transfer from Reserve	(\$7,438)	(\$5,000)	\$ -	(\$35,000)	\$ -	\$35,000	(100.0%)
Transfers to Reserve	\$ -	\$ -	\$30,000	\$30,000	\$30,000	\$ -	-
Total Debt and Transfers	(\$7,438)	(\$5,000)	\$30,000	(\$5,000)	\$30,000	\$35,000	(700.0%)
NET COST / (REVENUE)	\$748,723	\$825,900	\$839,105	\$874,700	\$889,400	\$14,700	1.7%



COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

Programme/Service:

Green Legacy

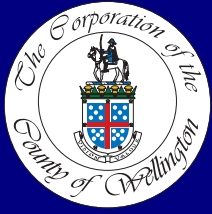
Department:

Planning

Governance:

Planning and Land Division Committee

	2022	2023	Projected 2024	2025	2026
REVENUE					
Sales Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Other Revenue	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Revenue	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
EXPENDITURES					
Salaries, Wages and Benefits	\$647,900	\$671,400	\$691,900	\$715,900	\$741,900
Supplies, Material & Equipment	\$99,500	\$102,800	\$109,900	\$109,800	\$113,400
Purchased Services	\$85,300	\$88,200	\$91,000	\$93,900	\$96,800
Insurance & Financial	\$24,600	\$27,000	\$28,600	\$30,300	\$32,300
Minor Capital Expenses			\$16,000	\$11,000	\$18,000
Internal Charges	\$5,600	\$5,600	\$5,600	\$5,600	\$5,600
Total Expenditures	\$862,900	\$895,000	\$943,000	\$966,500	\$1,008,000
Net Operating Cost / (Revenue)	\$859,400	\$891,500	\$939,500	\$963,000	\$1,004,500
DEBT AND TRANSFERS					
Transfer from Reserves			(\$16,000)	(\$11,000)	(\$18,000)
Transfer to Reserves	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Debt and Transfers	\$30,000	\$30,000	\$14,000	\$19,000	\$12,000
TAX LEVY REQUIREMENT					
yr/yr % change	1.7%	3.6%	3.5%	3.0%	3.5%



COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

Programme/Service:

Green Legacy

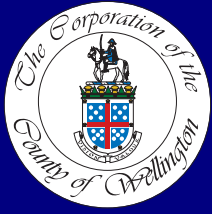
Department:

Planning

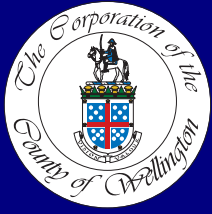
Governance:

Planning and Land Division Committee

	2027	2028	Projected 2029	2030	2031
REVENUE					
Sales Revenue	\$2,000	\$2,000	\$2,000	\$2,100	\$2,100
Other Revenue	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Revenue	\$3,500	\$3,500	\$3,500	\$3,600	\$3,600
EXPENDITURES					
Salaries, Wages and Benefits	\$766,700	\$792,400	\$819,500	\$847,200	\$875,600
Supplies, Material & Equipment	\$117,100	\$124,500	\$124,500	\$128,100	\$130,500
Purchased Services	\$99,800	\$102,200	\$105,300	\$107,900	\$109,800
Insurance & Financial	\$34,100	\$36,400	\$38,600	\$40,900	\$43,900
Minor Capital Expenses	\$27,000		\$10,000	\$7,000	\$73,000
Internal Charges	\$5,600	\$5,600	\$5,600	\$5,600	\$5,600
Total Expenditures	\$1,050,300	\$1,061,100	\$1,103,500	\$1,136,700	\$1,238,400
Net Operating Cost / (Revenue)	\$1,046,800	\$1,057,600	\$1,100,000	\$1,133,100	\$1,234,800
DEBT AND TRANSFERS					
Transfer from Reserves	(\$27,000)		(\$10,000)	(\$7,000)	(\$73,000)
Transfer to Reserves	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Debt and Transfers	\$3,000	\$30,000	\$20,000	\$23,000	(\$43,000)
TAX LEVY REQUIREMENT	\$1,049,800	\$1,087,600	\$1,120,000	\$1,156,100	\$1,191,800
yr/yr % change	3.3%	3.6%	3.0%	3.2%	3.1%

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Green Legacy**Department:** Planning**Governance:** Planning and Land Division Committee

	2022	2023	2024	2025	2026	5 Year Total
Skid Steer Replacement Northern		\$104,000				\$104,000
Green Legacy Van Replacement	\$45,00					\$45,000
Sthrn Nursery Capital Retrofit	\$50,00					\$50,000
Green Legacy Pick up Replacement			\$55,000			\$55,000
Northern Nursery Pick Up Replacement						
Total	\$95,00	\$104,000	\$55,000			\$254,000
Sources of Financing						
Reserves	\$95,00	\$104,000	\$55,000			\$254,000
Total Financing	\$95,000	\$104,000	\$55,000			\$254,000



COUNTY OF WELLINGTON

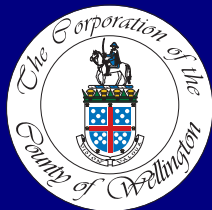
2022-2031 CAPITAL BUDGET

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

	2027	2028	2029	2030	2031	10 Year Total
Skid Steer Replacement Northern						\$104,000
Green Legacy Van Replacement			\$57,000			\$102,000
Sthrn Nursery Capital Retrofit						\$50,000
Green Legacy Pick up Replacement						\$55,000
Northern Nursery Pick Up Replacement		\$61,000				\$61,000
Total		\$61,000	\$57,000			\$372,000
Sources of Financing						
Reserves		\$61,000	\$57,000			\$372,000
Total Financing		\$61,000	\$57,000			\$372,000



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.

2022 Budget Highlights

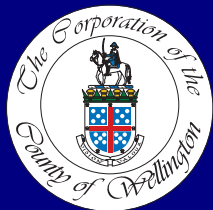
Operating Budget

- The addition of an Emergency Management student in 2022
- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2022-2031
- Annual subscription to the Weather Alert communication system, cost shared with the Roads Department

Capital Budget

- Two new initiatives identified in 2022: a generator replacement programme, to assist in the cost of generators located at paging / radio sites and an allocation for paging site battery replacements.
- Portable and mobile radio replacements in 2028
- Vehicle replacement scheduled for 2028

Staff Complement (Full time equivalents)	2021	2022
Community Emergency Management	4.0	4.3
Total	4.0	4.3
Current employee count: 4		



Performance Measures

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

Programme Goals and Objectives

The 2020 Wellington County and Member Municipality Emergency Response Plan outlines the five components of a risk based management approach:

- Prevention – actions taken to stop an emergency or disaster from occurring.
- Mitigation – actions taken to reduce the adverse impacts of an emergency or disaster.
- Preparedness – actions taken prior to an emergency or disaster to ensure an effective response.
- Response – the provision of emergency services and public assistance or intervention during or immediately after an incident in order to protect people, property, the environment, the economy and/or critical infrastructure.
- Recovery – the process of restoring a municipality including its residents, economy, environmental, critical infrastructure to a new normal and considering opportunities to build back better.

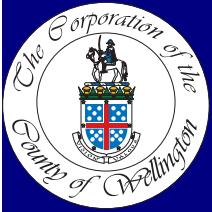
Wellington County has developed a risk-based emergency management programme that consists of the following prescribed elements that may include these five components:

- Development of Emergency Response (ER) Plans including Risk-based Emergency Response Plans and Service Continuity Plans. **(Making the best decisions)**
- Training for members of the Municipal Emergency Control Groups (MECG), support staff, and partner agencies and organizations. **(People as the main priority of Wellington County)**
- Public awareness and education on municipal risks to public safety and on personal preparedness for emergencies. **(Providing the highest level and best quality services)**
- Conduct exercises to test all or portions of the Emergency Response Plan, municipal specific plans/procedures and /or its partner response agencies plans/procedures. **(Providing the highest level and best quality services)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
# of ER Plans developed or updated	N/A	15	20
# of new MECG members trained	N/A	16	15
# of public educational engagements conducted	N/A	16	20
# of training exercises completed	N/A	9	11



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service:

Community Emergency Management

Department:

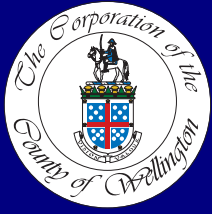
Planning

Governance:

Planning and Land Division Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Expenditure							
Salaries, Wages and Benefits	\$304,007	\$342,000	\$360,100	\$365,800	\$414,600	\$48,800	13.3%
Supplies, Material & Equipment	\$345,084	\$25,700	\$320,242	\$9,900	\$10,900	\$1,000	10.1%
Purchased Services	\$390,566	\$194,200	\$483,493	\$200,500	\$198,500	(\$2,000)	(1.0%)
Transfer Payments	\$147,764	\$151,200	\$154,264	\$151,200	\$151,200	\$ -	-
Insurance & Financial	\$8,969	\$9,800	\$10,642	\$10,600	\$10,900	\$300	2.8%
Internal Charges	\$68,542	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenditure	\$1,264,932	\$722,900	\$1,328,741	\$738,000	\$786,100	\$48,100	6.5%
Net Operating Cost / (Revenue)	\$1,264,932	\$722,900	\$1,328,741	\$738,000	\$786,100	\$48,100	6.5%
Debt and Transfers							
Transfer from Reserve	(\$606,169)	\$ -	(\$618,139)	\$ -	\$ -	\$ -	-
Transfer to Capital	\$300,000	\$300,000	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	(\$306,169)	\$300,000	(\$618,139)	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$958,763	\$1,022,900	\$710,602	\$738,000	\$786,100	\$48,100	6.5%

*2021 Preliminary Actuals include County Wide COVID-19 Pandemic costs approximating \$618,000



COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

Programme/Service:

Community Emergency Management

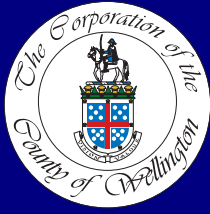
Department:

Planning

Governance:

Planning and Land Division Committee

	2022	2023	Projected 2024	2025	2026
EXPENDITURES					
Salaries, Wages and Benefits	\$414,600	\$441,100	\$462,300	\$486,100	\$510,100
Supplies, Material & Equipment	\$10,900	\$11,000	\$26,900	\$11,200	\$11,300
Purchased Services	\$198,500	\$204,700	\$211,200	\$247,700	\$224,400
Transfer Payments	\$151,200	\$151,200	\$151,200	\$151,200	\$151,200
Insurance & Financial	\$10,900	\$11,900	\$12,800	\$13,500	\$14,300
Total Expenditures	\$786,100	\$819,900	\$864,400	\$909,700	\$911,300
Net Operating Cost / (Revenue)	\$786,100	\$819,900	\$864,400	\$909,700	\$911,300
TAX LEVY REQUIREMENT	\$786,100	\$819,900	\$864,400	\$909,700	\$911,300
yr/yr % change	6.5%	4.3%	5.4%	5.2%	0.2%



COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

Programme/Service:

Community Emergency Management

Department:

Planning

Governance:

Planning and Land Division Committee

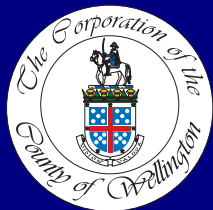
	2027	2028	Projected 2029	2030	2031
EXPENDITURES					
Salaries, Wages and Benefits	\$527,300	\$545,200	\$563,800	\$583,300	\$602,900
Supplies, Material & Equipment	\$11,400	\$27,300	\$11,600	\$11,700	\$11,800
Purchased Services	\$231,800	\$238,900	\$246,100	\$253,700	\$258,900
Transfer Payments	\$151,200	\$151,200	\$151,200	\$151,200	\$151,200
Insurance & Financial	\$15,100	\$15,800	\$16,600	\$17,600	\$18,600
Total Expenditures	\$936,800	\$978,400	\$989,300	\$1,017,500	\$1,043,400
Net Operating Cost / (Revenue)	\$936,800	\$978,400	\$989,300	\$1,017,500	\$1,043,400
TAX LEVY REQUIREMENT					
yr/yr % change	2.8%	4.4%	1.1%	2.9%	2.5%

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Community Emergency Management**Department:** Planning**Governance:** Planning and Land Division Committee

	2022	2023	2024	2025	2026	5 Year Total
Replace Paging Site Batteries	\$35,000					\$35,000
Generator Replacement Program	\$75,000					\$75,000
EM Portable and Mobile Radio Replacement						
CEM Vehicle Replacement						
Total	\$110,000					\$110,000
Sources of Financing						
Reserves	\$110,000					\$110,000
Total Financing	\$110,000					\$110,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Community Emergency Management**Department:** Planning**Governance:** Planning and Land Division Committee

	2027	2028	2029	2030	2031	10 Year Total
Replace Paging Site Batteries	\$42,000					\$77,000
Generator Replacement Program		\$55,000				\$130,000
EM Portable and Mobile Radio Replacement		\$37,000				\$37,000
CEM Vehicle Replacement		\$55,000				\$55,000
Total	\$42,000	\$147,000				\$299,000
Sources of Financing						
Reserves	\$42,000	\$147,000				\$299,000
Total Financing	\$42,000	\$147,000				\$299,000



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.

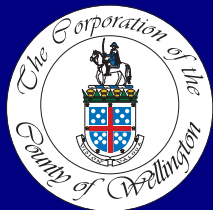
Officers are based out of County-owned facilities in Aboyne, Rockwood and Teviotdale. The Traffic Management Unit is staffed by one sergeant and six constables, and promotes an enhanced level of road safety throughout the County.

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.

2022 Budget Highlights

- The 2022 policing contract estimate of \$17,407,400 is up by 0.8% from 2021. The transfer payment line has been reduced by \$450,000 as a provision for the OPP contract reconciliation.
- The 2022 Budget includes a new Sergeant to lead the new CSS unit (Community Safety Services) which is a carry-over from 2021, at a cost of \$204,200. In addition, there is an allowance for a new officer in each year of the 2022-2031 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 annual grants to Safe Communities and Project Lifesaver.
- The Community Safety and Policing grants (CSP) that were in place for the suicide prevention/postvention programme as well as human trafficking initiatives is currently set to end in 2022 (\$65,000) with corresponding reduced contracted expenditures
- The 2022-2031 capital budget includes facility improvements and equipment replacements at the three County owned detachments. The purchase of new tactical equipment is scheduled for 2022.

Staff Complement (Full time equivalents)		
	2021	2022
Purchasing and Risk Analysts	0.7	0.7
Cleaners- Rockwood/Fergus	1.4	1.4
Total	2.1	2.1
Current employee count: 4		



Performance Measures

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

Programme Goals and Objectives

The OPP has created a new Strategic Plan which supports our vision of Safe Communities...A Secure Ontario. The OPP Strategic Plan enhances our commitment to public safety through the delivery of proactive and innovative policing, in partnership with the communities we serve. The vision, mission and values of the OPP align with the needs of Wellington County.

We are committed to collaborating with our community partners to enhance our robust embedded clinician programme. The Integrated Mobile Police and Crisis (IMPACT) programme delivers appropriate care at the right time and in the right place. Wellington County has additionally partnered with the Canadian Mental Health Association (CMHA) in the creation of the Support after Suicide Programme.

Wellington County OPP is committed to supporting our work, our people and our communities. As a responsive and evolving detachment, we will partner with stakeholders in the creation of a traffic management plan to address the needs of our growing community. Our Plan in Wellington County is vision focused – mission driven – values based. By protecting our citizens, upholding the law and preserving public safety, we can deliver not just effective but the highest level and best quality professional police service to the residents of Wellington County.

- Reduce the victimization from instances of sexual violence in our communities **(People as the main priority of Wellington County)**
- To address and prevent illicit drug crimes in our communities **(People as the main priority of Wellington County)**
- To address and prevent property crime **(People as the main priority of Wellington County)**
- Sustain a continuous year-round focus on the causal factors of motorized vehicle collisions **(Making the best decisions)**
- To identify co-response solutions for non-police-related demands for service that impact police resourcing **(Providing the highest level and best quality services)**
- To develop transfer of care protocols with relevant healthcare facilities **(Providing the highest level and best quality services)**
- To streamline collision reporting **(Planning for and providing the best physical infrastructure)**

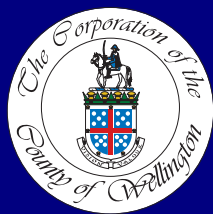
Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Actual 2020	Actual 2021	Projected 2022
# of completed Investigations*	150	109	113
# of mental health associated calls for service that include the support/ involvement of the IMPACT team	192	596	655
# of Memorandums of Understanding with local hospitals and other care facilities	4	4	5
% of collisions that use the Collision Reporting Centres	N/A	32%	35%
Total # of calls from the public for service	24,665	31,072	30,358

*Note: Completed investigations includes sexual violence and illicit drug crimes

**Note: For 2021, 122 calls resulted in hospital visit (50% voluntary) and 474 were diverted by IMPACT.



COUNTY OF WELLINGTON

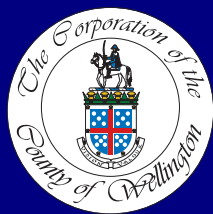
2022 OPERATING BUDGET

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$223,384	\$270,500	\$265,286	\$263,300	\$139,300	(\$124,000)	(47.1%)
Licenses, Permits and Rents	\$114,590	\$115,400	\$118,215	\$115,400	\$129,800	\$14,400	12.5%
Fines and Penalties	\$51,378	\$52,000	\$105,987	\$52,000	\$52,000	\$ -	-
User Fees & Charges	\$67,875	\$80,000	\$100,857	\$80,000	\$80,000	\$ -	-
Other Revenue	\$16,595	\$4,000	\$9,261	\$16,000	\$16,000	\$ -	-
Total Revenue	\$473,822	\$521,900	\$599,606	\$526,700	\$417,100	(\$109,600)	(20.8%)
Expenditure							
Salaries, Wages and Benefits	\$128,355	\$144,500	\$143,286	\$146,300	\$149,800	\$3,500	2.4%
Supplies, Material & Equipment	\$67,198	\$58,800	\$58,525	\$61,400	\$61,400	\$ -	-
Purchased Services	\$590,078	\$685,600	\$663,779	\$687,100	\$577,800	(\$109,300)	(15.9%)
Transfer Payments	\$16,280,855	\$16,560,000	\$16,536,819	\$16,940,000	\$17,311,000	\$371,000	2.2%
Insurance & Financial	\$15,073	\$15,500	\$11,094	\$15,600	\$15,800	\$200	1.3%
Minor Capital Expenses	\$ -	\$30,000	\$33,992	\$62,000	\$22,000	(\$40,000)	(64.5%)
Internal Charges	\$1,315	\$1,600	\$1,737	\$1,600	\$1,600	\$ -	-
Total Expenditure	\$17,082,874	\$17,496,000	\$17,449,232	\$17,914,000	\$18,139,400	\$225,400	1.3%
Net Operating Cost / (Revenue)	\$16,609,052	\$16,974,100	\$16,849,626	\$17,387,300	\$17,722,300	\$335,000	1.9%
Debt and Transfers							
Debt Charges	\$399,285	\$402,100	\$399,406	\$402,400	\$220,800	(\$181,600)	(45.1%)
Transfer from Reserve	(\$86,567)	(\$120,000)	(\$184,903)	(\$155,000)	(\$22,000)	\$133,000	(85.8%)
Transfers to Reserve	\$260,900	\$260,900	\$90,000	\$90,000	\$150,000	\$60,000	66.7%
Total Debt and Transfers	\$573,618	\$543,000	\$304,503	\$337,400	\$348,800	\$11,400	3.4%
NET COST / (REVENUE)	\$17,182,670	\$17,517,100	\$17,154,129	\$17,724,700	\$18,071,100	\$346,400	2.0%



COUNTY OF WELLINGTON

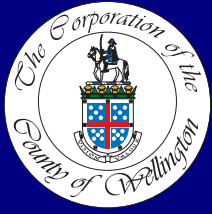
2022 –2031 OPERATING BUDGET

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	Projected				
	2022	2023	2024	2025	2026
REVENUE					
Grants & Subsidies	\$139,300	\$74,300	\$74,300	\$74,300	\$74,300
Licenses, Permits and Rents	\$129,800	\$129,800	\$129,800	\$129,800	\$129,800
Fines and Penalties	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
User Fees & Charges	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Other Revenue	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Total Revenue	\$417,100	\$352,100	\$352,100	\$352,100	\$352,100
EXPENDITURES					
Salaries, Wages and Benefits	\$149,800	\$161,900	\$167,300	\$173,800	\$180,200
Supplies, Material & Equipment	\$61,400	\$62,700	\$64,100	\$65,500	\$66,900
Purchased Services	\$577,800	\$534,900	\$555,300	\$579,100	\$604,000
Transfer Payments	\$17,311,000	\$17,979,000	\$18,559,000	\$19,167,000	\$19,791,000
Insurance & Financial	\$15,800	\$17,000	\$18,100	\$19,000	\$20,100
Minor Capital Expenses	\$22,000	\$40,000	\$14,000	\$29,000	\$68,000
Internal Charges	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Total Expenditures	\$18,139,400	\$18,797,100	\$19,379,400	\$20,035,000	\$20,731,800
Net Operating Cost / (Revenue)	\$17,722,300	\$18,445,000	\$19,027,300	\$19,682,900	\$20,379,700
DEBT AND TRANSFERS					
Debt Charges	\$220,800	\$141,200			
Transfer from Reserves	(\$22,000)	(\$40,000)	(\$14,000)	(\$29,000)	(\$68,000)
Transfer to Reserves	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total Debt and Transfers	\$348,800	\$251,200	\$136,000	\$121,000	\$82,000
TAX LEVY REQUIREMENT	\$18,071,100	\$18,696,200	\$19,163,300	\$19,803,900	\$20,461,700
yr/yr % change	2.0%	3.5%	2.5%	3.3%	3.3%



COUNTY OF WELLINGTON

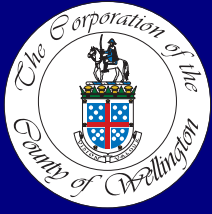
2022 –2031 OPERATING BUDGET

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

	Projected				
	2027	2028	2029	2030	2031
REVENUE					
Grants & Subsidies	\$74,300	\$74,300	\$74,300	\$74,300	\$74,300
Licenses, Permits and Rents	\$129,800	\$129,800	\$129,800	\$129,800	\$129,800
Fines and Penalties	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
User Fees & Charges	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Other Revenue	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Total Revenue	\$352,100	\$352,100	\$352,100	\$352,100	\$352,100
EXPENDITURES					
Salaries, Wages and Benefits	\$186,200	\$192,500	\$198,700	\$204,800	\$211,800
Supplies, Material & Equipment	\$68,300	\$69,800	\$71,300	\$72,900	\$74,000
Purchased Services	\$629,700	\$638,800	\$664,700	\$675,600	\$682,800
Transfer Payments	\$20,444,000	\$21,090,000	\$21,766,000	\$22,460,000	\$23,181,000
Insurance & Financial	\$21,500	\$22,700	\$24,000	\$25,200	\$26,800
Minor Capital Expenses		\$10,000	\$28,000	\$66,000	\$36,000
Internal Charges	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Total Expenditures	\$21,351,300	\$22,025,400	\$22,754,300	\$23,506,100	\$24,214,000
Net Operating Cost / (Revenue)	\$20,999,200	\$21,673,300	\$22,402,200	\$23,154,000	\$23,861,900
DEBT AND TRANSFERS					
Debt Charges					
Transfer from Reserves		(\$10,000)	(\$28,000)	(\$66,000)	(\$36,000)
Transfer to Reserves	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total Debt and Transfers	\$150,000	\$140,000	\$122,000	\$84,000	\$114,000
TAX LEVY REQUIREMENT	\$21,149,200	\$21,813,300	\$22,524,200	\$23,238,000	\$23,975,900
yr/yr % change	3.4%	3.1%	3.3%	3.2%	3.2%

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:****Police Services****Department:****Provided under contract by Ontario Provincial Police****Governance:****Police Services Board**

	2022	2023	2024	2025	2026	5 Year Total
Equipment						
Rockwood OPP: Generator						
Radar Detection Replacements						
Tactical Equipment	\$25,000					\$25,000
Total Equipment	\$25,000					\$25,000
Facilities						
Aboyne OPP: Elevator Modernization						
Aboyne OPP: Furniture Replacements						
Aboyne OPP: Interior Upgrades				\$44,000		\$44,000
Aboyne OPP: Plumbing Replacements						
Aboyne OPP: Rehab Air Handling Units					\$57,000	\$57,000
Aboyne OPP: Replace HVAC Control System						
Constable Chair Replacements					\$30,000	\$30,000
Rockwood OPP: Elevator Modernization					\$126,000	\$126,000
Rockwood OPP: Fire Alarm System						
Rockwood OPP: Flooring Replacements						
Rockwood OPP: Heating and Cooling						
Rockwood OPP: HVAC Replacements						
Rockwood OPP: Lockup Cell Plumbing Fixtures						
Rockwood OPP: Parking Lot						
Teviotdale OPP: Air Conditioning						
Teviotdale OPP: Furniture Replacements		\$50,000				\$50,000
Teviotdale OPP: Interior Upgrades						
Teviotdale OPP: Security Camera Replacement						
Total Facilities		\$50,000		\$44,000	\$213,000	\$307,000
Total	\$25,000	\$50,000		\$44,000	\$213,000	\$332,000
Sources of Financing						
Reserves	\$25,000	\$50,000		\$44,000	\$213,000	\$332,000
Total Financing	\$25,000	\$50,000		\$44,000	\$213,000	\$332,000



COUNTY OF WELLINGTON

2022-2031 CAPITAL BUDGET

Programme/Service:

Police Services

Department:

Provided under contract by Ontario Provincial Police

Governance:

Police Services Board

	2027	2028	2029	2030	2031	10 Year Total
Equipment						
Rockwood OPP: Generator					\$123,000	\$123,000
Radar Detection Replacements	\$36,000					\$36,000
Tactical Equipment						\$25,000
Total Equipment	\$36,000				\$123,000	\$184,000
Facilities						
Aboyne OPP: Elevator Modernization				\$132,000		\$132,000
Aboyne OPP: Furniture Replacements	\$89,000					\$89,000
Aboyne OPP: Interior Upgrades						\$44,000
Aboyne OPP: Plumbing Replacements			\$102,000			\$102,000
Aboyne OPP: Rehab Air Handling Units						\$57,000
Aboyne OPP: Replace HVAC Control System			\$121,000			\$121,000
Constable Chair Replacements					\$34,000	\$64,000
Rockwood OPP: Elevator Modernization						\$126,000
Rockwood OPP: Fire Alarm System					\$82,000	\$82,000
Rockwood OPP: Flooring Replacements					\$57,000	\$57,000
Rockwood OPP: Heating and Cooling					\$225,000	\$225,000
Rockwood OPP: HVAC Replacements		\$37,000				\$37,000
Rockwood OPP: Lockup Cell Plumbing Fixtures		\$55,000				\$55,000
Rockwood OPP: Parking Lot					\$218,000	\$218,000
Teviotdale OPP: Air Conditioning				\$66,000		\$66,000
Teviotdale OPP: Furniture Replacements						\$50,000
Teviotdale OPP: Interior Upgrades			\$59,000			\$59,000
Teviotdale OPP: Security Camera Replacement			\$32,000			\$32,000
Total Facilities	\$89,000	\$92,000	\$314,000	\$198,000	\$616,000	\$1,616,000
Total	\$125,000	\$92,000	\$314,000	\$198,000	\$739,000	\$1,800,000
Sources of Financing						
Reserves	\$125,000	\$92,000	\$314,000	\$198,000	\$739,000	\$1,800,000
Total Financing	\$125,000	\$92,000	\$314,000	\$198,000	\$739,000	\$1,800,000



Programme Overview

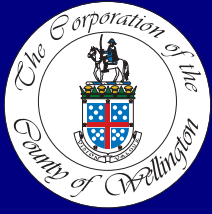
Programme/Service:	Provincial Offences Act Administration
Department:	Administered by the City of Guelph
Governance:	Administration, Finance and Human Resources Committee

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.

2022 Budget Highlights

-
- Net fine revenue to the County has been estimated at \$273,900. This amount has been increased by \$7,500 from 2021 in the County budget based on information received from the City of Guelph.
 - The 2022 – 2031 capital budget includes the County's portion of capital equipment replacements totalling \$1.2 million over ten years. POA capital is funded through the General Capital Reserve.

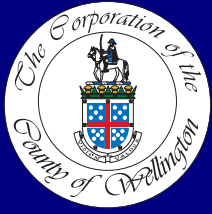


COUNTY OF WELLINGTON

2022 OPERATING BUDGET

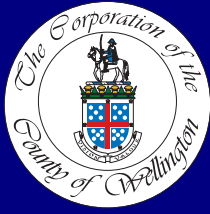
Programme/Service: Provincial Offences Act (POA) Administration
Department: Administered by the City of Guelph
Governance: Administration, Finance and Human Resources Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Municipal Recoveries	(\$30,700)	\$258,900	\$206,413	\$266,400	\$273,900	\$7,500	2.8%
Total Revenue	(\$30,700)	\$258,900	\$206,413	\$266,400	\$273,900	\$7,500	2.8%
Net Operating Cost / (Revenue)	\$30,700	(\$258,900)	(\$206,413)	(\$266,400)	(\$273,900)	(\$7,500)	2.8%
Debt and Transfers							
Debt Charges	\$254,112	\$255,000	\$ -	\$ -	\$ -	\$ -	-
Transfer from Reserve	(\$289,600)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$80,000	\$80,000	\$80,000	\$ -	-
Total Debt and Transfers	(\$35,488)	\$255,000	\$80,000	\$80,000	\$80,000	\$ -	-
NET COST / (REVENUE)	(\$4,788)	(\$3,900)	(\$126,413)	(\$186,400)	(\$193,900)	(\$7,500)	4.0%

**COUNTY OF WELLINGTON****2022 –2031 OPERATING BUDGET**

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

	2022	2023	Projected 2024	2025	2026
REVENUE					
Municipal Recoveries	\$273,900	\$281,400	\$288,900	\$296,400	\$303,900
Total Revenue	\$273,900	\$281,400	\$288,900	\$296,400	\$303,900
Net Operating Cost / (Revenue)	(\$273,900)	(\$281,400)	(\$288,900)	(\$296,400)	(\$303,900)
TRANSFERS					
Transfer to Reserves	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Transfers	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
TAX LEVY REQUIREMENT	(\$193,900)	(\$201,400)	(\$208,900)	(\$216,400)	(\$223,900)
yr/yr % change	4.0%	3.9%	3.7%	3.6%	3.5%

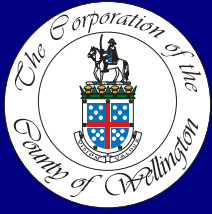


COUNTY OF WELLINGTON

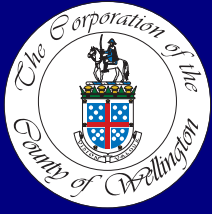
2022 –2031 OPERATING BUDGET

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

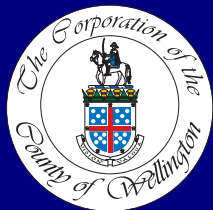
	2027	2028	Projected 2029	2030	2031
REVENUE					
Municipal Recoveries	\$311,400	\$318,900	\$326,400	\$333,900	\$341,400
Total Revenue	\$311,400	\$318,900	\$326,400	\$333,900	\$341,400
Net Operating Cost / (Revenue)	(\$311,400)	(\$318,900)	(\$326,400)	(\$333,900)	(\$341,400)
TRANSFERS					
Transfer to Reserves	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Transfers	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
TAX LEVY REQUIREMENT	(\$231,400)	(\$238,900)	(\$246,400)	(\$253,900)	(\$261,400)
yr/yr % change	3.3%	3.2%	3.1%	3.0%	3.0%

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service: Provincial Offences Act (POA) Administration****Department: Administered by the City of Guelph****Governance: Administration, Finance and Human Resources Committee**

	2022	2023	2024	2025	2026	5 Year Total
POA Administration						
POA Replacements	\$112,000	\$87,000	\$71,000	\$97,000	\$64,000	\$431,000
Total	\$112,000	\$87,000	\$71,000	\$97,000	\$64,000	\$431,000
Sources of Financing						
Reserves	\$112,000	\$87,000	\$71,000	\$97,000	\$64,000	\$431,000
Total Financing	\$112,000	\$87,000	\$71,000	\$97,000	\$64,000	\$431,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service: Provincial Offences Act (POA) Administration****Department: Administered by the City of Guelph****Governance: Administration, Finance and Human Resources Committee**

	2027	2028	2029	2030	2031	10 Year Total
POA Administration						
POA Replacements	\$54,000	\$50,000	\$187,000	\$352,000	\$157,000	\$1,231,000
Total	\$54,000	\$50,000	\$187,000	\$352,000	\$157,000	\$1,231,000
Sources of Financing						
Reserves	\$54,000	\$50,000	\$187,000	\$352,000	\$157,000	\$1,231,000
Total Financing	\$54,000	\$50,000	\$187,000	\$352,000	\$157,000	\$1,231,000



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.

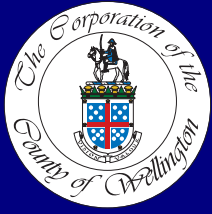
2022 Budget Highlights

Operating Budget

- A service expansion is approved for 2022 to provide an additional 12 hour shift in Centre Wellington (estimated total cost of \$610,000, net County cost \$226,000). City staff are currently reviewing community needs to ensure that this resource is added in the area that will optimize the resource.
- A commitment to the Community Paramedicine Programme is included for 2022-2024. The increase in the transfer to reserve line reflects the partial use of lease payments from the City to cover the initial costs for site renovations.
- The County funds approximately 38% (2021 budget—38%) of the municipal share of Land Ambulance expenditures based on calls for service, and has a levy requirement of \$5.7 million in 2022.

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 (2019-23), Guelph/Eramosa (2024-25), Arthur (2026-27), Drayton (2028-29), Mount Forest (2030-31). Construction for the five stations in the current 10 year plan is budgeted at \$10.8 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 \$4.3 million is funded through the Ambulance Reserve
- In addition, the City identifies a station replacement project in 2028. The County's share is \$1.8 million, funded through the Ambulance Reserve.

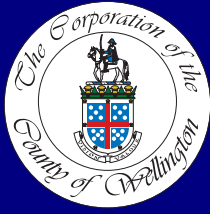


COUNTY OF WELLINGTON

2022 OPERATING BUDGET

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

	2021					\$ Change	% Change
	2020	2020	Preliminary	2021	2022	\$ Change	% Change
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
Licenses, Permits and Rents	\$ -	\$ -	\$ -	\$ -	\$66,700	\$66,700	-
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$66,700	\$66,700	-
Expenditure							
Transfer Payments	\$4,781,623	\$4,445,800	\$5,074,419	\$4,705,500	\$5,109,700	\$404,200	8.6%
Total Expenditure	\$4,781,623	\$4,445,800	\$5,074,419	\$4,705,500	\$5,109,700	\$404,200	8.6%
Net Operating Cost / (Revenue)	\$4,781,623	\$4,445,800	\$5,074,419	\$4,705,500	\$5,043,000	\$337,500	7.2%
Debt and Transfers							
Transfer from Reserve	(\$335,823)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$400,000	\$400,000	\$600,000	\$600,000	\$666,700	\$66,700	11.1%
Total Debt and Transfers	\$64,177	\$400,000	\$600,000	\$600,000	\$666,700	\$66,700	11.1%
NET COST / (REVENUE)	\$4,845,800	\$4,845,800	\$5,674,419	\$5,305,500	\$5,709,700	\$404,200	7.6%

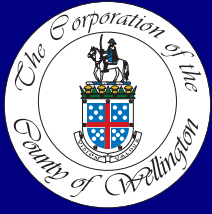


COUNTY OF WELLINGTON

2022 –2031 OPERATING BUDGET

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

	2022	2023	Projected 2024	2025	2026
REVENUE					
Licenses, Permits and Rents	\$66,700	\$66,700	\$16,600	\$ -	\$ -
Total Revenue	\$66,700	\$66,700	\$16,600	\$ -	\$ -
EXPENDITURES					
Transfer Payments	\$5,109,700	\$4,972,100	\$5,016,800	\$5,323,100	\$5,594,900
Total Expenditures	\$5,109,700	\$4,972,100	\$5,016,800	\$5,323,100	\$5,594,900
Net Operating Cost / (Revenue)	\$ 5,043,000	\$ 4,905,400	\$ 5,000,200	\$ 5,323,100	\$5,594,900
TRANSFERS					
Transfer to Reserves	\$666,700	\$666,700	\$666,600	\$650,000	\$700,000
Total Transfers	\$666,700	\$666,700	\$666,600	\$650,000	\$700,000
TAX LEVY REQUIREMENT	\$5,043,000	\$4,905,400	\$5,000,200	\$5,323,100	\$5,594,900
yr/yr % change	7.2%	(2.7%)	1.9%	6.5%	5.1%

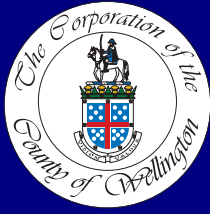


COUNTY OF WELLINGTON

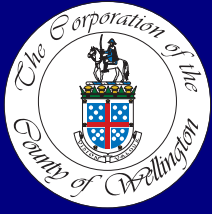
2022 –2031 OPERATING BUDGET

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

	2027	2028	Projected 2029	2030	2031
REVENUE					
Licenses, Permits and Rents	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Transfer Payments	\$5,895,800	\$6,294,000	\$6,588,300	\$6,987,200	\$7,106,200
Total Expenditures	\$5,895,800	\$6,294,000	\$6,588,300	\$6,987,200	\$7,106,200
Net Operating Cost / (Revenue)	\$5,895,800	\$6,294,000	\$6,588,300	\$6,987,200	\$7,106,200
TRANSFERS					
Transfer to Reserves	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Total Transfers	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
TAX LEVY REQUIREMENT					
yr/yr % change	4.8%	6.0%	4.2%	5.5%	1.5%

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Ambulance Services**Department:** Administered by the City of Guelph**Governance:** Administration, Finance and Human Resources Committee

	2022	2023	2024	2025	2026	5 Year Total
County of Wellington Led Projects						
Arthur Ambulance Station					\$115,000	\$115,000
Drayton Ambulance Station						
Erin Ambulance Station		\$1,035,000				\$1,035,000
Guelph/Eramosa Ambulance Station			\$700,000	\$1,290,000		\$1,990,000
Mt. Forest Ambulance Station						
Total County of Wellington Led Projects		\$1,035,000	\$700,000	\$1,290,000	\$115,000	\$3,140,000
City of Guelph Led Projects						
Ambulance Equipment	\$45,000	\$10,000	\$10,000	\$60,000	\$30,000	\$155,000
Ambulance IT Implementations	\$70,000	\$72,000	\$64,000	\$61,000	\$53,000	\$320,000
COG Amb Facilities & Studies	\$55,000	\$16,000	\$16,000	\$17,000	\$17,000	\$121,000
Facility Replacement						
Replacement Ambulances	\$150,000	\$215,000	\$375,000	\$210,000	\$330,000	\$1,280,000
Total City of Guelph Led Projects	\$320,000	\$313,000	\$465,000	\$348,000	\$430,000	\$1,876,000
Total	\$320,000	\$1,348,000	\$1,165,000	\$1,638,000	\$545,000	\$5,016,000
Sources of Financing						
Reserves	\$320,000	\$1,348,000	\$1,165,000	\$1,638,000	\$545,000	\$5,016,000
Total Financing	\$320,000	\$1,348,000	\$1,165,000	\$1,638,000	\$545,000	\$5,016,000

**COUNTY OF WELLINGTON****2022-2031 CAPITAL BUDGET****Programme/Service:** Ambulance Services**Department:** Administered by the City of Guelph**Governance:** Administration, Finance and Human Resources Committee

	2027	2028	2029	2030	2031	10 Year Total
County of Wellington Led Projects						
Arthur Ambulance Station	\$3,490,000					\$3,605,000
Drayton Ambulance Station		\$430,000	\$1,480,000			\$1,910,000
Erin Ambulance Station						\$1,035,000
Guelph/Eramosa Ambulance Station						\$1,990,000
Mt. Forest Ambulance Station				\$660,000	\$1,580,000	\$2,240,000
Total County of Wellington Led Projects	\$3,490,000	\$430,000	\$1,480,000	\$660,000	\$1,580,000	\$10,780,000
City of Guelph Led Projects						
Ambulance Equipment	\$60,000	\$230,000	\$40,000	\$65,000	\$60,000	\$610,000
Ambulance IT Implementations	\$65,000	\$57,000	\$64,000	\$72,000	\$48,000	\$626,000
COG Amb Facilities & Studies	\$71,000	\$18,000	\$19,000	\$20,000	\$20,000	\$269,000
Facility Replacement		\$1,820,000				\$1,820,000
Replacement Ambulances	\$165,000	\$380,000	\$380,000	\$200,000	\$400,000	\$2,805,000
Total City of Guelph Led Projects	\$361,000	\$2,505,000	\$503,000	\$357,000	\$528,000	\$6,130,000
Total	\$3,851,000	\$2,935,000	\$1,983,000	\$1,017,000	\$2,108,000	\$16,910,000
Sources of Financing						
Reserves	\$3,851,000	\$2,935,000	\$1,983,000	\$1,017,000	\$2,108,000	\$16,910,000
Total Financing	\$3,851,000	\$2,935,000	\$1,983,000	\$1,017,000	\$2,108,000	\$16,910,000



Programme Overview

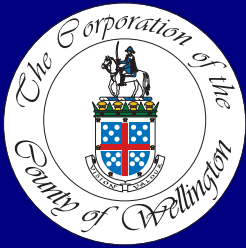
Programme/Service:	Public Health
Department:	Wellington-Dufferin-Guelph Public Health
Governance:	Board of Health

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.

2022 Budget Highlights

- The County of Wellington's share of the gross municipal levy for WDGPH in 2022 is \$2,902,500. The annual loan repayment of \$419,100 is deducted from that amount, for a net transfer in 2022 of \$2,483,400.
- This represents an increase of 2% (\$56,900) from the 2021 gross levy and no change in the loan repayment amount.



COUNTY OF WELLINGTON

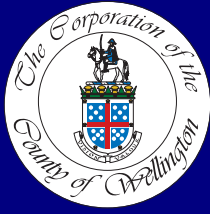
2022 OPERATING BUDGET

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Expenditure							
Salaries, Wages and Benefits	\$ -	\$ -	\$497,336	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$614	\$ -	\$84,880	\$ -	\$ -	\$ -	-
Purchased Services	\$ -	\$ -	\$123,515	\$ -	\$ -	\$ -	-
Transfer Payments	\$2,359,495	\$2,359,500	\$2,426,459	\$2,426,500	\$2,483,400	\$56,900	2.3%
Insurance & Financial	\$ -	\$ -	\$10,272	\$ -	\$ -	\$ -	-
Total Expenditure	\$2,360,109	\$2,359,500	\$3,142,462	\$2,426,500	\$2,483,400	\$56,900	2.3%
Net Operating Cost / (Revenue)	\$2,360,109	\$2,359,500	\$3,142,462	\$2,426,500	\$2,483,400	\$56,900	2.3%
Debt and Transfers							
Debt Charges	\$345,137	\$345,600	\$346,590	\$347,100	\$345,900	(\$1,200)	(0.3%)
Transfer from Reserve	\$ -	\$ -	(\$529,698)	\$ -	\$ -	\$ -	-
Total Debt and Transfers	\$345,137	\$345,600	(\$183,108)	\$347,100	\$345,900	(\$1,200)	(0.3%)
NET COST / (REVENUE)	\$2,705,246	\$2,705,100	\$2,959,354	\$2,773,600	\$2,829,300	\$55,700	2.0%



COUNTY OF WELLINGTON

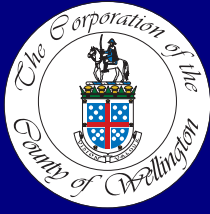
2022 –2031 OPERATING BUDGET

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2022	2023	Projected 2024	2025	2026
EXPENDITURES					
Transfer Payments	\$2,483,400	\$2,559,300	\$2,722,200	\$3,146,700	\$3,272,600
Total Expenditures	\$2,483,400	\$2,559,300	\$2,722,200	\$3,146,700	\$3,272,600
Net Operating Cost / (Revenue)	\$2,483,400	\$2,559,300	\$2,722,200	\$3,146,700	\$3,272,600
DEBT AND TRANSFERS					
Debt Charges	\$345,900	\$3,054,100			
Transfer from Reserves		(\$3,000,000)			
Total Transfers	\$345,900	\$54,100			
TAX LEVY REQUIREMENT					
	\$2,829,300	\$2,613,400	\$2,722,200	\$3,146,700	\$3,272,600
yr/yr % change	2.5%	2.4%	4.2%	15.6%	4.0%

**COUNTY OF WELLINGTON****2022–2031 OPERATING BUDGET****Programme/Service:** Public Health**Department:** Wellington-Dufferin-Guelph Public Health**Governance:** Board of Health

	Projected				
	2027	2028	2029	2030	2031
EXPENDITURES					
Transfer Payments	\$3,403,500	\$3,539,600	\$3,681,200	\$3,828,400	\$3,981,500
Total Expenditures	\$3,403,500	\$3,539,600	\$3,681,200	\$3,828,400	\$3,981,500
Net Operating Cost / (Revenue)	\$3,403,500	\$3,539,600	\$3,681,200	\$3,828,400	\$3,981,500
DEBT AND TRANSFERS					
Debt Charges					
Transfer from Reserves					
Total Transfers					
TAX LEVY REQUIREMENT					
	\$3,403,500	\$3,539,600	\$3,681,200	\$3,828,400	\$3,981,500
yr/yr % change	4.0%	4.0%	4.0%	4.0%	4.0%

GLOSSARY OF TERMS

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

AF&HR: Administration, Finance and Human Resources Committee

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

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

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

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

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

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

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

BCGW: Business Centre Guelph-Wellington

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

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

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

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

CAO: Chief Administrative Officer

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

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

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

GLOSSARY OF TERMS

CEMC: Community Emergency Management Coordinator

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

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

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

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

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

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

HHW: Household Hazardous Waste

HST: Harmonized Sales Tax

HVAC: Heating, Ventilation and Air Conditioning

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

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

IT: Information Technology

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

MPAC: Municipal Property Assessment Corporation

OMPF: Ontario Municipal Partnership Fund

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

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

OPP: Ontario Provincial Police

OW: Ontario Works

POA: Provincial Offences Act

GLOSSARY OF TERMS

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

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

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

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

SWIFT: Southwestern Integrated Fibre Technology

Unfunded Capital Projects: The County does not present unfunded capital projects to Council. This process is managed internally at the Department Head level. Projects are prioritized and placed appropriately in the ten-year plan.

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

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

WCMA: Wellington County Museum and Archives

WDGPH: Wellington-Dufferin-Guelph Public Health

WDO: Waste Diversion Ontario

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

WSIB: Workplace Safety and Insurance Board

WWCFDC: Wellington-Waterloo Community Futures Development Corporation

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