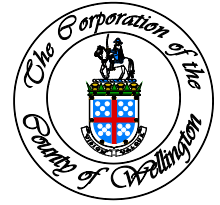


County of Wellington

2022 Budget Review Package



County Council
January 27, 2022

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COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, January 18, 2022
Subject: **2022 Budget and 2022-2031 Ten-Year Plan**

Background:

The proposed 2022 Operating and Capital Budgets and 2022-2031 Ten-Year Plan are attached for the Committee's consideration. The current status of the 2022 operating budget is summarized as follows:

- ❑ 2022 tax levy requirement = \$113,490,500
- ❑ Proposed County tax increase = 2.0%
- ❑ Tax impact per \$100,000 of assessment = \$13

Overview of attachments

The package includes programme information pages, operating budgets and capital forecasts for all services provided and/or funded by the County. The 2022 Budget reports have been reviewed by all Committees and Boards, with the exception of the Economic Development Committee which has yet to meet at the time of this writing. Highlights of the 2022 Budgets for programme areas that report directly to the Administration, Finance and Human Resources Committee are set out below.

County Council

- The 2022 budget provides for salaries, and benefits for Council members and various Council and Committee expenses
- Council has one capital project identified in 2022 to install a sound system in the council chambers

Office of the CAO and Clerk

- Staffing changes include:
 - The addition of a System Administrator in order to address increased workload within the IT department as software applications and additional devices continue to be added and enhanced for various departments.
 - The addition of a Supervisor of IT Infrastructure in order to provide leadership and direction to the four staff members on IT Infrastructure Team that are responsible for managing the County data centers, networks, servers and storage.
 - The addition of a Cyber Security Analyst is included in the 2023 forecast to improve the County's overall security posture. This position will be the security expert for the County and will be responsible for completing security vulnerability assessments, reviewing security logs, investigating incidents and implementing best practices.
 - The addition of an Information Management Analyst in order to assist in all phases of the modernization of the County's privacy and information management programme including development, implementation, training and auditing. This position will have an integral role in the rollout and ongoing maintenance of the County's Electronic Document Records Management System (ERDM) supporting nearly 500 computer users.

- The addition of a Communications Officer in order to meet the needs brought on by new County initiatives (e.g: Ride Well, Smart Cities, Climate Change Action Plan, Children's Early Years Division Resiliency Training, Employee Wellness, etc.) and the expansion of existing County services (e.g: SWS Green Bin, Attainable Housing Strategy, Emergency Management response, Taste Real initiatives, etc.). This position would increase the Communications capacity to develop and implement marketing strategies, create content for design pieces, increase capacity and engagement across the County's social media platforms and website, and assist with growing video, radio, and photography projects.
- A one-time increase of \$105,000 has been made in 2022 to complete the next steps in IT Service Delivery Review with the member municipalities. This budget is for consulting services to develop a shared IT strategy (\$75,000) as well as the development of common standards (\$30,000). The IT strategy is intended to identify synergies for future cost savings and provide improved decision-making and risk mitigation. The development of common standards will enable greater sharing and collaboration as well as improved security posture. The increased expenditure in 2022 for these initiatives will be fully offset by the remaining modernization grant funding.
- The ten-year plan includes capital works for Technical Services, Applications Services and Information Management.
- Technical Services plans for both replacement and expansion activities in network, storage, servers and security systems. Projects total \$4.4 million over the forecast.
- Applications Services 2022 budget includes three initiatives, which introduce efficiencies in current corporate processes.
 - The HR department is planning a new HR Information System to implement improvements in day-to-day HR functions including recruitment, managing employee data, managing payroll and benefits and maintaining regulatory and legal requirements. Subsidies applied to this project reflect a successful funding application through the Municipal Modernization Program Intake 2.
 - JDE: Visa/Expense Management will implement the expense management module of our current ERP system (JD Edwards)
 - Microsoft Office 365 implementation will allow employees to collaborate more effectively and reduce labour costs with lessened upkeep in record management and software support requests.
- Information Management plans for lifecycle upgrades to the Intranet and County website.

Treasury

- Staffing changes include:
 - 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. This position has been instrumental in developing maps for the County and member municipality assets and capital budget forecasts. There is an ongoing need for the position to continue.
 - The addition of a Budget and Accounting Coordinator is included in the forecast in 2023. This position is needed to assist with additional workload including County performance measures, more timely budget and year-end processes, additional cash flow analysis and maximizing investment opportunities.
- A new Development Charge Background Study is underway for completion in 2022
- 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.

Human Resources

- Staffing changes include:
 - The addition of a Disability Management Coordinator position. The position is to be added in order to address increasing disability claims and mental health initiatives being undertaken by the County and is currently the responsibility of one staff member. This position will also provide back-up to the Health, Safety and Wellness Coordinator position. The position is to be fully funded from the WSIB reserve.
- Human Resources Information System (HRIS) Software Implementation:
 - The 2022 budget includes an increase to the software maintenance and licensing line item under purchased services. The HR department, along with IT is planning to implement a new HR Information System (HRIS) in 2022 to address several inefficiencies with the current systems and processes. The costs and implementation of the project will be allocated within a capital project within the HR department. The operating budget currently has an allocation of \$100,000 beginning in 2022 for ongoing software maintenance and licensing for the ongoing requirements of the information system. In 2022, the majority of this cost is to be offset by the successful Modernization 2.0 funding grant in the amount of \$65,000.
- Funding for a three-year partnership with Canadian Mental Health Association (CMHA) of Waterloo-Wellington to support employee wellness programmes and to support promoting life and preventing suicide in Wellington. The County share of this project is funded by the Employee Benefits Reserve.

County Property

- Building rental revenue is derived from lease agreements for the Crown Attorney's Office and Courthouse, Health Unit at the Terrace, Arthur Medical Centre, Mount Forest Community Services Centre, and the Clifford Medical Centre.
- Staffing changes include:
 - The one-year contract Property Services Coordinator position ends in March of 2022 resulting in a reduction to the salary line and a corresponding reduction to the transfer from reserves line, which represents funding from the provincial modernization grant.
 - Additional cleaning hours added in 2021 in order to maintain the extra cleaning for all County buildings during the ongoing pandemic has been maintained throughout the forecast. This position was funded through COVID-19 funding in 2021, which has been removed in 2022 and beyond.
- Capital projects identified over the forecast period relate to major repairs or renovations to County owned facilities along with replacement vehicles. Projects total \$3.3 million funded from the Property Reserve, which receives an annual contribution from the operating budget.
- A provision for the Administration Centre Expansion is included in the forecast at \$28 million in 2028 and is based on growth projections and a concept plan that was discussed during the last term of Council. This project is to support increased office space and allow for additional parking in downtown Guelph. Projected funding for the project includes \$27 million in debentures and a \$1 million contribution from the Property Reserve.
- Three vehicles are scheduled for replacement in the forecast. The pick-up truck and van replacements are budgeted to accommodate electric vehicle purchases and reflects preliminary corporate climate change budget initiatives. The actual purchase will be dependent on the availability of this technology and charging infrastructure at the time of acquisition.

Ambulance

- A service expansion is approved for 2022 to provide an additional 12 hour shift in Centre Wellington at a total cost of \$610,000. City staff are currently reviewing community needs to ensure that this resource is added in the area that will optimize the resource. The net County cost is estimated to be \$226,000.
- 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 cost-sharing ratio for land ambulance services has been adjusted from 61.9% City/38.1% County to 61.5% City/38.5% County in the 2021 budget. The exact percentage in any given year is based on the ratio of calls for service to the County and City.
- The levy requirement in 2022 is \$5.7 million, which is an increase of \$404,200 over 2021.
- Station construction projects have been delayed one additional year throughout the forecast awaiting Provincial announcements on the future of funding and service delivery.
 - Erin (2019-2023)
 - Guelph/Eramosa (2024-2025)
 - Arthur (2026-2027)
 - Drayton (2028-2029)
 - Mount Forest (2030-2031)
- Funding for construction of the stations is accommodated through the Property Reserve and will be leased back to City on completion.
- The County contributes approximately 40% of capital costs for City projects for replacement ambulances, ambulance equipment and ambulance related IT replacements. Total County costs over the ten-years of \$4.3 million is funded through the Ambulance Reserve.
- In addition, the City has identified a station replacement project in 2028. The County's share is \$1.8 million.

Public Health

- The 2022 budget reflects a 2% increase in funding for Public Health. Future years have been adjusted as follows: 2023 – 2%, 2024 – 2.2%, all other years – 4%.
- A balloon payment for the County's debt issue for the funds loaned to public health to build the Guelph and Orangeville facilities is due in 2023 and will be fully paid off at that time using funds from the Public Health Debt Retirement Reserve Fund, eliminating approximately \$345,000 in annual principal and interest payments from the operating budget after 2023.

General Expenditures and Revenues

- The Ontario Municipal Partnership Fund grant for 2022 is budgeted at \$926,300, which represents a reduction of \$163,400 (or 15%) from 2021
- Interest revenue on investments is projected to be \$3.2 million which is transferred to reserves and reserve funds
- Payments-in-lieu of taxes (PILs) and supplementary tax revenue are estimated at \$2.9 million
- Tax write-off estimates have been maintained at \$1 million.
- The County's share of MPAC's 2022 budget for property assessment services is \$1,520,100

Staffing Summary

The 2022 budget incorporates a number of staffing adjustments which are summarized on pages 20-21 of the budget package.

Ten-year levy and tax projection

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

	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%

Capital Summary

The 2022-2031 Capital Plan contemplates a \$511.2 million investment in infrastructure, facilities and equipment.

- Roads and bridges accounts for 67% of projected capital spending
- Social Services (Housing, Children's Early Years and Ontario Works) accounts for an additional 14%
- Property Services 6.1%
- Ambulance Services 3.3%
- Library Services 2.2%
- The remaining areas of investment include council, technology, solid waste services, POA, police, museum, long-term care homes, economic development, emergency management, green legacy and planning.

Facility development projects include:

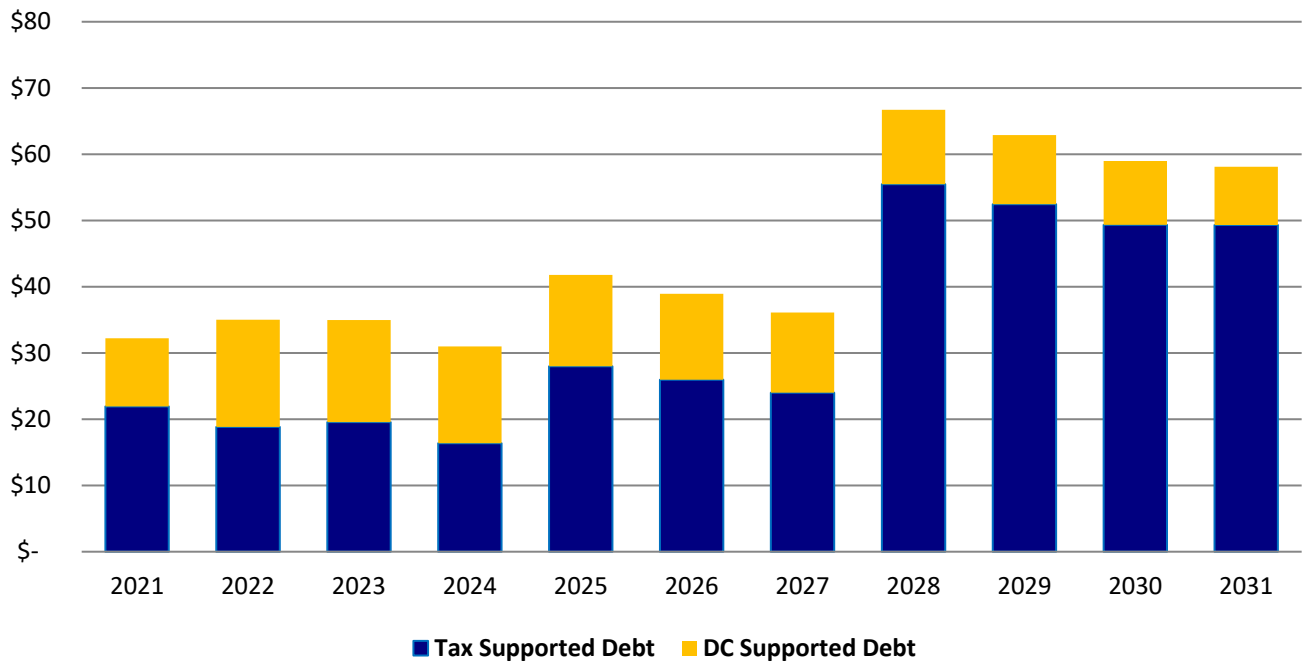
- Property acquisition, design and construction of a new Erin Library Branch
- Design and construction of the roads garages located in Arthur, Erin / Brucedale, Harriston and Aberfoyle
- Proposed construction of five ambulance facilities located throughout the County that will be leased back to the City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

Long-Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with \$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 the tax levy and reserves (60.8%).

County debt outstanding is projected at \$35 million in 2022, consisting of \$18.8 million in tax-supported debt and \$16.2 million in growth supported debt. Debt outstanding is projected to peak at \$66.7 million in 2028 when the Admin Centre Expansion debt is forecasted to be issued. Debt servicing costs will top out at \$7.8 million (\$6.6 million tax supported, \$1.2 million growth supported) and includes a \$3.1 million balloon payment for the health unit debt. Debt charges do not exceed 6.6% of the County tax levy over the ten-year plan.

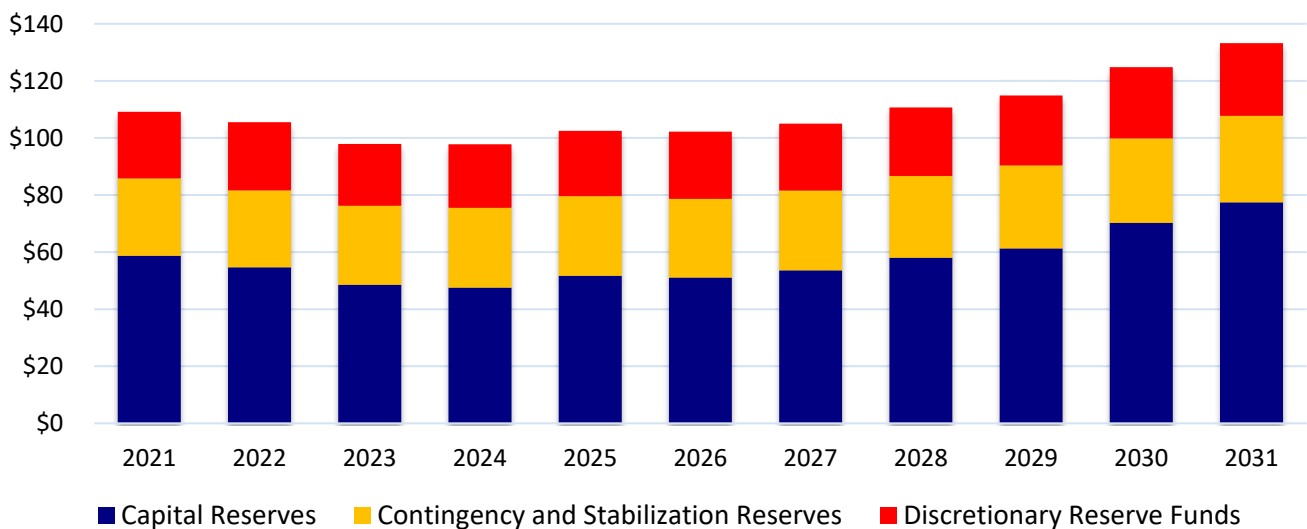
County of Wellington Debt Outstanding 2021-2031 (\$ Million)



Reserve and Reserve Funds

The 2022-2031 capital plan is predominately funded through use of county reserves (60.6%) providing stable, predictable and sustainable funding to address infrastructure needs.

Reserves and Reserve Funds Forecast 2021-2031 (\$ Millions)



Summary

This year County Council met in October for a Pre-2022 Budget Overview and Council Discussion. At that meeting, Council set direction for County staff to meet a tax impact target of 2.0% and to focus on core services. The COVID-19 pandemic and the impact on the community was still top-of-mind. At the same time, the County is facing the impact of high inflation figures – particularly on the capital budget. The impact of climate change is being felt, with flooding on the west coast in B.C. providing a reminder that municipalities need to be diligent in adapting to new climate change patterns.

The County's 2022 budget attempts to strike a balance between fiscal responsibility and investing in community services and infrastructure investment. The County's largest investment is towards its roads capital programme where an additional \$2.1 million is directed to capital funding to address the infrastructure gap. The province recently doubled its Ontario Community Infrastructure Fund (OCIF) grant to municipalities. The County has directed this fund entirely to its roads capital programme. These measures will assist the County in reducing the infrastructure deficit identified in the County's Asset Management Plan.

The County is also investing in services including additional projects and funding for Affordable Housing; enhanced Ambulance service – including a new 12-hour shift in Centre Wellington to improve response times and resources to implement "Future Focused" – the Climate Change Mitigation Plan for the County of Wellington. In addition, there are two major facility construction projects that are slated to begin. A new public works facility will be constructed off of Wellington Road 12 in Arthur. There is also funding for property acquisition, design and tender of a new Library branch in Erin.

At the same time, the County remains focused on adhering to the County's Long-Term Financial Sustainability Strategy to ensure the County's long-term financial health. In 2021, a reserve and debt policy study was completed and adjustments were made to the County's Reserve and Reserve Fund Policy as a result. The County's capital budget is now inflated in future dollars and largely funded through reserve transfers adding long-term, stable, predictable funding to infrastructure investment. Additional information on reserves has been presented in the 2022-2031 Ten-Year Plan to ensure financial sustainability and adherence to policies. County staff have also presented the goals and objectives for each department, their ties to the Strategic Plan and new performance measures to track to progress. We are optimistic that these measures will ensure the County maintains a strong financial position into the future.

Recommendation:

That the 2022 Operating and Capital Budget and 2022-2031 Ten-Year Plan be approved; and

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

Respectfully submitted,



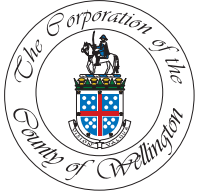
Ken DeHart, CPA, CGA
County Treasurer



COUNTY OF WELLINGTON

2020-2022 OPERATING BUDGET SUMMARY

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Revenue							
Property Taxation	\$108,992,052	\$107,834,900	\$111,282,990	\$111,160,900	\$116,401,800	\$5,240,900	4.7%
Grants & Subsidies	\$71,037,745	\$68,918,000	\$65,225,977	\$67,537,100	\$76,538,200	\$9,001,100	13.3%
Municipal Recoveries	\$21,420,304	\$22,074,200	\$19,947,894	\$21,335,900	\$22,003,000	\$667,100	3.1%
Licenses, Permits and Rents	\$8,371,437	\$8,188,100	\$8,303,403	\$8,439,300	\$8,552,000	\$112,700	1.3%
User Fees & Charges	\$10,785,745	\$11,100,400	\$11,068,372	\$11,450,000	\$11,368,500	(\$81,500)	(0.7%)
Sales Revenue	\$898,070	\$1,108,100	\$1,318,164	\$1,006,000	\$1,363,800	\$357,800	35.6%
Other Revenue	\$4,019,781	\$3,177,300	\$2,488,266	\$3,302,600	\$5,254,600	\$1,952,000	59.1%
Internal Recoveries	\$7,586,539	\$7,384,000	\$7,017,217	\$7,534,800	\$7,383,100	(\$151,700)	(2.0%)
Total Revenue	\$233,111,673	\$229,785,000	\$226,652,283	\$231,766,600	\$247,290,000	\$17,098,400	7.4%
Expenditure							
Salaries, Wages and Benefits	\$64,156,446	\$64,572,900	\$65,049,653	\$66,542,600	\$70,363,400	\$3,820,800	5.7%
Supplies, Material & Equipment	\$11,025,831	\$12,631,400	\$11,362,810	\$12,828,900	\$12,427,200	(\$401,700)	(3.1%)
Purchased Services	\$25,747,889	\$27,348,600	\$25,919,942	\$29,688,200	\$32,480,600	\$2,792,400	9.4%
Social Assistance	\$59,085,791	\$59,105,000	\$57,421,401	\$55,799,100	\$61,964,100	\$6,165,000	11.0%
Transfer Payments	\$25,616,723	\$25,891,800	\$25,465,879	\$26,546,100	\$27,166,700	\$620,600	2.3%
Insurance & Financial	\$3,609,945	\$4,238,200	\$2,997,345	\$4,209,200	\$4,385,300	\$176,100	4.2%
Minor Capital Expenses	\$422,104	\$535,500	\$373,736	\$676,500	\$579,000	(\$97,500)	(14.4%)
Internal Charges	\$7,248,378	\$7,253,600	\$6,905,040	\$7,385,400	\$7,262,200	(\$123,200)	(1.7%)
Total Expenditure	\$196,913,107	\$201,577,000	\$195,495,806	\$203,676,000	\$216,628,500	\$12,952,500	6.4%
Net Operating Cost / (Revenue)	(\$36,198,566)	(\$28,208,000)	(\$31,156,477)	(\$28,090,600)	(\$32,236,500)	(\$4,145,900)	14.8%
Debt and Transfers							
Debt Charges	\$5,240,310	\$5,319,900	\$4,871,715	\$4,968,000	\$5,632,100	\$664,100	13.4%
Transfer from Reserve	(\$4,809,249)	(\$2,941,600)	(\$1,964,454)	(\$3,889,900)	(\$4,546,900)	(\$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	\$12,699,419	\$16,321,500	\$31,025,700	\$14,704,200	90.1%
Total Debt and Transfers	\$36,198,566	\$28,208,000	\$26,297,680	\$28,090,600	\$32,236,500	\$4,145,900	14.8%
NET COST / (REVENUE)	\$ -	\$ -	(\$4,858,797)	\$ -	\$ -	\$ -	-

	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					1.79%
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%



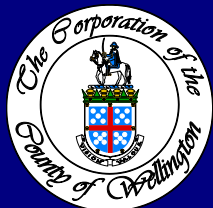
**COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET
AND TAX RATE FORECAST**

	Approved		Projected								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
EXPENDITURES											
Salaries, Wages and Benefits	66,542,600	70,363,400	74,241,700	77,946,200	81,341,600	84,558,800	87,883,500	91,739,600	95,394,200	99,211,100	103,133,900
Supplies, Material & Equipment	12,828,900	12,427,200	12,582,700	12,930,500	13,265,400	13,702,100	14,158,500	14,506,400	14,918,900	15,403,500	15,713,100
Purchased Services	29,688,200	32,480,700	32,244,600	33,063,700	33,454,200	34,243,900	35,151,900	35,960,400	36,864,600	37,795,800	38,569,200
Social Assistance	55,799,100	61,964,100	56,545,500	56,416,900	57,083,200	57,999,800	58,928,600	59,898,400	60,893,300	61,916,300	62,980,300
Transfer Payments	26,546,100	27,166,700	27,592,600	28,085,600	29,282,300	30,310,000	31,400,800	32,587,200	33,705,200	34,951,700	35,951,400
Minor Capital Expenses	676,500	579,000	541,000	546,500	637,000	663,000	654,000	527,000	551,000	659,000	659,000
Insurance & Financial	4,209,200	4,385,300	4,655,700	4,866,300	5,066,700	5,289,900	5,531,800	5,798,700	6,068,500	6,354,600	6,648,600
Internal Charges	7,385,400	7,262,100	7,205,400	7,353,000	7,633,300	7,781,100	8,048,900	8,093,800	8,206,400	8,399,400	8,487,800
Total Expenditures	203,676,000	216,628,500	215,609,200	221,208,700	227,763,700	234,548,600	241,758,000	249,111,500	256,602,100	264,691,400	272,143,300
yr/yr % change		6.4%	(0.5%)	2.6%	3.0%	3.0%	3.1%	3.0%	3.0%	3.2%	2.8%
DEBT AND TRANSFERS											
Debt Charges	4,968,000	5,632,100	7,703,400	5,018,700	5,037,700	4,053,100	3,916,300	4,602,700	5,938,900	5,935,800	5,833,200
Transfer from Reserves	(3,889,900)	(4,564,300)	(6,086,700)	(3,056,300)	(3,411,100)	(3,647,300)	(2,929,400)	(2,609,000)	(2,870,700)	(2,847,200)	(2,721,100)
Transfer to Capital	10,691,000	143,000	74,000	202,000	95,000	90,000	184,000	115,000	73,000	90,000	35,000
Transfer to Reserves	16,321,500	31,025,700	30,361,900	31,269,400	32,682,700	34,842,400	35,956,100	36,708,400	37,650,600	38,974,900	40,576,200
Total Debt and Transfers	28,090,600	32,236,500	32,052,600	33,433,800	34,404,300	35,338,200	37,127,000	38,817,100	40,791,800	42,153,500	43,723,300
yr/yr % change		14.8%	(0.6%)	4.3%	2.9%	2.7%	5.1%	4.6%	5.1%	3.3%	3.7%
REVENUE											
Grants & Subsidies	67,537,100	76,538,200	69,440,100	68,976,400	68,840,400	68,303,300	69,160,900	68,998,700	69,679,700	69,566,200	70,045,000
Municipal Recoveries	21,335,900	22,003,000	23,649,700	24,638,700	25,992,400	27,259,900	28,286,300	30,066,500	31,182,200	33,150,900	34,377,200
Licenses, Permits and Rents	8,439,300	8,552,000	8,606,300	8,580,200	8,596,600	8,618,700	8,650,400	8,677,400	8,706,100	8,740,200	8,768,600
User Fees and Charges	11,450,000	11,368,500	11,536,400	11,665,200	11,779,600	11,933,700	12,107,200	12,288,600	12,489,900	12,694,500	12,857,000
Sales Revenue	1,006,000	1,363,800	1,385,500	1,393,700	1,397,700	1,401,200	1,404,600	1,408,900	1,411,300	1,412,300	1,415,600
Other Revenue	3,302,600	5,254,600	3,789,700	3,905,200	4,026,000	4,152,000	4,283,400	4,295,100	4,307,100	4,319,600	4,332,400
Internal Recoveries	7,534,800	7,383,100	7,326,400	7,474,000	7,754,300	7,902,100	8,169,800	8,214,000	8,325,900	8,518,800	8,607,200
PILs and Supplementary Taxes	2,332,800	2,911,300	3,033,300	3,156,000	3,279,300	3,403,300	3,528,100	3,628,100	3,728,100	3,828,100	3,928,100
Total Revenue	122,938,500	135,374,500	128,767,400	129,789,400	131,666,300	132,974,200	135,590,700	137,577,300	139,830,300	142,230,600	144,331,100
yr/yr % change		10.1%	(4.9%)	0.8%	1.4%	1.0%	2.0%	1.5%	1.6%	1.7%	1.5%



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

	Approved		Projected								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
TAX LEVY REQUIREMENT	108,828,100	113,490,500	118,894,400	124,853,100	130,501,700	136,912,600	143,294,300	150,351,300	157,563,600	164,614,300	171,535,500
yr/yr % change	3.0%	4.3%	4.8%	5.0%	4.5%	4.9%	4.7%	4.9%	4.8%	4.5%	4.2%
Weighted Assessment	17,497	17,882	18,106	18,882	19,692	20,536	21,416	22,334	23,292	24,291	25,332
yr/yr % change	1.79%	2.20%	1.25%	4.29%	4.29%	4.29%	4.29%	4.29%	4.29%	4.29%	4.29%
Phase in Growth %				3.00%	3.00%	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%	1.25%	1.25%	1.25%	1.25%	1.25%
County Tax summary											
Residential tax rate	0.621981%	0.634663%	0.656657%	0.661228%	0.662714%	0.666696%	0.669099%	0.673195%	0.676471%	0.677676%	0.677149%
Per \$100,000 of Assessment	100,000	100,000	100,000	103,000	106,090	109,273	112,551	115,928	119,406	122,988	126,678
Taxes per \$100,000 of Assessment	\$621.98	\$634.66	\$656.66	\$681.06	\$703.07	\$728.52	\$753.08	\$780.42	\$807.75	\$833.46	\$857.80
yr/yr \$ change	8	13	22	24	22	25	25	27	27	26	24
yr/yr % residential impact	1.2%	2.0%	3.5%	3.7%	3.2%	3.6%	3.4%	3.6%	3.5%	3.2%	2.9%
yr/yr % budget impact	1.2%	2.0%	3.5%	3.7%	3.2%	3.6%	3.4%	3.6%	3.5%	3.2%	2.9%
Equivalent to a 1% change in taxes (\$000's)		1,112	1,149	1,204	1,264	1,321	1,386	1,451	1,522	1,595	1,667



COUNTY OF WELLINGTON

2020-2022 CAPITAL BUDGET SUMMARY

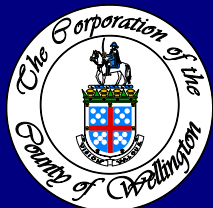
(ALL FIGURES IN \$000's)

PROJECT EXPENDITURE

Programme / Service	2020 Actuals	2020 Adjusted Budget	2021 Preliminary Actuals	2021 Adjusted Budget	2022 Budget	\$ Change Budget	% Change Budget
Roadways	\$ 25,118	\$ 27,674	\$ 17,853	\$ 23,745	\$ 36,670	\$ 12,925	54%
Solid Waste Services	1,957	2,395	174	2,440	1,940	(500)	-20%
County Property	615	1,024	1,000	973	965	(8)	-1%
Planning	106	85	111	215	410	195	91%
Green Legacy	52	50	0	0	95	95	100%
Emergency Management	137	350	59	30	110	80	100%
CAO and Clerks	823	645	265	430	1,055	625	145%
County Council	0	0	0	0	100	100	100%
Police Services	29	0	95	140	25	(115)	100%
Museum and Wellington Place	259	150	185	230	790	560	243%
County Library System	245	410	223	720	1,270	550	76%
Housing Services	3,689	5,015	4,197	5,979	5,838	(141)	-2%
Affordable Housing	67	147	76	649	4,980	4,331	667%
Wellington Terrace	678	345	191	890	395	(495)	-56%
Economic Development	102	65	32	800	800	0	0%
Hospital and Other Capital Grants	200	200	0	0	0	0	100%
Ambulance Service	419	305	264	566	320	(246)	-43%
Ontario Works	67	85	171	140	635	495	354%
Child Care	0	40	62	100	0	(100)	100%
Provincial Offences Act (POA)	39	63	32	63	112	49	78%
Total Expenditure	\$ 34,603	\$ 39,048	\$ 24,987	\$ 38,110	\$ 56,510	\$ 18,400	48%

PROJECT FINANCING

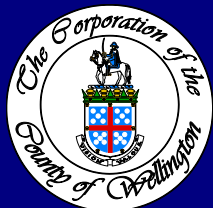
Source of Financing	2020 Actuals	2020 Adjusted Budget	2021 Preliminary Actuals	2021 Adjusted Budget	2022 Budget	\$ Change Budget	% Change Budget
Recoveries	\$ 4,596	\$ 5,362	\$ 1,965	\$ 3,245	\$ 3,939	\$ 695	21%
Subsidy	473	1,624	1,960	3,370	2,539	(831)	-25%
OCIF	550	1,860	3,074	1,860	3,780	1,920	103%
CCBF	2,677	3,496		5,340	5,500	160	3%
Current Revenues	11,081	11,081	10,691	10,691	143	(10,548)	-99%
Reserves	13,753	12,872	12,222	9,063	33,052	23,989	265%
Development Charges	994	929		692	1,057	365	53%
Growth Related Debentures		1,825	1,825	750	6,500	5,750	767%
Debentures				3,100		(3,100)	-100%
Total Financing	\$ 34,123	\$ 39,048	\$ 31,737	\$ 38,110	\$ 56,510	\$ 18,400	48%



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	\$100.0
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	\$100.0



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	\$100.0
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	\$100.0

EXECUTIVE SUMMARY - OPERATING BUDGET

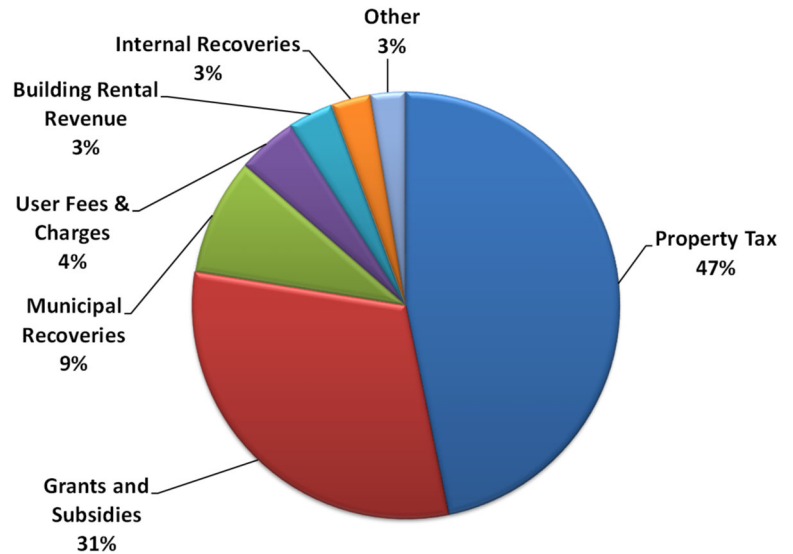
2022 Operating Budget Revenues

\$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

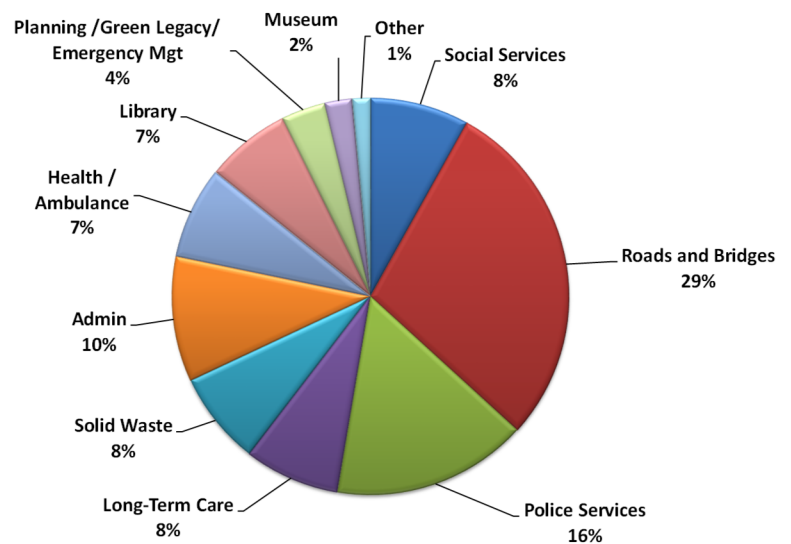
Requirement

\$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-g geared to income subsidy calculations for our social housing tenants and lease agreements with the province. Resident co-payment fees at our long-term care home are based on standards provided by the Ministry of Health and Long-Term Care. The following are major revenue sources for the County of Wellington:

Grants and Subsidies

Grants and subsidies anticipated to be received by the County in 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.

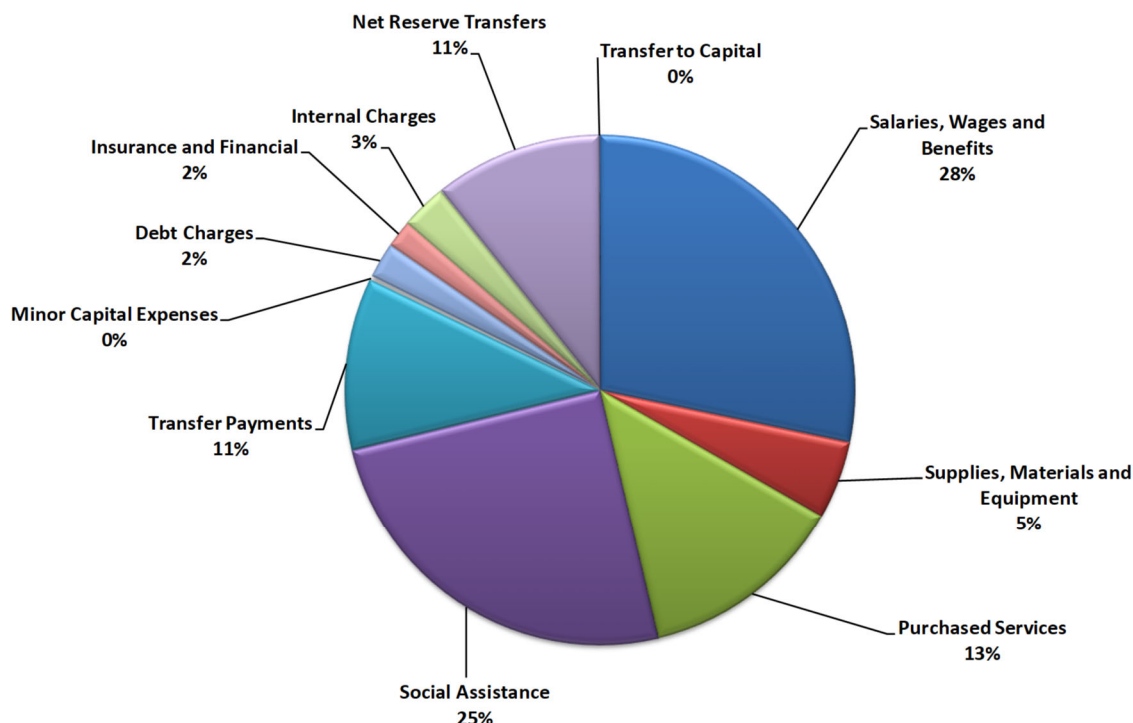
Supplies, Materials and Equipment

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 & 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)

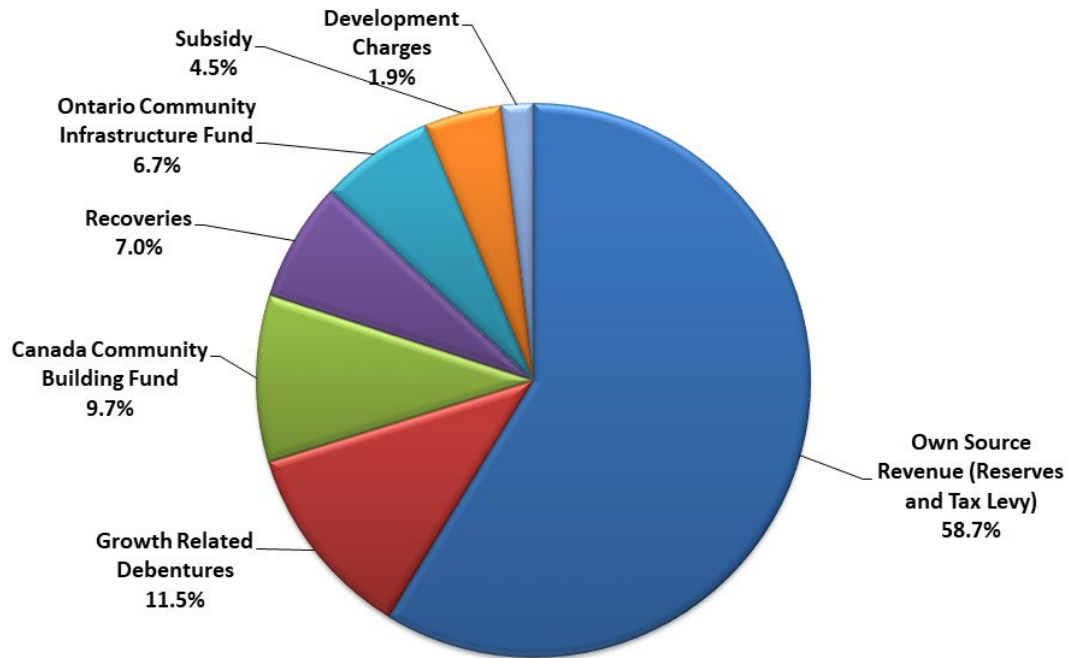
Department	Total FTEs			Change 2021-2022
	2020	2021	2022	
Office of the CAO/Clerk	34.6	35.0	38.3	3.3
Economic Development	7.0	7.0	8.2	1.2
Treasury	16.1	18.2	18.2	0.0
Human Resources	12.3	12.3	13.1	0.8
Property	12.4	14.8	14.4	(0.4)
Police	2.1	2.1	2.1	0.0
Roads Admin	8.5	9.0	10.0	1.0
Roads Field	60.2	60.2	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			

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
\$22.6	\$56.5	\$79.1	\$47.5

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 \$47.5 million.

CAPITAL BUDGET: FUNDING SOURCES

The County of Wellington's capital budget and ten-year plan is supported by several sources of revenue, which include current revenues (tax support from the operating budget), reserves, recoveries from other municipalities, 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.

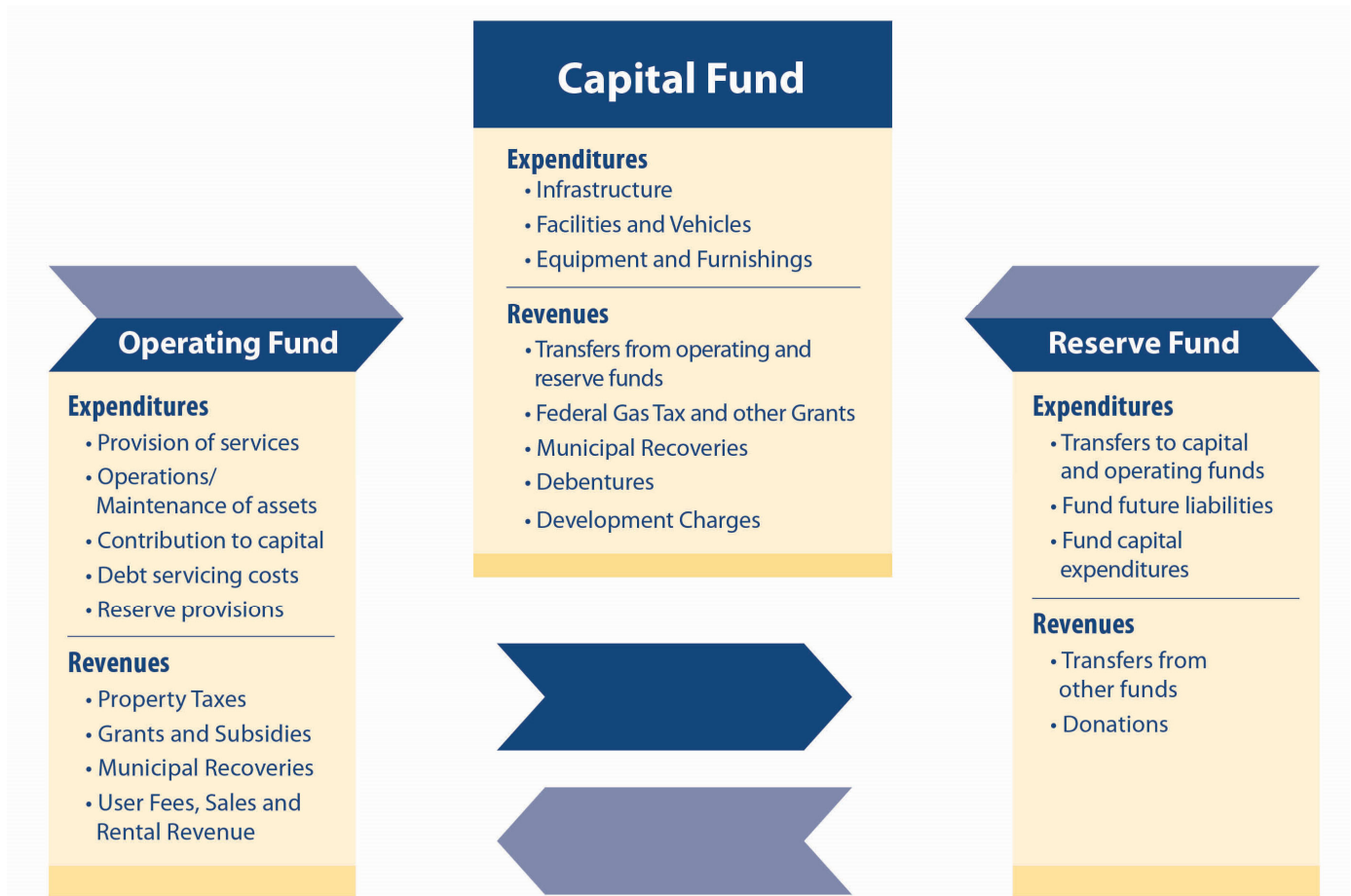
The Reserve and Reserve Fund Balance is budgeted to decrease \$3,461,000 in 2022.

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 & Clerks (IT) and Police



FUND BALANCES

Consolidated 2021 Budget Summary (\$000's)

	Operating	Capital	Reserve and Reserve Funds	Total
Budgeted Fund Balance—Beginning	\$ -	\$ 15,869	\$ 109,154	\$ 125,023
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)	\$ -	\$ (278,411)
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	\$ 105,693	\$ 121,562

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

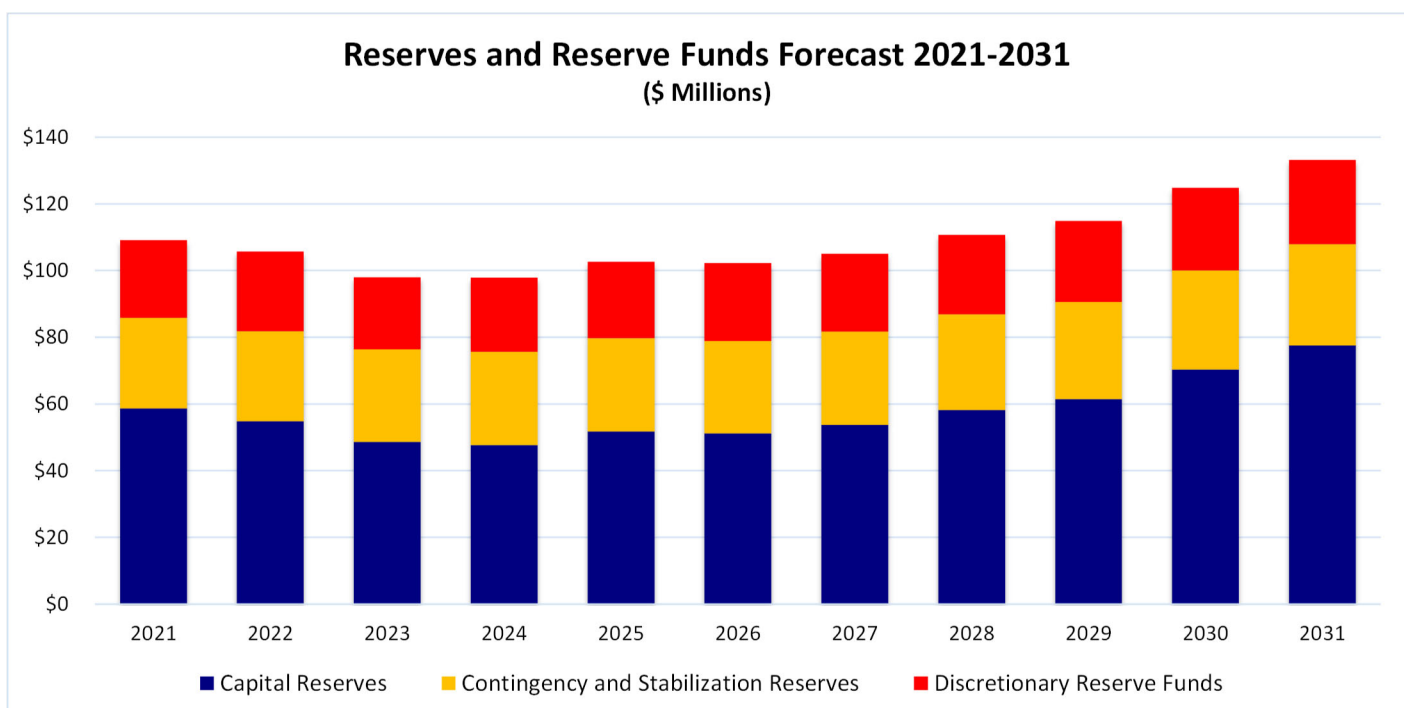
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining 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 Forecast	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	\$16,780	\$325	\$444	\$427	(\$36)	(\$1,138)	(\$220)	\$16,581
Winter Control	\$2,877	-	\$79		-	-		\$2,957
Shared Services Stabilization	\$7,506	\$500	\$200		-	(\$722)		\$7,485
Subtotal Contingency and Stabilization	\$27,164	\$825	\$723	\$427	(\$36)	(\$1,860)	(\$220)	\$27,022
Capital Reserves								
Roads Equipment Replacement	\$2,786	\$2,400	\$73		(\$2,520)	-		\$2,739
SWS Equipment Replacement	\$1,732	\$450	\$52		(\$290)	-		\$1,944
Roads Capital	\$12,765	\$15,250	\$281		(\$17,795)	-		\$10,501
General Capital	\$6,546	\$1,160	\$514		(\$2,064)	-		\$6,156
Solid Waste Services Capital	\$1,922	\$500	\$41		(\$800)	-		\$1,663
Housing Capital	\$3,141	\$1,300	\$59		(\$2,309)	-		\$2,191
County Property Capital	\$8,642	\$1,427	\$222	\$730	(\$2,643)	(\$22)		\$8,357
Climate Change Mitigation	\$2,309	\$148	\$59		(\$130)	-		\$2,387
Wellington Terrace Capital	\$8,427	\$250	\$211		(\$395)	-		\$8,493
Ambulance	\$742	\$600	\$26		(\$320)	-		\$1,049
Continuum of Care Reserve	\$5,523	-	\$141		-	-		\$5,664
Housing Development (County)	\$4,154	\$2,889	\$90		(\$3,500)	-		\$3,634
Subtotal Capital Reserves	\$58,690	\$26,374	\$1,771	\$730	(\$32,766)	(\$22)	-	\$54,777
Total Reserves	\$85,853	\$27,199	\$2,494	\$1,157	(\$32,802)	(\$1,882)	(\$220)	\$81,799
Discretionary Reserve Funds								
Future Liability Coverage								
WSIB Self Insurance	\$3,871	-	\$94	\$350	-	(\$534)		\$3,781
Landfill Closure and Post Closure	\$8,667	\$600	\$230		-	(\$240)		\$9,257
Health Unit Debt Retirement	\$2,926	-	\$74		-	-		\$3,000
Post Employment Benefit	\$2,351	-	\$61	\$50	-	-		\$2,462
Donation Reserve Funds								
Museum and Archives Donations	\$243	\$27	\$0		(\$250)	-		\$20
Wellington Terrace Donations	\$80	-	\$2		-	-		\$82
Library Donations	\$103	-	\$3		-	-		\$106
Luella Logan Scholarship/Award	\$150	-	\$4		-	(\$3)		\$150
Specific Purpose Reserve Funds								
Housing Regeneration	\$4,426	-	\$113		-	-		\$4,539
Homeownership Loan Programme	\$485	-	\$12		-	-		\$497
Total Discretionary Reserve Funds	\$23,300	\$627	\$594	\$400	(\$250)	(\$777)	-	\$23,894
Total Reserves and Reserve Funds	\$109,154	\$27,826	\$3,087	\$1,557	(\$33,052)	(\$2,659)	(\$220)	\$105,693

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

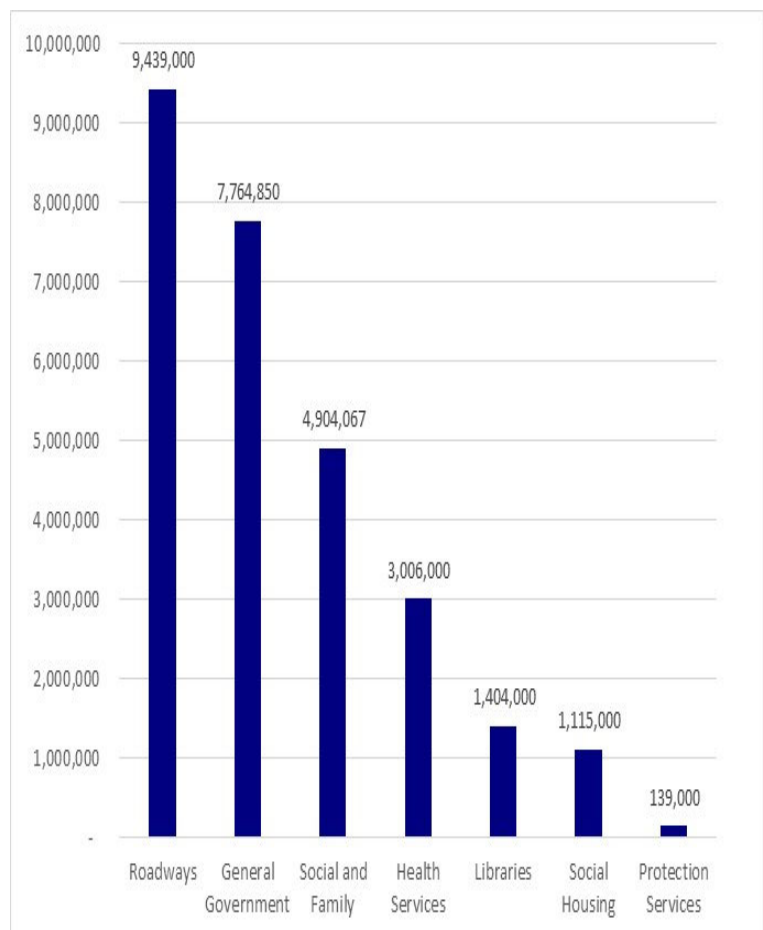
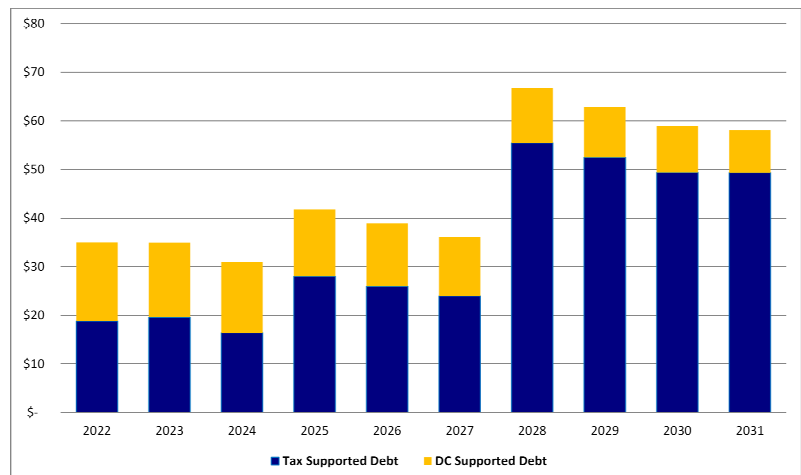
As of December 31, 2021 County development charge supported debt totals \$10.3 million. The 2022 – 2031 forecast anticipates the issuance of \$6.5 million of development charge supported debt related to growth related portion of the Arthur roads facility project.

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

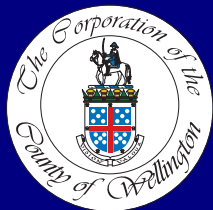
Standard and Poor's Credit Rating: AA+

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.



Programme Overview

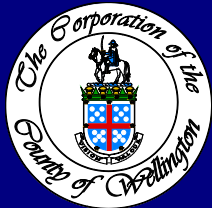
Programme/Service:	General Revenue and Expenditures
Department:	Administered by Treasury
Governance:	Administration, Finance and Human Resources Committee

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)

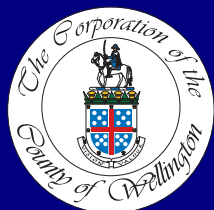
The Wellington County Cash and Investment Management Policy identifies the following goals and objectives:

- 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 through 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)
- Maximize the rate of return earned on the investment portfolio (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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
County Tax Levy (\$000's)	\$105,643	\$105,643	\$108,828	\$113,292
Residential Tax Impact	3.3%	3.3%	1.2%	2.0%
Value of Supplementary/Omitted Taxes Received	\$1,500,000	\$2,512,217	\$1,500,000	\$2,000,000
Value of Taxes Written-Off	\$1,300,000	\$654,824	\$1,000,000	\$1,000,000
Property Assessment Services Cost (MPAC)	\$1,517,800	\$1,517,800	\$1,519,100	\$1,520,200
OMPF Grant Funding Received	\$1,281,900	\$1,281,900	\$1,089,700	\$926,300
Investment Interest Earned	\$2,744,000	\$3,219,082	\$2,837,000	\$3,200,000
Investment Portfolio Face Value (\$000's)	\$95,000	\$99,113	\$110,000	\$115,000
% of Investment Portfolio in Equity Related Investments	9.00%	9.65%	11.00%	15.00%



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Revenue							
Property Taxation	\$108,992,052	\$107,834,900	\$111,282,990	\$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	\$1,867,741	\$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	\$114,279,745	\$115,149,300	\$122,157,700	\$7,008,400	6.1%
Expenditure							
Salaries, Wages and Benefits	\$60,174	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$16,020	\$28,500	\$3,973	\$29,300	\$30,100	\$800	2.7%
Purchased Services	\$2,614,367	\$2,344,500	\$2,076,253	\$2,380,600	\$2,405,200	\$24,600	1.0%
Insurance & Financial	\$957,631	\$1,612,200	\$320,977	\$1,365,600	\$1,395,100	\$29,500	2.2%
Total Expenditure	\$3,648,192	\$3,985,200	\$2,401,203	\$3,775,500	\$3,830,400	\$54,900	1.5%
Net Operating Cost / (Revenue)	(\$110,102,880)	(\$107,936,900)	(\$111,878,542)	(\$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	\$800,000	\$3,637,000	\$4,925,000	\$1,288,000	35.4%
Total Debt and Transfers	\$10,832,962	\$3,244,000	(\$6,700)	\$2,830,300	\$4,225,000	\$1,394,700	49.3%
NET COST / (REVENUE)	(\$99,269,918)	(\$104,692,900)	(\$111,885,242)	(\$108,543,500)	(\$114,102,300)	(\$5,558,800)	5.1%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	1,089,700	926,300	694,700	463,100	231,500						
Sales Revenue	19,200	19,600	20,000	20,400	20,800	21,200	21,200	21,800	22,500	23,200	23,700
Other Revenue	2,837,000	4,775,000	3,300,000	3,405,000	3,515,000	3,630,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Internal Recoveries	42,500	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
PILs and Supplementary Taxes	111,160,900	116,401,800	121,927,700	128,009,100	133,781,000	140,315,900	146,822,400	153,979,400	161,291,700	168,442,400	175,463,600
Total Revenue	115,149,300	122,157,700	125,977,400	131,932,600	137,583,300	144,002,100	150,628,600	157,786,200	165,099,200	172,250,600	179,272,300
EXPENDITURES											
Supplies, Material & Equipment	29,300	30,100	30,900	31,700	32,600	33,500	34,400	35,700	36,600	37,700	38,500
Purchased Services	2,380,600	2,405,200	2,481,500	2,556,400	2,633,800	2,713,500	2,796,000	2,880,400	2,969,500	3,060,900	3,122,900
Insurance & Financial	1,365,600	1,395,100	1,433,200	1,458,300	1,484,600	1,513,900	1,545,300	1,581,800	1,620,600	1,661,500	1,702,900
Total Expenditures	3,775,500	3,830,400	3,945,600	4,046,400	4,151,000	4,260,900	4,375,700	4,497,900	4,626,700	4,760,100	4,864,300
Net Operating Cost / (Revenue)	(111,373,800)	(118,327,300)	(122,031,800)	(127,886,200)	(133,432,300)	(139,741,200)	(146,252,900)	(153,288,300)	(160,472,500)	(167,490,500)	(174,408,000)
yr/yr % change		6.2%	3.1%	4.8%	4.3%	4.7%	4.7%	4.8%	4.7%	4.4%	4.1%
DEBT AND TRANSFERS											
Transfer from Reserves	(806,700)	(700,000)	(500,000)	(600,000)	(900,000)	(1,000,000)	(300,000)		(300,000)	(200,000)	
Transfer to Reserves	3,637,000	4,925,000	3,300,000	3,405,000	3,515,000	3,630,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Total Debt and Transfers	2,830,300	4,225,000	2,800,000	2,805,000	2,615,000	2,630,000	3,450,000	3,750,000	3,450,000	3,550,000	3,750,000
TAX LEVY REQUIREMENT	(108,543,500)	(114,102,300)	(119,231,800)	(125,081,200)	(130,817,300)	(137,111,200)	(142,802,900)	(149,538,300)	(157,022,500)	(163,940,500)	(170,658,000)
yr/yr % change		5.1%	4.5%	4.9%	4.6%	4.8%	4.2%	4.7%	5.0%	4.4%	4.1%



Programme Overview

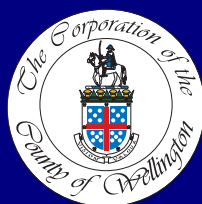
Programme/Service:	County Council
Department:	Administered by the Chief Administrative Officer
Governance:	Administration, Finance and Human Resources Committee

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
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$945,964	\$973,000	\$979,280	\$972,200	\$996,800	\$24,600	2.5%
Supplies, Material & Equipment	\$31,685	\$56,000	\$19,609	\$56,000	\$74,800	\$18,800	33.6%
Purchased Services	\$121,675	\$232,800	\$129,144	\$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	\$1,139,116	\$1,271,100	\$1,315,100	\$44,000	3.5%
Net Operating Cost / (Revenue)	\$1,110,600	\$1,272,500	\$1,139,116	\$1,271,100	\$1,315,100	\$44,000	3.5%
Debt and Transfers							
NET COST / (REVENUE)	\$1,110,600	\$1,272,500	\$1,139,116	\$1,271,100	\$1,315,100	\$44,000	3.5%



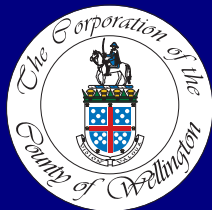
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
County Council

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	972,200	996,800	1,020,300	1,045,100	1,072,900	1,104,000	1,138,300	1,173,800	1,211,500	1,248,100	1,287,100
Supplies, Material & Equipment	56,000	74,800	57,800	59,600	61,500	88,700	65,500	67,700	69,900	98,000	73,400
Purchased Services	232,800	232,800	240,300	248,000	255,900	264,100	272,400	280,900	289,300	298,400	304,500
Insurance & Financial	10,100	10,700	11,200	11,700	12,200	12,700	13,200	13,800	14,400	15,000	15,700
Total Expenditures	1,271,100	1,315,100	1,329,600	1,364,400	1,402,500	1,469,500	1,489,400	1,536,200	1,585,100	1,659,500	1,680,700
Net Operating Cost / (Revenue)	1,271,100	1,315,100	1,329,600	1,364,400	1,402,500	1,469,500	1,489,400	1,536,200	1,585,100	1,659,500	1,680,700
yr/yr % change		3.5%	1.1%	2.6%	2.8%	4.8%	1.4%	3.1%	3.2%	4.7%	1.3%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT	1,271,100	1,315,100	1,329,600	1,364,400	1,402,500	1,469,500	1,489,400	1,536,200	1,585,100	1,659,500	1,680,700
yr/yr % change		3.5%	1.1%	2.6%	2.8%	4.8%	1.4%	3.1%	3.2%	4.7%	1.3%



County of Wellington
10 Year Capital Budget
County Council

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
County Council											
Council Chambers Sound System	100,000										100,000
Total	100,000										100,000
Sources of Financing											
Reserves	100,000										100,000
Total Financing	100,000										100,000



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

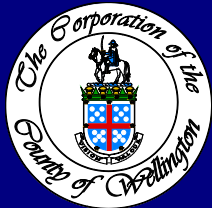
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- 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

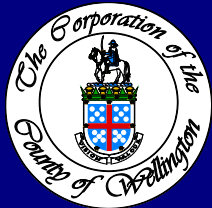
The goals and objectives for the Office of the CAO and Clerk are broad and cover several services at the County, including information management, corporate communications, and information technology:

- 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of meeting hours- all bodies supported by the County Clerk	163.5	163.5	190	200
Number of agreements/documents executed	245	245	250	250
Number of Freedom of Information requests	18	18	13	15
Number of total visitors to wellington.ca	526,225	526,225	548,530	609,176
Number of total page views on wellington.ca	2,469,638	2,469,638	2,676,261	2,911,988
Number of online submissions	13,796	13,796	74,535	68,767
Number of privacy impact statements completed	12	12	14	16
Number of user accounts	990	990	1,146	1,300
Number of helpdesk requests	5,464	5,464	5,329	5,400
Number of laptops managed by IT	320	320	414	450
Number of desktops managed by IT	650	650	590	550
Number of phones and tablets	196	196	283	380



Performance Measures

Programme/Service: Communications Division

Department: Office of the CAO

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

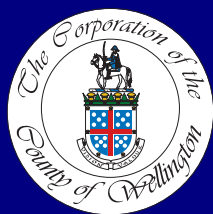
The Communications Division is responsible for overseeing all County of Wellington brand and style standards, media relations, graphic design, communications strategies, and public engagement.

- 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of Graphic Design Projects (County & External)	400	421	678	780
Number of Media Releases	40	75	49	50
Number of Radio Plays – Regular Subscription	2,060	2,060	5,438	5,438
Number of Newspaper Ads (52 County pages & Print Ads)	125	145	161	150
Total Social Media Followers	10,200	10,664	12,263	14,102
Facebook Organic Content (# of Posts)	922	992	1,350	1,243
Facebook Organic Reach (# of users who saw content)	1,500,000	1,971,749	1,461,254	1,500,000
Facebook Engagement (# of interactions with post)	90,000	173,734	98,442	90,000
Twitter Organic Content (# of Posts)	750	819	1,100	1,200
Number of Reporting Metrics created for Departments	35	35	45	55
Number of COVID Emergency Meetings Attended	102	150	118	50



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 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change 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	\$1,471,982	\$1,605,800	\$1,585,700	(\$20,100)	(1.3%)
Total Revenue	\$1,827,130	\$1,839,700	\$1,510,149	\$1,648,400	\$1,630,500	(\$17,900)	(1.1%)
Expenditure							
Salaries, Wages and Benefits	\$3,840,020	\$3,937,000	\$3,909,785	\$4,028,000	\$4,540,200	\$512,200	12.7%
Supplies, Material & Equipment	\$214,480	\$183,400	\$130,104	\$194,900	\$170,300	(\$24,600)	(12.6%)
Purchased Services	\$1,107,632	\$1,340,100	\$1,206,441	\$1,543,300	\$1,880,700	\$337,400	21.9%
Insurance & Financial	\$120,629	\$115,400	\$135,644	\$123,200	\$142,000	\$18,800	15.3%
Internal Charges	\$501	\$2,100	\$1,737	\$2,100	\$2,100	\$ -	-
Total Expenditure	\$5,283,262	\$5,578,000	\$5,383,711	\$5,891,500	\$6,735,300	\$843,800	14.3%
Net Operating Cost / (Revenue)	\$3,456,132	\$3,738,300	\$3,873,562	\$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	\$4,173,562	\$4,543,100	\$5,449,800	\$906,700	20.0%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
User Fees & Charges	600	600	600	600	600	600	600	600	600	600	600
Sales Revenue	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Other Revenue	22,000	24,200	24,900	25,600	26,300	27,000	27,700	28,500	29,300	30,100	30,900
Internal Recoveries	1,605,800	1,585,700	1,633,300	1,682,300	1,732,800	1,784,800	1,838,200	1,893,300	1,950,200	2,008,700	2,069,000
Total Revenue	1,648,400	1,630,500	1,678,800	1,728,500	1,779,700	1,832,400	1,886,500	1,942,400	2,000,100	2,059,400	2,120,500
EXPENDITURES											
Salaries, Wages and Benefits	4,028,000	4,540,200	4,943,200	5,142,300	5,330,800	5,539,100	5,734,400	5,928,600	6,126,900	6,333,400	6,543,500
Supplies, Material & Equipment	194,900	170,300	156,000	165,100	174,700	197,300	194,200	202,100	209,100	215,800	220,500
Purchased Services	1,543,300	1,880,700	1,836,900	1,878,400	1,921,200	1,965,300	2,010,300	2,060,700	2,108,500	2,159,900	2,199,300
Insurance & Financial	123,200	142,000	158,200	167,800	177,400	188,300	200,000	212,000	225,000	238,400	252,800
Internal Charges	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Total Expenditures	5,891,500	6,735,300	7,096,400	7,355,700	7,606,200	7,892,100	8,141,000	8,405,500	8,671,600	8,949,600	9,218,200
Net Operating Cost / (Revenue)	4,243,100	5,104,800	5,417,600	5,627,200	5,826,500	6,059,700	6,254,500	6,463,100	6,671,500	6,890,200	7,097,700
yr/yr % change		20.3%	6.1%	3.9%	3.5%	4.0%	3.2%	3.3%	3.2%	3.3%	3.0%
DEBT AND TRANSFERS											
Transfer from Reserves		(105,000)									
Transfer to Reserves	300,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Total Debt and Transfers	300,000	345,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
TAX LEVY REQUIREMENT	4,543,100	5,449,800	5,867,600	6,077,200	6,276,500	6,509,700	6,704,500	6,913,100	7,121,500	7,340,200	7,547,700
yr/yr % change		20.0%	7.7%	3.6%	3.3%	3.7%	3.0%	3.1%	3.0%	3.1%	2.8%



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Office of the CAO/Clerk											
Technical Services	305,000	528,000	643,000	422,000	207,000	463,000	657,000	496,000	410,000	300,000	4,431,000
Application Services	750,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000
Information Management		70,000	74,000				82,000		92,000		318,000
Total Office of the CAO/Clerk	1,055,000	798,000	917,000	622,000	407,000	663,000	939,000	696,000	702,000	500,000	7,299,000
Total	1,055,000	798,000	917,000	622,000	407,000	663,000	939,000	696,000	702,000	500,000	7,299,000
Sources of Financing											
Recoveries	216,000	121,000	145,000	73,000	42,000	94,000	150,000	101,000	87,000	60,000	1,089,000
Subsidies	146,000										146,000
Reserves	693,000	677,000	772,000	549,000	365,000	569,000	789,000	595,000	615,000	440,000	6,064,000
Total Financing	1,055,000	798,000	917,000	622,000	407,000	663,000	939,000	696,000	702,000	500,000	7,299,000



County of Wellington
10 Year Capital Budget
Technical Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Office of the CAO/Clerk											
Technical Services											
2021 Main Core Switches	30,000										30,000
A/C Cooling 138 Wyndham St	80,000										80,000
Advanced Malware Security						59,000					59,000
Archive Storage Replacement		41,000		44,000			55,000		59,000		199,000
Back up Server Replacement	35,000					48,000					83,000
Desktop Modernization	85,000										85,000
Disaster Recovery A/C Replacement		52,000									52,000
Disaster Recovery UPS Replacement				55,000					66,000		121,000
Fire Suppression Data Centre	15,000										15,000
Firewall and VPN Replacement						95,000					95,000
IT Van Replacement				62,000					74,000		136,000
Main Core Switches							166,000	45,000			211,000
Network Equipment UPS Replacement						59,000					59,000
Network Replacement		114,000	118,000			119,000			158,000	164,000	673,000
Phone Gateway Replacement			96,000								96,000
Phone Set Replacement				222,000							222,000
Point to Point Radios Guelph				39,000					53,000		92,000
Server Expansion			54,000								54,000
Server Replacement	60,000	114,000	118,000			83,000	141,000	146,000			662,000
Storage Expansion			43,000								43,000
Storage Replacement		207,000	214,000				295,000	305,000			1,021,000
UPS Data Centre 138 Wyndham St					92,000						92,000
Wifi Unit Replacement					115,000					136,000	251,000
Total Technical Services	305,000	528,000	643,000	422,000	207,000	463,000	657,000	496,000	410,000	300,000	4,431,000
Total Office of the CAO/Clerk	305,000	528,000	643,000	422,000	207,000	463,000	657,000	496,000	410,000	300,000	4,431,000
Total	305,000	528,000	643,000	422,000	207,000	463,000	657,000	496,000	410,000	300,000	4,431,000
Sources of Financing											
Recoveries	64,000	107,000	130,000	73,000	42,000	94,000	133,000	101,000	68,000	60,000	872,000
Reserves	241,000	421,000	513,000	349,000	165,000	369,000	524,000	395,000	342,000	240,000	3,559,000
Total Financing	305,000	528,000	643,000	422,000	207,000	463,000	657,000	496,000	410,000	300,000	4,431,000



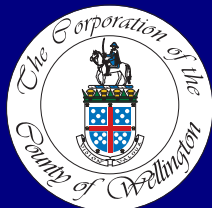
County of Wellington
10 Year Capital Budget
Application Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Office of the CAO/Clerk											
Application Services											
Future Application System Enhancements		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Human Resources Management System	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	200,000	200,000	200,000	200,000	200,000	2,550,000
Total Office of the CAO/Clerk	750,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000
Total	750,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000
Sources of Financing											
Recoveries	152,000										152,000
Subsidies	146,000										146,000
Reserves	452,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,252,000
Total Financing	750,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000



County of Wellington
10 Year Capital Budget
Information Management

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Office of the CAO/Clerk											
Information Management											
County Website Upgrade		70,000					82,000				152,000
Intranet Upgrade			74,000						92,000		166,000
Total Information Management		70,000	74,000				82,000		92,000		318,000
Total Office of the CAO/Clerk		70,000	74,000				82,000		92,000		318,000
Total		70,000	74,000				82,000		92,000		318,000
Sources of Financing											
Recoveries		14,000	15,000				17,000		19,000		65,000
Reserves		56,000	59,000				65,000		73,000		253,000
Total Financing		70,000	74,000				82,000		92,000		318,000



Programme Overview

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

Programme Description

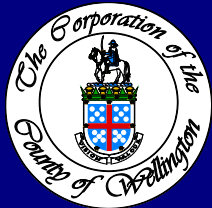
The Treasury Department is responsible for the prudent management of the financial resources of the Corporation. Our role is to:

- 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:

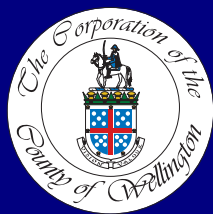
- Ensure the long-term financial health of the County. **(Making the best decisions)**
- Provide predictable infrastructure investment to ensure there is no unplanned reduction in service levels or deterioration to infrastructure. **(Planning for and providing the best physical infrastructure)**
- The 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Credit rating of the County	AA+	AA+	AA+	AA+
Debt Outstanding to Reserve Ratio*	33%	30%	30%	33%
Tax Supported Debt as a % of Own Source Revenues*	17%	26%	16%	17%
Tax Debt Interest as a % of Own Source Revenues*	.7 %	1%	.6%	.6%
Reserve and Reserve Funds as % of Tax Levy*	98%	96%	100%	93%
Number x EFT issued versus cheque	5.0x	5.3x	8.9x	10.0x
Number of Insurance claims processed	23	25	25	25
Number of Tenders completed	38	40	40	40

*Note: Projected ratios per Budget 2021 Corporate Performance Measures



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

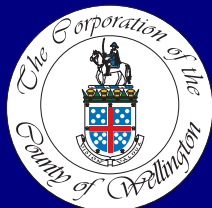
Governance: Administration, Finance and Human Resources Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary 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	\$514,800	\$561,000	\$581,200	\$20,200	3.6%
Total Revenue	\$576,883	\$576,800	\$516,616	\$562,700	\$583,000	\$20,300	3.6%
Expenditure							
Salaries, Wages and Benefits	\$1,864,306	\$2,108,700	\$1,938,196	\$2,077,600	\$2,199,300	\$121,700	5.9%
Supplies, Material & Equipment	\$72,106	\$44,100	\$40,195	\$51,600	\$50,500	(\$1,100)	(2.1%)
Purchased Services	\$284,623	\$487,000	\$357,583	\$565,700	\$538,000	(\$27,700)	(4.9%)
Transfer Payments	\$ -	\$100,000	\$ -	\$ -	\$ -	\$ -	-
Insurance & Financial	\$97,673	\$199,300	\$97,919	\$207,300	\$205,800	(\$1,500)	(0.7%)
Internal Charges	\$1,349	\$3,000	\$947	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$2,320,057	\$2,942,100	\$2,434,840	\$2,905,200	\$2,996,600	\$91,400	3.1%
Net Operating Cost / (Revenue)	\$1,743,174	\$2,365,300	\$1,918,224	\$2,342,500	\$2,413,600	\$71,100	3.0%
Debt and Transfers							
Transfer from Reserve	(\$186,711)	(\$582,100)	\$ -	(\$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)	\$175,000	(\$226,800)	(\$133,200)	\$93,600	(41.3%)
NET COST / (REVENUE)	\$1,706,463	\$1,933,200	\$2,093,224	\$2,115,700	\$2,280,400	\$164,700	7.8%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Other Revenue	1,700	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Internal Recoveries	561,000	581,200	598,600	616,600	635,200	654,200	673,900	694,200	715,000	736,400	758,500
Total Revenue	562,700	583,000	600,400	618,400	637,000	656,000	675,700	696,000	716,800	738,200	760,300
EXPENDITURES											
Salaries, Wages and Benefits	2,077,600	2,199,300	2,391,400	2,520,900	2,623,500	2,729,100	2,825,600	2,922,500	3,021,200	3,124,300	3,228,800
Supplies, Material & Equipment	51,600	50,500	51,400	52,300	53,200	54,100	55,000	55,900	57,400	58,700	59,400
Purchased Services	565,700	538,000	492,800	503,800	514,900	576,500	588,300	551,000	564,200	580,300	592,400
Insurance & Financial	207,300	205,800	212,300	217,500	222,100	226,800	231,600	236,500	241,500	245,700	249,500
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditures	2,905,200	2,996,600	3,150,900	3,297,500	3,416,700	3,589,500	3,703,500	3,768,900	3,887,300	4,012,000	4,133,100
Net Operating Cost / (Revenue)	2,342,500	2,413,600	2,550,500	2,679,100	2,779,700	2,933,500	3,027,800	3,072,900	3,170,500	3,273,800	3,372,800
yr/yr % change		3.0%	5.7%	5.0%	3.8%	5.5%	3.2%	1.5%	3.2%	3.3%	3.0%
DEBT AND TRANSFERS											
Transfer from Reserves	(401,800)	(308,200)	(186,800)	(190,000)	(192,800)	(241,600)	(244,900)	(203,400)	(207,100)	(209,900)	(212,000)
Transfer to Reserves	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Debt and Transfers	(226,800)	(133,200)	(11,800)	(15,000)	(17,800)	(66,600)	(69,900)	(28,400)	(32,100)	(34,900)	(37,000)
TAX LEVY REQUIREMENT	2,115,700	2,280,400	2,538,700	2,664,100	2,761,900	2,866,900	2,957,900	3,044,500	3,138,400	3,238,900	3,335,800
yr/yr % change		7.8%	11.3%	4.9%	3.7%	3.8%	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

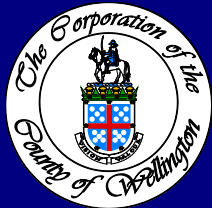
Programme Description

- 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.

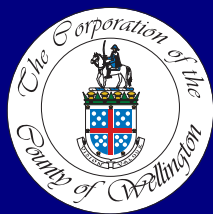
The payroll division within Human Resources strives to provide processes and a framework for paying employees fairly, accurately and on time.

- 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of WSIB approved claims	20	20	21	20
Number of training sessions offered through Be Well initiative and CMHA	10	10	8	20
Number of T4 discrepancies identified by CRA PIER Review	3	3	2	1
Number of students hired (Co-op and Summer)	5	5	50	58
Number of job postings	250	228	328	250



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

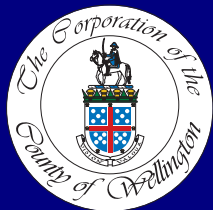
Governance: Administration, Finance and Human Resources Committee

	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	\$1,442,085	\$1,447,100	\$1,618,700	\$171,600	11.9%
Supplies, Material & Equipment	\$77,666	\$133,700	\$72,099	\$156,100	\$146,500	(\$9,600)	(6.1%)
Purchased Services	\$486,443	\$666,600	\$469,582	\$678,500	\$750,800	\$72,300	10.7%
Transfer Payments	\$83,063	\$90,000	\$78,395	\$90,000	\$95,000	\$5,000	5.6%
Insurance & Financial	\$276,106	\$276,100	\$291,408	\$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	\$2,354,708	\$2,656,500	\$2,920,900	\$264,400	10.0%
Net Operating Cost / (Revenue)	\$1,598,362	\$1,633,600	\$1,383,908	\$1,685,700	\$1,834,500	\$148,800	8.8%
Debt and Transfers							
Transfer from Reserve	(\$504,075)	(\$568,200)	(\$366,720)	(\$582,200)	(\$582,000)	\$200	(0.0%)
Transfers to Reserve	\$5,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	(\$499,075)	(\$568,200)	(\$366,720)	(\$582,200)	(\$582,000)	\$200	(0.0%)
NET COST / (REVENUE)	\$1,099,287	\$1,065,400	\$1,017,188	\$1,103,500	\$1,252,500	\$149,000	13.5%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies		65,000	61,500								
Other Revenue	26,800	25,200	26,000	26,800	27,600	28,400	29,300	30,200	31,100	32,000	33,000
Internal Recoveries	944,000	996,200	1,026,000	1,056,700	1,088,400	1,121,000	1,154,700	1,189,400	1,225,100	1,261,900	1,299,800
Total Revenue	970,800	1,086,400	1,113,500	1,083,500	1,116,000	1,149,400	1,184,000	1,219,600	1,256,200	1,293,900	1,332,800
EXPENDITURES											
Salaries, Wages and Benefits	1,447,100	1,618,700	1,729,600	1,793,400	1,850,500	1,915,400	1,980,400	2,046,600	2,114,800	2,186,300	2,259,000
Supplies, Material & Equipment	156,100	146,500	143,900	147,700	151,500	155,400	159,400	163,300	167,200	171,600	174,500
Purchased Services	678,500	750,800	736,600	753,000	731,500	702,400	718,400	734,900	751,500	770,800	789,700
Transfer Payments	90,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
Insurance & Financial	283,300	308,400	325,200	341,100	357,200	373,400	389,600	405,800	422,100	438,400	454,800
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	2,656,500	2,920,900	3,031,800	3,131,700	3,187,200	3,243,100	3,344,300	3,447,100	3,552,100	3,663,600	3,774,500
Net Operating Cost / (Revenue)	1,685,700	1,834,500	1,918,300	2,048,200	2,071,200	2,093,700	2,160,300	2,227,500	2,295,900	2,369,700	2,441,700
yr/yr % change		8.8%	4.6%	6.8%	1.1%	1.1%	3.2%	3.1%	3.1%	3.2%	3.0%
DEBT AND TRANSFERS											
Transfer from Reserves	(582,200)	(582,000)	(588,300)	(617,200)	(647,300)	(679,300)	(708,400)	(736,300)	(764,900)	(794,000)	(821,800)
Total Debt and Transfers	(582,200)	(582,000)	(588,300)	(617,200)	(647,300)	(679,300)	(708,400)	(736,300)	(764,900)	(794,000)	(821,800)
TAX LEVY REQUIREMENT											
	1,103,500	1,252,500	1,330,000	1,431,000	1,423,900	1,414,400	1,451,900	1,491,200	1,531,000	1,575,700	1,619,900
yr/yr % change		13.5%	6.2%	7.6%	(0.5%)	(0.7%)	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:

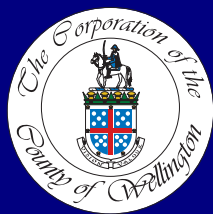
	Projected	Actual	Projected	Projected
	2020	2020	2021	2022
Number of customer request forms handled	900	961	800	1100
Average condition of County facilities per BCA's*	Good	Good	Good	Good
Number of new construction projects completed (over 100K)	1	1	2	3

* 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	\$1,276,715	\$1,242,700	\$1,245,800	\$3,100	0.2%
User Fees & Charges	\$161,247	\$155,000	\$159,456	\$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	\$2,246,814	\$2,256,500	\$2,293,400	\$36,900	1.6%
Expenditure							
Salaries, Wages and Benefits	\$1,043,001	\$1,061,200	\$1,215,671	\$1,231,100	\$1,212,400	(\$18,700)	(1.5%)
Supplies, Material & Equipment	\$187,947	\$199,500	\$248,350	\$217,500	\$223,800	\$6,300	2.9%
Purchased Services	\$827,343	\$862,100	\$885,022	\$955,800	\$965,400	\$9,600	1.0%
Transfer Payments	\$ -	\$ -	\$5,000	\$ -	\$ -	\$ -	-
Insurance & Financial	\$60,168	\$64,000	\$70,473	\$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	\$2,456,724	\$2,561,600	\$2,530,000	(\$31,600)	(1.2%)
Net Operating Cost / (Revenue)	\$29,260	\$121,500	\$209,910	\$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)	\$ -	\$ -	(\$128,000)	(\$22,000)	\$106,000	(82.8%)
Transfers to Reserve	\$763,127	\$773,800	\$650,000	\$754,300	\$748,200	(\$6,100)	(0.8%)
Total Debt and Transfers	\$1,049,072	\$1,065,500	\$939,974	\$918,400	\$1,017,500	\$99,100	10.8%
NET COST / (REVENUE)	\$1,078,332	\$1,187,000	\$1,149,884	\$1,223,500	\$1,254,100	\$30,600	2.5%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Licenses, Permits and Rents	1,242,700	1,245,800	1,244,100	1,242,500	1,249,300	1,244,800	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	158,000	158,000	158,000	158,000	158,000	158,000
Other Revenue	27,500	34,100	35,000	35,900	36,800	37,700	38,700	39,700	40,700	41,800	42,900
Internal Recoveries	828,300	855,500	854,200	886,000	1,006,400	988,500	1,084,900	1,020,300	1,019,500	1,098,000	1,068,700
Total Revenue	2,256,500	2,293,400	2,291,300	2,322,400	2,450,500	2,429,000	2,530,800	2,464,400	2,462,900	2,545,600	2,514,800
EXPENDITURES											
Salaries, Wages and Benefits	1,231,100	1,212,400	1,267,300	1,306,800	1,348,200	1,391,300	1,436,600	1,483,300	1,532,200	1,583,100	1,634,500
Supplies, Material & Equipment	217,500	223,800	226,700	231,200	235,800	240,400	245,100	250,300	255,700	261,400	265,700
Purchased Services	955,800	965,400	988,700	1,023,300	1,062,600	1,103,300	1,145,700	1,157,500	1,200,000	1,212,400	1,222,300
Insurance & Financial	70,700	71,300	78,000	83,100	88,100	94,000	100,400	106,900	113,900	121,900	129,800
Minor Capital Expenses	86,500	54,500	21,000	25,500	117,000	72,000	129,000	37,000		56,000	
Internal Charges		2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600
Total Expenditures	2,561,600	2,530,000	2,584,300	2,672,500	2,854,300	2,903,600	3,059,400	3,037,600	3,104,400	3,237,400	3,254,900
Net Operating Cost / (Revenue)	305,100	236,600	293,000	350,100	403,800	474,600	528,600	573,200	641,500	691,800	740,100
yr/yr % change		(22.5%)	23.8%	19.5%	15.3%	17.5%	11.4%	8.4%	11.9%	7.8%	7.0%
DEBT AND TRANSFERS											
Debt Charges	292,100	291,300	291,200	291,900	189,000	188,300	188,400	739,600	2,093,700	2,094,000	2,094,100
Transfer from Reserves	(128,000)	(22,000)									
Transfer to Reserves	754,300	748,200	847,400	847,000	846,700	846,200	845,800	1,045,400	1,244,800	1,744,300	2,543,600
Total Debt and Transfers	918,400	1,017,500	1,138,600	1,138,900	1,035,700	1,034,500	1,034,200	1,785,000	3,338,500	3,838,300	4,637,700
TAX LEVY REQUIREMENT											
	1,223,500	1,254,100	1,431,600	1,489,000	1,439,500	1,509,100	1,562,800	2,358,200	3,980,000	4,530,100	5,377,800
yr/yr % change		2.5%	14.2%	4.0%	(3.3%)	4.8%	3.6%	50.9%	68.8%	13.8%	18.7%



County of Wellington
10 Year Capital Budget
Property Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Property Services											
Facility Improvements											
133 Wyndham Residential Kitchens & Bath						57,000					57,000
21 Douglas: HVAC Pump Replacement				28,000							28,000
21 Douglas: Roofing										68,000	68,000
25-27 Douglas: Windows	100,000										100,000
Admin Centre: Atrium Rehab	30,000										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: Hot Water Boiler Replacement	200,000										200,000
Admin Centre: Lighting Upgrade				44,000					53,000		97,000
Admin Centre: Pave Corner Lot		41,000									41,000
Admin Centre: Replace Fire Panel	25,000										25,000
Admin Centre: Retaining Wall		31,000									31,000
Court House: HVAC Upgrades	45,000										45,000
Courthouse: Common Space Wall Finishes			51,000								51,000
Courthouse: Flooring										57,000	57,000
Courthouse: HVAC Equipment							61,000				61,000
Courthouse: Hot Water Boiler	375,000										375,000
Courthouse: Interior Upgrade					94,000						94,000
Courthouse: Lighting Upgrade				44,000					53,000		97,000
Courthouse: Plumbing Fixtures Replacement	30,000										30,000
Gaol: Elevator Modernization		104,000									104,000
Gaol: HVAC Equipment Replacements							178,000				178,000
Gaol: HVAC Systems	25,000										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	135,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,035,000
Total Facility Improvements	965,000	276,000	151,000	216,000	194,000	199,000	28,339,000	100,000	272,000	477,000	31,189,000
Vehicles and Equipment											
Replace Maintenance 1/2 Tonne Van		52,000									52,000
Replace Maintenance Pickup EV				64,000							64,000
Replace Maintenance Van EV				64,000							64,000
Total Vehicles and Equipment		52,000		128,000							180,000
Total Property Services	965,000	328,000	151,000	344,000	194,000	199,000	28,339,000	100,000	272,000	477,000	31,369,000
Total	965,000	328,000	151,000	344,000	194,000	199,000	28,339,000	100,000	272,000	477,000	31,369,000
Sources of Financing											
Reserves	965,000	328,000	151,000	344,000	194,000	199,000	1,339,000	100,000	272,000	477,000	4,369,000
Debenture							27,000,000				27,000,000
Total Financing	965,000	328,000	151,000	344,000	194,000	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

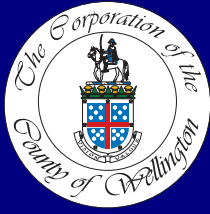
Programme Description

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

-
- 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

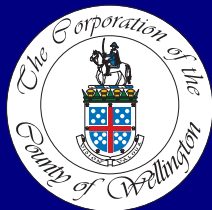
Governance: Administration, Finance and Human Resources Committee

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change 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	\$356,739	\$377,000	\$376,300	(\$700)	(0.2%)
Transfer from Reserve	(\$3,000)	(\$3,000)	\$ -	(\$3,000)	(\$3,000)	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	\$372,943	\$373,600	\$356,739	\$374,000	\$373,300	(\$700)	(0.2%)
NET COST / (REVENUE)	\$448,123	\$458,400	\$439,193	\$458,800	\$459,700	\$900	0.2%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	84,800	86,400	88,000	89,700	91,400	93,100	94,800	96,600	98,400	100,200	102,000
Total Expenditures	84,800	86,400	88,000	89,700	91,400	93,100	94,800	96,600	98,400	100,200	102,000
Net Operating Cost / (Revenue)	84,800	86,400	88,000	89,700	91,400	93,100	94,800	96,600	98,400	100,200	102,000
yr/yr % change		1.9%	1.9%	1.9%	1.9%	1.9%	1.8%	1.9%	1.9%	1.8%	1.8%
DEBT AND TRANSFERS											
Debt Charges	377,000	376,300	375,500	375,700	376,800	376,600	377,000	376,200	377,100	377,800	377,100
Transfer from Reserves	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Total Debt and Transfers	374,000	373,300	372,500	372,700	373,800	373,600	374,000	373,200	374,100	374,800	374,100
TAX LEVY REQUIREMENT	458,800	459,700	460,500	462,400	465,200	466,700	468,800	469,800	472,500	475,000	476,100
yr/yr % change		0.2%	0.2%	0.4%	0.6%	0.3%	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

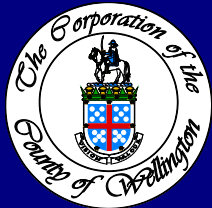
The Economic Development Division continues to work in collaboration with the local municipalities and strategic investments are guided by the Economic Development Three-Year Plan. Market Intelligence and the status of existing business continues to be a focus, while infrastructure development, attainable 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:	Museum, Archives and Economic Development
Governance:	Economic Development Committee

Programme Goals and Objectives

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

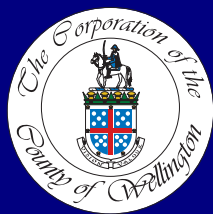
“Wellington County will be a collaborative community that protects and enhances its natural and cultural heritage assets while supporting the longer term economic and social prosperity of its residents and business community.”

- 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Business Retention and Expansion Programme Funding	\$175,000	\$175,000	\$175,000	\$175,000
Invest Well CIP Funding	\$160,000	\$60,000	\$160,000	\$160,000
Invest Well CIP Return on Investment	1:30	1:30	1:30	1:10
Number of Invest Well CIP Projects Supported	10	10	10	16
Business Support Organization Funding	\$92,500	\$92,500	\$92,500	\$97,500
County Tourism Signage Engagement (sign blades/Businesses)	50/25	50/25	65/31	73/39
Taste Real Local Food Participants	176	176	186	190
Taste Real Website Engagements	31,201	31,201	32,000	33,000
Division Enquiries From the Public	500	500	600	650
Ride Well Rural Transportation Pilot (# of rides)	2,248	2,248	4,511	6,467
Website Engagement – Business Directory views	33,902	33,902	33,250	34,000
Economic Development Website Overall Page Views	102,015	102,015	94,000	100,000
E-Newsletter Communications to Businesses – Business, Taste Real, RIDE WELL (Newsletters/Subscribers)	40/3,875	40/3,875	26/4,064	30/4,200



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

Governance: Administration, Finance and Human Resources Committee

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$261,509	\$338,000	\$2,994	\$369,800	\$528,000	\$158,200	42.8%
User Fees & Charges	\$34,534	\$66,500	\$53,233	\$66,500	\$104,200	\$37,700	56.7%
Sales Revenue	\$1,972	\$5,000	\$250	\$ -	\$ -	\$ -	-
Other Revenue	\$16,973	\$ -	\$12,561	\$ -	\$ -	\$ -	-
Internal Recoveries	\$ -	\$ -	\$3,413	\$ -	\$ -	\$ -	-
Total Revenue	\$314,988	\$409,500	\$72,451	\$436,300	\$632,200	\$195,900	44.9%
Expenditure							
Salaries, Wages and Benefits	\$562,949	\$667,000	\$579,345	\$660,600	\$840,500	\$179,900	27.2%
Supplies, Material & Equipment	\$85,083	\$164,300	\$124,152	\$141,300	\$143,300	\$2,000	1.4%
Purchased Services	\$400,495	\$700,300	\$398,776	\$701,900	\$797,200	\$95,300	13.6%
Transfer Payments	\$378,105	\$487,500	\$504,572	\$672,500	\$462,500	(\$210,000)	(31.2%)
Insurance & Financial	\$19,507	\$14,800	\$12,767	\$14,400	\$15,200	\$800	5.6%
Internal Charges	\$1,232	\$8,000	\$6,949	\$8,000	\$8,000	\$ -	-
Total Expenditure	\$1,447,371	\$2,041,900	\$1,626,561	\$2,198,700	\$2,266,700	\$68,000	3.1%
Net Operating Cost / (Revenue)	\$1,132,383	\$1,632,400	\$1,554,110	\$1,762,400	\$1,634,500	(\$127,900)	(7.3%)
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	(\$166,850)	(\$200,000)	\$ -	\$200,000	(100.0%)
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$166,973	\$150,000	\$412,561	\$400,000	\$400,000	\$ -	-
Total Debt and Transfers	\$166,973	\$150,000	\$245,711	\$200,000	\$400,000	\$200,000	100.0%
NET COST / (REVENUE)	\$1,299,356	\$1,782,400	\$1,799,821	\$1,962,400	\$2,034,500	\$72,100	3.7%



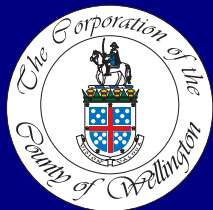
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Economic Development

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	369,800	528,000	383,000	143,000	31,000						
User Fees & Charges	66,500	104,200	104,400	104,400	50,400	31,700	31,700	32,300	32,700	32,900	33,100
Total Revenue	436,300	632,200	487,400	247,400	81,400	31,700	31,700	32,300	32,700	32,900	33,100
EXPENDITURES											
Salaries, Wages and Benefits	660,600	840,500	766,600	807,500	808,200	841,100	869,200	898,500	928,700	960,400	992,400
Supplies, Material & Equipment	141,300	143,300	84,100	30,600	31,200	31,800	32,400	33,000	34,300	35,200	35,900
Purchased Services	701,900	797,200	767,200	620,200	419,200	345,700	357,300	369,600	381,800	394,000	402,200
Transfer Payments	672,500	462,500	447,500	432,500	432,500	432,500	432,500	432,500	432,500	432,500	432,500
Insurance & Financial	14,400	15,200	13,700	14,500	14,400	15,000	15,500	16,200	16,600	17,300	17,900
Internal Charges	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Total Expenditures	2,198,700	2,266,700	2,087,100	1,913,300	1,713,500	1,674,100	1,714,900	1,757,800	1,801,900	1,847,400	1,888,900
Net Operating Cost / (Revenue)	1,762,400	1,634,500	1,599,700	1,665,900	1,632,100	1,642,400	1,683,200	1,725,500	1,769,200	1,814,500	1,855,800
yr/yr % change		(7.3%)	(2.1%)	4.1%	(2.0%)	0.6%	2.5%	2.5%	2.5%	2.6%	2.3%
DEBT AND TRANSFERS											
Transfer from Reserves	(200,000)										
Transfer to Reserves	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Total Debt and Transfers	200,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
TAX LEVY REQUIREMENT	1,962,400	2,034,500	1,999,700	2,065,900	2,032,100	2,042,400	2,083,200	2,125,500	2,169,200	2,214,500	2,255,800
yr/yr % change		3.7%	(1.7%)	3.3%	(1.6%)	0.5%	2.0%	2.0%	2.1%	2.1%	1.9%



County of Wellington
10 Year Capital Budget
Economic Development

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Economic Development											
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



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)	2022	2022
Hourly (field) staff	55.1	55.1
Salaried staff	14.5	15.0
Total	69.6	70.1
Current employee count: 86		



Performance Measures

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

Programme Goals and Objectives

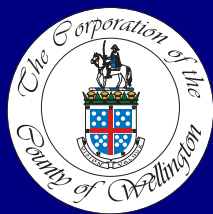
The County of Wellington is creating a Road Master Action Plan (RMAP). This Plan will help the County map out improvements to the County's transportation network, and helps guide the Roads and Bridges Programme towards a set of goals and objectives. The RMAP will review current and future transportation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

	Projected	Actual	Projected	Projected
	2020	2020	2021	2022
Average condition of the County road network (PCI)	64.41	64.41	71.68	68.75
Average condition of County bridges (BCI)	76.07	76.07	75.50	75.07
Average condition of County culverts (BCI)	73.06	73.06	72.63	71.53
Number of controlled intersections (roundabout or traffic signal)	43	43	48	48
Number of road maintenance service requests	NA	NA	NA	NA



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

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

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Municipal Recoveries	\$872,731	\$931,100	\$601,094	\$939,300	\$1,142,900	\$203,600	21.7%
User Fees & Charges	\$338,646	\$358,000	\$347,086	\$358,000	\$358,000	\$ -	-
Sales Revenue	\$392,622	\$400,000	\$531,292	\$420,000	\$420,000	\$ -	-
Other Revenue	\$ -	\$ -	\$140	\$ -	\$ -	\$ -	-
Internal Recoveries	\$2,017,928	\$2,005,300	\$1,466,651	\$2,013,700	\$1,974,400	(\$39,300)	(2.0%)
Total Revenue	\$3,621,927	\$3,694,400	\$2,946,263	\$3,731,000	\$3,895,300	\$164,300	4.4%
Expenditure							
Salaries, Wages and Benefits	\$5,706,278	\$6,308,700	\$5,576,608	\$6,408,700	\$6,666,500	\$257,800	4.0%
Supplies, Material & Equipment	\$5,161,320	\$6,724,400	\$5,233,710	\$6,845,600	\$6,061,800	(\$783,800)	(11.4%)
Purchased Services	\$1,672,039	\$1,973,200	\$1,594,919	\$2,047,800	\$2,957,600	\$909,800	44.4%
Insurance & Financial	\$576,963	\$487,300	\$598,322	\$623,300	\$674,800	\$51,500	8.3%
Minor Capital Expenses	\$386,842	\$480,000	\$254,791	\$480,000	\$480,000	\$ -	-
Internal Charges	\$1,592,754	\$1,869,100	\$1,319,020	\$1,869,100	\$1,816,700	(\$52,400)	(2.8%)
Total Expenditure	\$15,096,196	\$17,842,700	\$14,577,370	\$18,274,500	\$18,657,400	\$382,900	2.1%
Net Operating Cost / (Revenue)	\$11,474,269	\$14,148,300	\$11,631,107	\$14,543,500	\$14,762,100	\$218,600	1.5%
Debt and Transfers							
Debt Charges	\$896,660	\$935,900	\$859,958	\$927,600	\$1,865,400	\$937,800	101.1%
Transfer from Reserve	(\$839,460)	(\$801,900)	\$ -	(\$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	\$4,588,365	\$5,050,000	\$17,650,000	\$12,600,000	249.5%
Total Debt and Transfers	\$15,660,761	\$14,409,000	\$15,961,823	\$15,696,800	\$17,783,400	\$2,086,600	13.3%
NET COST / (REVENUE)	\$27,135,030	\$28,557,300	\$27,592,930	\$30,240,300	\$32,545,500	\$2,305,200	7.6%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Municipal Recoveries	939,300	1,142,900	1,345,400	1,347,900	1,350,400	1,352,900	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	358,000	358,000	358,000	358,000	358,000	358,000
Sales Revenue	420,000	420,000	420,600	420,600	420,600	420,600	420,600	420,600	420,600	420,600	421,000
Internal Recoveries	2,013,700	1,974,400	2,032,400	2,092,400	2,154,400	2,218,400	2,284,400	2,284,400	2,284,400	2,284,400	2,284,400
Total Revenue	3,731,000	3,895,300	4,156,400	4,218,900	4,283,400	4,349,900	4,418,400	4,420,900	4,423,400	4,425,900	4,426,300
EXPENDITURES											
Salaries, Wages and Benefits	6,408,700	6,666,500	6,911,200	7,128,100	7,357,200	7,603,200	7,853,700	8,112,500	8,380,900	8,660,800	8,945,200
Supplies, Material & Equipment	6,845,600	6,061,800	6,250,200	6,443,600	6,642,800	6,847,900	7,053,300	7,286,000	7,520,000	7,775,500	7,936,300
Purchased Services	2,047,800	2,957,600	2,975,000	3,037,600	3,105,600	3,176,300	3,248,800	3,309,000	3,387,700	3,453,900	3,518,200
Insurance & Financial	623,300	674,800	756,100	806,700	861,200	922,700	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	480,000	480,000	480,000	480,000	480,000	480,000
Internal Charges	1,869,100	1,816,700	1,874,700	1,934,700	1,996,700	2,060,700	2,126,700	2,127,300	2,127,900	2,127,900	2,127,900
Total Expenditures	18,274,500	18,657,400	19,247,200	19,830,700	20,443,500	21,090,800	21,753,300	22,383,400	23,042,700	23,728,100	24,327,200
Net Operating Cost / (Revenue)	14,543,500	14,762,100	15,090,800	15,611,800	16,160,100	16,740,900	17,334,900	17,962,500	18,619,300	19,302,200	19,900,900
yr/yr % change		1.5%	2.2%	3.5%	3.5%	3.6%	3.5%	3.6%	3.7%	3.7%	3.1%
DEBT AND TRANSFERS											
Debt Charges	927,600	1,865,400	1,392,200	1,645,200	1,904,200	2,634,900	2,500,500	2,633,300	2,849,200	2,848,500	2,910,800
Transfer from Reserves	(794,300)	(1,732,000)	(1,226,200)	(1,229,500)	(1,231,900)	(1,231,600)	(1,230,400)	(1,230,500)	(1,121,800)	(1,121,100)	(1,122,100)
Transfer to Capital	10,513,500										
Transfer to Reserves	5,050,000	17,650,000	18,550,000	19,850,000	21,150,000	23,150,000	24,150,000	24,750,000	25,250,000	26,050,000	26,850,000
Total Debt and Transfers	15,696,800	17,783,400	18,716,000	20,265,700	21,822,300	24,553,300	25,420,100	26,152,800	26,977,400	27,777,400	28,638,700
TAX LEVY REQUIREMENT	30,240,300	32,545,500	33,806,800	35,877,500	37,982,400	41,294,200	42,755,000	44,115,300	45,596,700	47,079,600	48,539,600
yr/yr % change		7.6%	3.9%	6.1%	5.9%	8.7%	3.5%	3.2%	3.4%	3.3%	3.1%



County of Wellington
10 Year Capital Budget
Roads and Engineering

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Roads Facilities	7,100,000	3,100,000	100,000	14,800,000	670,000	100,000	6,860,000	740,000	100,000	7,600,000	41,170,000
Roads Equipment	2,520,000	2,820,000	3,045,000	2,813,000	2,786,000	3,236,000	2,915,000	2,960,000	3,480,000	3,505,000	30,080,000
Asset Management / Engineering	2,300,000	2,378,000	2,570,000	2,434,000	2,300,000	2,480,000	2,485,000	2,422,000	2,430,000	2,368,000	24,167,000
Growth Related Construction		8,593,000		1,775,000	8,610,000	6,176,000		1,272,000			26,426,000
Roads Construction	8,450,000	7,670,000	8,219,000	5,546,000	345,000	7,780,000	2,890,000	9,799,000	8,161,000	6,130,000	64,990,000
Bridges	6,350,000	5,175,000	9,659,000	8,135,000	9,410,000	4,020,000	5,285,000	320,000	5,520,000	5,000,000	58,874,000
Culverts	1,400,000	352,000	1,440,000	1,298,000	414,000	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	8,550,000	4,507,000	6,775,000	7,515,000	9,418,000	11,595,000	12,263,000	9,308,000	7,930,000	9,990,000	87,851,000
Total	36,670,000	34,595,000	31,808,000	44,316,000	33,953,000	35,806,000	34,842,000	28,266,000	27,921,000	34,893,000	343,070,000
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	3,300,000	3,900,000	1,800,000	1,800,000	1,800,000	31,950,000
Ontario Community Infrastructure Fund	3,780,000	1,000,000	2,720,000	4,000,000	3,720,000	4,860,000	3,860,000	3,860,000	3,860,000	5,860,000	37,520,000
Reserves	20,315,000	22,049,000	21,128,000	20,040,000	24,591,000	23,150,000	20,582,000	21,970,000	22,261,000	24,233,000	220,319,000
Development Charges		2,936,000		629,000	3,842,000	4,496,000		636,000			12,539,000
Growth Related Debenture	6,500,000										6,500,000
Debenture		2,500,000		14,700,000			6,500,000			3,000,000	26,700,000
Total Financing	36,670,000	34,595,000	31,808,000	44,316,000	33,953,000	35,806,000	34,842,000	28,266,000	27,921,000	34,893,000	343,070,000



County of Wellington
10 Year Capital Budget
Roads Facilities

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Roads Facilities											
Various Facility Repairs	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Harriston Shop					570,000		6,760,000				7,330,000
Erin / Brucedale Shop		3,000,000		14,700,000							17,700,000
Arthur Shop	7,000,000										7,000,000
Aberfoyle Shop								640,000		7,500,000	8,140,000
Total Roads Facilities	7,100,000	3,100,000	100,000	14,800,000	670,000	100,000	6,860,000	740,000	100,000	7,600,000	41,170,000
Total	7,100,000	3,100,000	100,000	14,800,000	670,000	100,000	6,860,000	740,000	100,000	7,600,000	41,170,000
Sources of Financing											
Reserves	600,000	600,000	100,000	100,000	670,000	100,000	360,000	740,000	100,000	4,600,000	7,970,000
Growth Related Debenture	6,500,000										6,500,000
Debenture		2,500,000		14,700,000			6,500,000			3,000,000	26,700,000
Total Financing	7,100,000	3,100,000	100,000	14,800,000	670,000	100,000	6,860,000	740,000	100,000	7,600,000	41,170,000



County of Wellington
10 Year Capital Budget
Roads Equipment

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Roads Equipment											
Roads Equipment											
Roads Equipment											
Pickup Electric Vehicle			375,000			460,000					835,000
Pickup			190,000			240,000			750,000		1,180,000
3 Ton Dump	150,000							155,000			305,000
6 Ton Trucks	1,415,000	1,551,000	2,005,000	1,660,000	1,721,000	1,782,000	2,305,000	1,908,000	1,977,000	2,555,000	18,879,000
Loader	265,000		295,000	305,000	316,000	654,000	337,000	350,000			2,522,000
Grader				499,000							499,000
Forklift	40,000							76,000			116,000
Trailers				33,000				15,000	42,000		90,000
Tractor		124,000		133,000			148,000			157,000	562,000
Bucket Truck									420,000		420,000
Backhoe								229,000		245,000	474,000
Vacuum Trailer		124,000									124,000
Manual Line Strippers	20,000						25,000				45,000
Loadster Float									59,000		59,000
Hot Box		124,000									124,000
Chipper		92,000								121,000	213,000
Excavator		383,000			425,000						808,000
Van									53,000		53,000
Mechanic Service Vehicle										327,000	327,000
Utility Truck	250,000										250,000
Steam Jenny	30,000							51,000			81,000
Roll Off Deck/Box		62,000			138,000			76,000	79,000		355,000
Miscellaneous Equipment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Roads Radio Replacements	250,000	260,000									510,000
Radio Infrastructure Replacements			80,000	83,000	86,000						249,000
Total Roads Equipment	2,520,000	2,820,000	3,045,000	2,813,000	2,786,000	3,236,000	2,915,000	2,960,000	3,480,000	3,505,000	30,080,000
Total	2,520,000	2,820,000	3,045,000	2,813,000	2,786,000	3,236,000	2,915,000	2,960,000	3,480,000	3,505,000	30,080,000
Sources of Financing											
Reserves	2,520,000	2,820,000	3,045,000	2,813,000	2,786,000	3,236,000	2,915,000	2,960,000	3,480,000	3,505,000	30,080,000
Total Financing	2,520,000	2,820,000	3,045,000	2,813,000	2,786,000	3,236,000	2,915,000	2,960,000	3,480,000	3,505,000	30,080,000



County of Wellington
10 Year Capital Budget
Asset Management / Engineering

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Asset Management / Engineering											
Speed Management	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Asset Management Hardware				50,000				57,000			107,000
Pavement Condition Study			110,000			120,000			130,000		360,000
Culvert Condition Study		26,000		29,000							55,000
Storm Water Condition Review			160,000				185,000				345,000
Pavement Preservation Programme	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,000,000
Warranty Works	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Retaining Wall Inventory & Condition Study		52,000		55,000		60,000		65,000		68,000	300,000
Total Asset Management / Engineering	2,300,000	2,378,000	2,570,000	2,434,000	2,300,000	2,480,000	2,485,000	2,422,000	2,430,000	2,368,000	24,167,000
Total	2,300,000	2,378,000	2,570,000	2,434,000	2,300,000	2,480,000	2,485,000	2,422,000	2,430,000	2,368,000	24,167,000
Sources of Financing											
Canada Community Building Fund	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Reserves	500,000	578,000	770,000	634,000	500,000	680,000	685,000	622,000	630,000	568,000	6,167,000
Total Financing	2,300,000	2,378,000	2,570,000	2,434,000	2,300,000	2,480,000	2,485,000	2,422,000	2,430,000	2,368,000	24,167,000



County of Wellington
10 Year Capital Budget
Growth Related Construction

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Growth Related Construction											
WR 7 PL Rothsay S for 2km						119,000		1,272,000			1,391,000
WR 7 @ 1st Line Roundabout		1,713,000									1,713,000
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		1,307,000					1,418,000
WR124, Whitelaw Int to E of 32					4,020,000						4,020,000
WR 124 PL Ospringe to Guelph 10km					4,590,000	4,750,000					9,340,000
WR 124 at WR 32 Intersection		4,658,000									4,658,000
Total Growth Related Construction		8,593,000		1,775,000	8,610,000	6,176,000		1,272,000			26,426,000
Total		8,593,000		1,775,000	8,610,000	6,176,000		1,272,000			26,426,000
Sources of Financing											
Recoveries		266,000		832,000							1,098,000
Reserves		5,391,000		314,000	4,768,000	1,680,000		636,000			12,789,000
Development Charges		2,936,000		629,000	3,842,000	4,496,000		636,000			12,539,000
Total Financing		8,593,000		1,775,000	8,610,000	6,176,000		1,272,000			26,426,000



County of Wellington
10 Year Capital Budget
Roads Construction

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Roads Construction											
WR 5, WR 123 to Lett St Minto	1,500,000										1,500,000
WR 7 @ WR 12, Intersection					115,000	1,780,000					1,895,000
WR 9, WR 109 to WR 8 (Perth) 5km								127,000			127,000
WR 12, WR 7 to WR 86 Phase 1										6,130,000	6,130,000
WR 12, WR 7 to 300m East of 16th Line							123,000	2,544,000			2,667,000
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
WR 18, Mill to Elora PS Storm Sewer	100,000	1,550,000									1,650,000
WR18 Geddes St Elora, RtnngWall			2,678,000								2,678,000
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, Third Line to WR 24	500,000										500,000
WR 50, Railway Tracks to WR 125 6km							123,000	127,000			250,000
WR 52, WR 124 to 9th Line				1,664,000							1,664,000
WR 109 at WR 16 Intersection						1,780,000					1,780,000
WR 123, Palmerston WR 5 to Hwy 23, 2km					230,000		2,583,000	3,180,000	1,580,000		7,573,000
WR 124, Land & Utility GET Rd1	2,000,000										2,000,000
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, WR 24 to Ospringle 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 Roads Construction	8,450,000	7,670,000	8,219,000	5,546,000	345,000	7,780,000	2,890,000	9,799,000	8,161,000	6,130,000	64,990,000
Total	8,450,000	7,670,000	8,219,000	5,546,000	345,000	7,780,000	2,890,000	9,799,000	8,161,000	6,130,000	64,990,000
Sources of Financing											
Recoveries	375,000										375,000
Canada Community Building Fund			1,000,000								1,000,000
Ontario Community Infrastructure Fund			1,000,000				860,000	1,000,000	1,860,000		4,720,000
Reserves	8,075,000	7,670,000	6,219,000	5,546,000	345,000	7,780,000	2,030,000	8,799,000	6,301,000	6,130,000	58,895,000
Total Financing	8,450,000	7,670,000	8,219,000	5,546,000	345,000	7,780,000	2,890,000	9,799,000	8,161,000	6,130,000	64,990,000



County of Wellington
10 Year Capital Budget
Bridges

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Bridges											
WR 6, O'Dwyer's Bridge, 006008 Rehab								65,000		5,000,000	5,065,000
WR 7, Bosworth Bridge, B007028	3,000,000	3,105,000									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								3,210,000
WR 12, Bridge B012100, Replace	100,000		964,000								1,064,000
WR 12, Princess Elizabeth Bridge					115,000		4,915,000				5,030,000
WR 16, Penfold Bridge, B016038	1,250,000										1,250,000
WR 17, Bridge B017115, Rehab	300,000										300,000
WR 17, Creekbank Bridge Rehab	750,000										750,000
WR 17, Bridge B017114, Rehab	400,000										400,000
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 B036122, Replace				1,110,000							1,110,000
WR 36, Bridge B036086, 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								255,000			255,000
WR 109, CR Bridge 4, B109133					3,880,000						3,880,000
WR 109, CR Bridge 10 B109134						4,020,000					4,020,000
WR 109, CR Bridge 6 B109132			5,020,000								5,020,000
WR 109, CR Bridge 5, C109123				5,085,000							5,085,000
Steel Bridge Condition Survey	200,000										200,000
Various Bridge Patches	250,000		250,000		250,000		250,000		250,000		1,250,000
Total Bridges	6,350,000	5,175,000	9,659,000	8,135,000	9,410,000	4,020,000	5,285,000	320,000	5,520,000	5,000,000	58,874,000
Total	6,350,000	5,175,000	9,659,000	8,135,000	9,410,000	4,020,000	5,285,000	320,000	5,520,000	5,000,000	58,874,000
Sources of Financing											
Recoveries	200,000			415,000							615,000
Subsidies			4,160,000								4,160,000
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	3,000,000				2,000,000	14,720,000
Reserves	3,250,000	2,675,000	5,499,000	1,820,000	5,690,000	1,020,000	5,285,000	320,000	5,520,000	3,000,000	34,079,000
Total Financing	6,350,000	5,175,000	9,659,000	8,135,000	9,410,000	4,020,000	5,285,000	320,000	5,520,000	5,000,000	58,874,000



County of Wellington
10 Year Capital Budget
Culverts

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Culverts											
WR 10, Clvrt C101000, Replace		52,000		998,000							1,050,000
WR 10, Clvrt C100970, Replace					57,000		615,000				672,000
WR 11, Clvrt C110930, Replace					57,000		1,229,000				1,286,000
WR 12, Culvert C12086, Replace	1,100,000										1,100,000
WR 18, Culvert C180210, Liner			1,140,000								1,140,000
WR 124, Clvrt C124124, Replace								127,000			127,000
Municipal Drains	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Various Culvert Needs	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Total Culverts	1,400,000	352,000	1,440,000	1,298,000	414,000	300,000	2,144,000	427,000	300,000	300,000	8,375,000
Total	1,400,000	352,000	1,440,000	1,298,000	414,000	300,000	2,144,000	427,000	300,000	300,000	8,375,000
Sources of Financing											
Canada Community Building Fund	550,000										550,000
Ontario Community Infrastructure Fund			860,000				1,000,000				1,860,000
Reserves	850,000	352,000	580,000	1,298,000	414,000	300,000	1,144,000	427,000	300,000	300,000	5,965,000
Total Financing	1,400,000	352,000	1,440,000	1,298,000	414,000	300,000	2,144,000	427,000	300,000	300,000	8,375,000



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
County Bridges on Local Roads											
Jones Baseline, Ostrander Bridge, 000032, Rehab						119,000		1,018,000			1,137,000
Total County Bridges on Local Roads						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



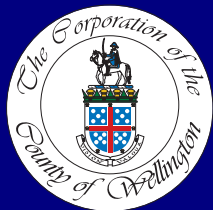
County of Wellington
10 Year Capital Budget
Roads Resurfacing

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Roads Resurfacing											
WR 7, Rothsay to WR 11, 5.2 km			2,142,000								2,142,000
WR 7, Between PL at Ponsonby, 1km				28,000	574,000						602,000
WR 7, 1st Line to WR 18, 3.3 km					115,000		2,460,000				2,575,000
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 11, 300m S of 16th Line to WR 109				111,000			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		52,000		1,885,000							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									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, WR 22 to N end of Hillsburgh 2.5 km			54,000	2,218,000							2,272,000
WR 24, 300m S of WR 50 to SR 9 2.5 km			54,000		2,870,000						2,924,000
WR 24, WR 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			107,000	1,664,000							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					115,000	2,970,000					3,085,000
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		1,188,000					1,299,000
WR 35, WR 34 to Hamilton boundary, 6.6 km							3,196,000				3,196,000
WR 38, City of Guelph to Highway 6, 3.7 km	1,600,000										1,600,000
WR 43, WR 19 to Glengarry Cr 1.3 km						60,000		1,270,000			1,330,000
WR 51, WR 86 to 800m E of WR 39				111,000		1,782,000					1,893,000
WR 52, 9th Line to WR 25 2.8 km		52,000	1,071,000								1,123,000
WR 86: Wallenstein	2,000,000										2,000,000
WR 86, COG to ROW 7.9 km					2,300,000	2,376,000					4,676,000
WR 109, Hwy 6 to Dufferin 11.1 km						2,970,000	3,073,000				6,043,000
WR 109, WR 7 to WR 10, 5.9 km							120,000		5,930,000	6,130,000	12,180,000
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
Total Roads Resurfacing	8,550,000	4,507,000	6,775,000	7,515,000	9,418,000	11,595,000	12,263,000	9,308,000	7,930,000	9,990,000	87,851,000
Total	8,550,000	4,507,000	6,775,000	7,515,000	9,418,000	11,595,000	12,263,000	9,308,000	7,930,000	9,990,000	87,851,000



County of Wellington
10 Year Capital Budget
Roads Resurfacing

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Sources of Financing											
Recoveries		1,294,000									1,294,000
Canada Community Building Fund	1,250,000	1,250,000	1,000,000			1,500,000	2,100,000				7,100,000
Ontario Community Infrastructure Fund	2,780,000		860,000			1,860,000	2,000,000	2,860,000	2,000,000	3,860,000	16,220,000
Reserves	4,520,000	1,963,000	4,915,000	7,515,000	9,418,000	8,235,000	8,163,000	6,448,000	5,930,000	6,130,000	63,237,000
Total Financing	8,550,000	4,507,000	6,775,000	7,515,000	9,418,000	11,595,000	12,263,000	9,308,000	7,930,000	9,990,000	87,851,000



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

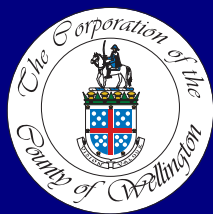
The goals and priorities of the Solid Waste Services Strategy are informed by a set of guiding principles, which are aligned with those of the County's Strategic Action Plan:

- 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)**
- Enhancing promotion and education offerings **(Providing the highest level and best quality services)**
- Supporting circular economy principles within programmes, practices and operations **(Making the best decisions)**

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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Waste Diversion Rate	43%	45%	48%	50%
Diverted Tonnes Captured	11,500	11,727	11,900	12,500
Estimated Remaining Landfill Capacity (m ³)	718,000	717,000	689,000	663,000
Number of Outreach Products/Presentations	274	375	457	478



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$1,057,159	\$1,111,200	\$652,593	\$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	\$3,342,914	\$3,581,200	\$3,436,200	(\$145,000)	(4.0%)
Sales Revenue	\$434,666	\$607,800	\$677,977	\$472,100	\$814,500	\$342,400	72.5%
Other Revenue	\$ -	\$ -	\$162	\$ -	\$ -	\$ -	-
Internal Recoveries	\$739,697	\$709,500	\$699,822	\$839,800	\$734,000	(\$105,800)	(12.6%)
Total Revenue	\$5,764,947	\$5,876,700	\$5,392,561	\$6,187,700	\$6,738,400	\$550,700	8.9%
Expenditure							
Salaries, Wages and Benefits	\$2,737,331	\$2,645,100	\$2,622,425	\$2,683,600	\$2,846,300	\$162,700	6.1%
Supplies, Material & Equipment	\$917,502	\$1,049,900	\$862,116	\$1,052,200	\$1,200,700	\$148,500	14.1%
Purchased Services	\$7,152,057	\$7,285,400	\$7,835,173	\$8,719,000	\$9,025,300	\$306,300	3.5%
Insurance & Financial	\$269,721	\$240,000	\$272,718	\$258,400	\$265,300	\$6,900	2.7%
Internal Charges	\$743,119	\$708,800	\$698,196	\$839,100	\$733,300	(\$105,800)	(12.6%)
Total Expenditure	\$11,819,730	\$11,929,200	\$12,290,628	\$13,552,300	\$14,070,900	\$518,600	3.8%
Net Operating Cost / (Revenue)	\$6,054,783	\$6,052,500	\$6,898,067	\$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	\$1,550,000	\$1,550,000	\$1,550,000	\$ -	-
Total Debt and Transfers	\$1,127,280	\$1,282,600	\$1,550,000	\$1,232,700	\$1,309,700	\$77,000	6.2%
NET COST / (REVENUE)	\$7,182,063	\$7,335,100	\$8,448,067	\$8,597,300	\$8,642,200	\$44,900	0.5%



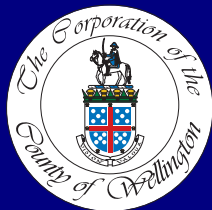
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Solid Waste Services

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	1,275,500	1,734,600	1,734,600	1,734,600	1,734,600	1,734,600	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	19,100	19,100	19,100	19,100	19,100	19,100
User Fees & Charges	3,581,200	3,436,200	3,470,600	3,506,100	3,541,700	3,578,900	3,616,300	3,654,300	3,692,300	3,730,500	3,730,500
Sales Revenue	472,100	814,500	814,500	814,500	814,500	814,500	814,500	814,500	814,500	814,500	814,500
Internal Recoveries	839,800	734,000	734,000	734,000	734,000	734,000	734,000	734,000	734,000	734,000	734,000
Total Revenue	6,187,700	6,738,400	6,772,800	6,808,300	6,843,900	6,881,100	6,918,500	6,956,500	6,994,500	7,032,700	7,032,700
EXPENDITURES											
Salaries, Wages and Benefits	2,683,600	2,846,300	2,944,200	3,025,900	3,112,400	3,210,500	3,316,800	3,427,400	3,541,700	3,660,100	3,781,100
Supplies, Material & Equipment	1,052,200	1,200,700	1,221,100	1,253,800	1,287,900	1,326,700	1,358,900	1,395,700	1,434,600	1,473,800	1,502,200
Purchased Services	8,719,000	9,025,300	9,186,900	9,350,100	9,504,400	9,663,600	9,828,300	9,990,700	10,168,700	10,434,100	10,621,000
Insurance & Financial	258,400	265,300	286,400	300,900	316,500	333,100	351,300	371,300	391,500	414,200	435,400
Internal Charges	839,100	733,300	733,300	733,300	733,300	733,300	733,300	733,300	733,300	733,300	733,300
Total Expenditures	13,552,300	14,070,900	14,371,900	14,664,000	14,954,500	15,267,200	15,588,600	15,918,400	16,269,800	16,715,500	17,073,000
Net Operating Cost / (Revenue)	7,364,600	7,332,500	7,599,100	7,855,700	8,110,600	8,386,100	8,670,100	8,961,900	9,275,300	9,682,800	10,040,300
yr/yr % change		(0.4%)	3.6%	3.4%	3.2%	3.4%	3.4%	3.4%	3.5%	4.4%	3.7%
DEBT AND TRANSFERS											
Debt Charges	27,400										
Transfer from Reserves	(344,700)	(240,300)	(249,400)	(258,600)	(268,100)	(277,800)	(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	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000
Total Debt and Transfers	1,232,700	1,309,700	1,300,600	1,291,400	1,281,900	1,272,200	1,262,300	1,252,200	1,242,100	1,231,800	1,224,800
TAX LEVY REQUIREMENT	8,597,300	8,642,200	8,899,700	9,147,100	9,392,500	9,658,300	9,932,400	10,214,100	10,517,400	10,914,600	11,265,100
yr/yr % change		0.5%	3.0%	2.8%	2.7%	2.8%	2.8%	2.8%	3.0%	3.8%	3.2%



County of Wellington
10 Year Capital Budget
Solid Waste Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Solid Waste Services											
Equipment											
SWS Electric Vehicles											
Disposal Pickup		60,000						74,000			134,000
Roll Off Pickup						70,000					70,000
Collection Pickup		60,000						74,000			134,000
Transfer Pickup				64,000						80,000	144,000
General Ops Pickup				64,000							64,000
SWS Equipment											
Computer Software	50,000	200,000									250,000
Collection Van					50,000						50,000
Disposal Compactor		675,000					800,000				1,475,000
Disposal Loader						275,000					275,000
Disposal Bulldozer					690,000						690,000
Roll Off Lugger	240,000	250,000					295,000	305,000			1,090,000
Transfer Backhoe							185,000				185,000
Transfer Dumptruck			215,000								215,000
Total Equipment	290,000	1,245,000	215,000	128,000	740,000	345,000	1,280,000	453,000		80,000	4,776,000
Active Landfill Sites and Transfer Stations											
Elora Waste Facility Upgrade	1,000,000	625,000									1,625,000
Riverstown - North Pond Dev			590,000								590,000
Riverstown: Cell Dev Phase II				832,000		594,000				886,000	2,312,000
Riverstown: Pre-excavation Phase II	100,000	104,000	107,000		178,000			127,000	132,000		748,000
Rothsay Waste Facility Upgrade	550,000										550,000
Site Imp: Road Maint All Sites		105,000					125,000				230,000
Site Improvements - Buildings all sites									395,000		395,000
Total Active Landfill Sites and Transfer S	1,650,000	834,000	697,000	832,000	178,000	594,000	125,000	127,000	527,000	886,000	6,450,000
Closed Landfill Sites											
Riverstown Phase 1 Closed Site						675,000					675,000
Total Closed Landfill Sites						675,000					675,000
Total Solid Waste Services	1,940,000	2,079,000	912,000	960,000	918,000	1,614,000	1,405,000	580,000	527,000	966,000	11,901,000
Total	1,940,000	2,079,000	912,000	960,000	918,000	1,614,000	1,405,000	580,000	527,000	966,000	11,901,000
Sources of Financing											
Reserves	1,090,000	1,734,000	912,000	960,000	918,000	1,614,000	1,405,000	580,000	527,000	966,000	10,706,000
Development Charges	850,000	345,000									1,195,000
Total Financing	1,940,000	2,079,000	912,000	960,000	918,000	1,614,000	1,405,000	580,000	527,000	966,000	11,901,000



Programme Overview

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

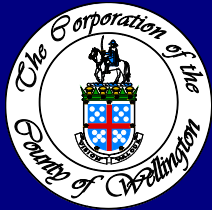
Programme Description

- 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

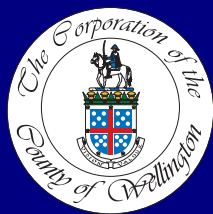
Under the Housing Services Act, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). The HHP is responsible for setting the Affordable and Social Housing Programme goals and objectives:

- 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
By 2023, 400 households receive rent supports monthly.	416	425	416	416
By 2023, 75% of households who received a subsidy and/or supports have retained their housing at 6 months follow up.	75%	96%	75%	75%
By 2023, there has been a 5% increase in the number of households that receive support services through the SM.	236	248	236	236
By 2023, there has been a 5% increase in the number of affordable housing units	316	315	322	328
By 2023, Guelph Wellington will reach the third key reduction indicator in the 20KHomes Campaign: Getting Close to Functional Zero Chronic Homelessness.	145	140	100	50
By 2023, the County and local housing providers are collectively continuing to maintain service level standards.	2,342	2,412	2,342	2,342



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	\$12,732,462	\$8,744,700	\$13,302,700	\$4,558,000	52.1%
Municipal Recoveries	\$14,194,239	\$14,342,100	\$12,582,165	\$13,305,600	\$14,045,200	\$739,600	5.6%
Licenses, Permits and Rents	\$5,715,604	\$5,527,000	\$5,101,902	\$5,727,000	\$5,727,000	\$ -	-
User Fees & Charges	\$36,016	\$18,200	\$45,482	\$18,200	\$18,200	\$ -	-
Other Revenue	\$301,409	\$324,800	\$409,846	\$342,300	\$351,800	\$9,500	2.8%
Internal Recoveries	\$245,541	\$176,400	\$221,573	\$148,400	\$207,400	\$59,000	39.8%
Total Revenue	\$32,498,438	\$28,949,700	\$31,093,430	\$28,286,200	\$33,652,300	\$5,366,100	19.0%
Expenditure							
Salaries, Wages and Benefits	\$4,201,707	\$4,262,000	\$4,094,084	\$4,431,800	\$4,839,400	\$407,600	9.2%
Supplies, Material & Equipment	\$574,424	\$563,500	\$452,497	\$494,800	\$581,200	\$86,400	17.5%
Purchased Services	\$5,552,995	\$5,392,900	\$5,325,682	\$5,711,800	\$6,289,800	\$578,000	10.1%
Social Assistance	\$22,749,374	\$20,233,300	\$23,965,412	\$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	\$297,651	\$348,500	\$376,200	\$27,700	7.9%
Internal Charges	\$875,573	\$815,300	\$835,864	\$830,200	\$929,600	\$99,400	12.0%
Total Expenditure	\$34,909,950	\$32,188,000	\$35,527,255	\$31,315,200	\$36,995,100	\$5,679,900	18.1%
Net Operating Cost / (Revenue)	\$2,411,512	\$3,238,300	\$4,433,825	\$3,029,000	\$3,342,800	\$313,800	10.4%
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 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	\$6,197,318	\$4,679,000	\$4,807,800	\$128,800	2.8%



County of Wellington
10 Year Capital Budget
Social Housing

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Social Services											
Social Housing											
County Owned Housing Units	3,450,000	3,700,000	3,900,000	4,050,000	4,200,000	4,350,000	4,500,000	4,650,000	4,800,000	4,950,000	42,550,000
COCHI Community Housing Init	997,000	158,000									1,155,000
OPHI Ont Priorities Housing In	1,346,000	279,000									1,625,000
Attic Insulation: Climate Change Initiative	45,000	45,000	45,000	45,000	45,000						225,000
Housing Sites IT Replacements			60,000	25,000	70,000	45,000					200,000
Housing WiFi Replacements					37,000					44,000	81,000
Total Social Housing	5,838,000	4,182,000	4,005,000	4,120,000	4,352,000	4,395,000	4,500,000	4,650,000	4,800,000	4,994,000	45,836,000
Total	5,838,000	4,182,000	4,005,000	4,120,000	4,352,000	4,395,000	4,500,000	4,650,000	4,800,000	4,994,000	45,836,000
Sources of Financing											
Recoveries	2,666,000	2,858,000	3,056,000	3,146,000	3,318,000	3,353,000	3,433,000	3,549,000	3,661,000	3,812,000	32,852,000
Subsidies	2,343,000	437,000									2,780,000
Reserves	829,000	887,000	949,000	974,000	1,034,000	1,042,000	1,067,000	1,101,000	1,139,000	1,182,000	10,204,000
Total Financing	5,838,000	4,182,000	4,005,000	4,120,000	4,352,000	4,395,000	4,500,000	4,650,000	4,800,000	4,994,000	45,836,000

County of Wellington
2022-2031 Housing Capital Details

Project Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Social Services											
County Owned Units											
Vancouver/Edmonton - 23 Houses											
Vancouver/Edmonton Full Unit Renovation	110,000	115,000	120,000								345,000
Vancouver/Edmonton Site Improvements										245,000	245,000
Total Vancouver/Edmonton - 23 Houses	110,000	115,000	120,000							245,000	590,000
Mohawk/Delaware - 50 Houses											
Mohawk/Delaware Driveway								465,000			465,000
Mohawk/Delaware Deck Replacement	50,000										50,000
Mohawk/Delaware Furnace Replacement										240,000	240,000
Total Mohawk/Delaware - 50 Houses	50,000							465,000		240,000	755,000
263 Speedvale - 62 Apartments											
263 Speedvale Bathroom Upgrades				440,000							440,000
263 Speedvale Lghtng/Clng/Rcrc Replac		255,000									255,000
263 Speedvale East Wing Roof Replace		15,000	320,000								335,000
263 Speedvale Window Replace			225,000								225,000
263 Speedvale West Wing Roof Replace								35,000	615,000		650,000
Total 263 Speedvale - 62 Apartments		270,000	545,000	440,000				35,000	615,000		1,905,000
Algonquin/Ferndale - 47 Houses											
Algonquin/Ferndale Site Dev Phase 2	10,000	170,000									180,000
Algonquin / Ferndale Siding	560,000										560,000
Algonquin/Ferndale Shingle Replacement		20,000	295,000	115,000	125,000	135,000	140,000	50,000			880,000
Algonquin/Ferndale Site Dev Phase 3				20,000	370,000						390,000
Total Algonquin/Ferndale - 47 Houses	570,000	190,000	295,000	135,000	495,000	135,000	140,000	50,000			2,010,000
Applewood/Sunset -47 Townhomes											
Applewood / Sunset Site Dev	200,000										200,000
Applewood / Sunset Roofing Rep	790,000										790,000
Total Applewood/Sunset -47 Townhomes	990,000										990,000
576 Woolwich - 100 Apartments											
576 Woolwich Parking Lot					260,000						260,000
576 Woolwich Ltng/Clng/Rcrc Replace		325,000									325,000
576 Woolwich Window & Mansard Replace			10,000	330,000							340,000
576 Woolwich Roof Replacement							70,000	1,140,000			1,210,000
576 Woolwich Bathroom Upgrades										890,000	890,000
576 Balcony Replacement									200,000		200,000
Total 576 Woolwich - 100 Apartments		325,000	10,000	330,000	260,000		70,000	1,140,000	200,000	890,000	3,225,000
232 Delhi/33 Marlborough - 109 Apartments											
33 Marl Lighting/Clng/Recrc	290,000										290,000

County of Wellington
2022-2031 Housing Capital Details

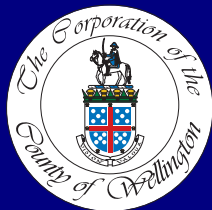
Project Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
232 Delhi Window Replace			325,000								325,000
33 Marlborough Roofing Replace		25,000	475,000								500,000
232 Delhi Lghtng/Clng/Rorc Replace	5,000	315,000									320,000
33 Marlborough Kitchen Refurb					450,000						450,000
232 Delhi Kitchen Refurb					455,000						455,000
33 Marlborough Parking Lot Replacement				125,000							125,000
232 Delhi Roofing Replacement						30,000	565,000				595,000
232 Delhi Bathroom Refurbishment								475,000			475,000
33 Marlborough Bathroom Refurbishment									485,000		485,000
Total 232 Delhi/33 Marlborough - 109 Apartments	295,000	340,000	800,000	125,000	905,000	30,000	565,000	475,000	485,000		4,020,000
Willow/Dawson - 85 Townhomes											
Willow/Dawson Shingle Replace	150,000	510,000									660,000
Willow Dawson Site Dev		200,000									200,000
Willow/Dawson Siding Replacement		445,000									445,000
Willow/Dawson Shingle Replace Phase 2						300,000	550,000				850,000
Willow/Dawson Furnace Replace								390,000			390,000
Willow/Dawson Window Replacement										1,210,000	1,210,000
Total Willow/Dawson - 85 Townhomes	150,000	1,155,000				300,000	550,000	390,000		1,210,000	3,755,000
229 Dublin - 74 Apartments											
229 Dublin Recaulking	90,000										90,000
229 Dublin Elevator Modernization	10,000	175,000									185,000
229 Dublin Carport Ceiling Replacement				275,000							275,000
229 Dublin Security Camera Install		80,000									80,000
229 Dublin Kitchen Refurbishment					610,000						610,000
229 Dublin Balcony Replacement						415,000					415,000
229 Dublin Bathroom Refurb									665,000		665,000
Total 229 Dublin - 74 Apartments	100,000	255,000		275,000	610,000	415,000			665,000		2,320,000
387 Waterloo - 72 Apartments											
387 Waterloo Mansard Roof Replacement							180,000				180,000
387 Waterloo Kitchen Refurbishments			555,000								555,000
387 Waterloo Window Replacement				625,000							625,000
387 Waterloo Roofing Replacement						20,000	870,000				890,000
387 Waterloo Parking Lot									280,000		280,000
387 Waterloo Bathroom Refurb									665,000		665,000
Total 387 Waterloo - 72 Apartments			555,000	625,000		20,000	1,050,000		945,000		3,195,000
130 Grange - 72 Apartments											
130 Grange Kitchen Refurbishments						620,000					620,000
130 Grange Lghtng/Clng/Rorc Line		235,000									235,000
130 Grange Window Replacement					465,000						465,000

County of Wellington
2022-2031 Housing Capital Details

Project Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
130 Grange Parking Lot				170,000							170,000
130 Grange Bathroom Refurb								615,000			615,000
130 Grange Site Improvements				200,000							200,000
Total 130 Grange - 72 Apartments		235,000		370,000	465,000	620,000		615,000			2,305,000
411 Waterloo - 41 Apartments											
411 Waterloo Parking Lot Replacement	50,000										50,000
411 Waterloo Window Replacement					265,000						265,000
411 Waterloo Kitchen Cupboard Replacement						355,000					355,000
411 Waterloo Roofing Replacement			20,000	355,000							375,000
411 Waterloo Elevator Modernization						15,000	210,000				225,000
411 Waterloo Bathroom Replacement										385,000	385,000
Total 411 Waterloo - 41 Apartments	50,000		20,000	355,000	265,000	370,000	210,000			385,000	1,655,000
32 Hadati - 89 Apartments											
32 Hadati Make Up Air Replace	350,000										350,000
32 Hadati Lghtng/Clng/Rcrr Replacement		315,000									315,000
32 Hadati Elevator Modernization					10,000	200,000					210,000
32 Hadati Retaining Wall						30,000	510,000				540,000
32 Hadati Balcony Replacements										410,000	410,000
Total 32 Hadati - 89 Apartments	350,000	315,000			10,000	230,000	510,000			410,000	1,825,000
Edward St. Arthur - 14 Apartments											
110 Edward Roofing Replacement									385,000		385,000
110 Edward Kitchen Replacement										140,000	140,000
Total Edward St. Arthur - 14 Apartments									385,000	140,000	525,000
Frederick St Arthur - 10 Apartments											
133 Frederick Metal Roof install										250,000	250,000
Total Frederick St Arthur - 10 Apartments										250,000	250,000
221 Mary St. Elora - 20 Apartments											
221 Mary Window Replacement			150,000								150,000
221 Mary Roofing Replacement									20,000	310,000	330,000
221 Mary Elevator Mod								10,000	180,000		190,000
Total 221 Mary St. Elora - 20 Apartments			150,000					10,000	200,000	310,000	670,000
22 Church St. Erin - 11 Apartments											
22 Church Metal Roof Install			10,000	110,000							120,000
Total 22 Church St. Erin - 11 Apartments			10,000	110,000							120,000
14 Centre St. Erin - 16 Apartments											
14 Center Metal Roof Install		10,000	210,000								220,000
14 Centre Window Replacement			120,000								120,000
14 Centre Elevator Modernization						10,000	175,000				185,000
14 Centre St Kitchen Refurbishments									160,000		160,000

County of Wellington
2022-2031 Housing Capital Details

Project Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
14 Centre Bathroom Refurb										155,000	155,000
Total 14 Centre St. Erin - 16 Apartments		10,000	330,000			10,000	175,000		160,000	155,000	840,000
450 Ferrier Ct. Fergus - 41 Apartments											
450 Ferrier Corridor Refurbishments	85,000										85,000
450 Ferrier Elevator Modernization		10,000	175,000								185,000
450 Ferrier Balcony Replacement									205,000		205,000
Total 450 Ferrier Ct. Fergus - 41 Apartments	85,000	10,000	175,000						205,000		475,000
500 Ferrier Ct. Fergus - 41 Apartments											
500 Ferrier Bathroom Refurbishments								350,000			350,000
500 Ferrier Elevator Modernization						15,000	210,000				225,000
500 Ferrier Balcony Replacement									185,000		185,000
Total 500 Ferrier Ct. Fergus - 41 Apartments						15,000	210,000	350,000	185,000		760,000
56 Mill St. Harriston - 15 Apartments											
56 Mill Window and Door Replacement	100,000										100,000
Total 56 Mill St. Harriston - 15 Apartments	100,000										100,000
51 John St. Harriston - 16 Apartments											
51 John St Window Replacement							140,000				140,000
51 John Metal Roof Install	240,000										240,000
Total 51 John St. Harriston - 16 Apartments	240,000						140,000				380,000
450 Albert St. Mt. Forest - 31 Apartments											
450 Albert Elevator Modernization				10,000	160,000						170,000
Total 450 Albert St. Mt. Forest - 31 Apartments				10,000	160,000						170,000
235 Egremont St. Mt. Forest -11 Apartments											
235 Egremont Metal Roof Install				120,000							120,000
Total 235 Egremont St. Mt. Forest -11 Apartments				120,000							120,000
Irwindale Palmerston - 16 Houses, 4 Apts											
Palmerston 4-Plex Windows Doors and Siding Replacement	75,000										75,000
Total Irwindale Palmerston - 16 Houses, 4 Apts	75,000										75,000
212 Whites Rd. Palmerston -32 Apartments											
212 Whites Lghtng/Clng/Rcrg Replace		115,000									115,000
212 Whites Roofing Replacement		25,000	405,000								430,000
212 Whites Elevator Modernization				10,000	160,000						170,000
Total 212 Whites Rd. Palmerston -32 Apartments		140,000	405,000	10,000	160,000						715,000
Social Housing Various Locations											
Housing Building Retrofit	285,000	340,000	485,000	1,145,000	870,000	2,205,000	880,000	1,120,000	755,000	715,000	8,800,000
Total Social Housing Various Locations	285,000	340,000	485,000	1,145,000	870,000	2,205,000	880,000	1,120,000	755,000	715,000	8,800,000
Total County Owned Units	3,450,000	3,700,000	3,900,000	4,050,000	4,200,000	4,350,000	4,500,000	4,650,000	4,800,000	4,950,000	42,550,000



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

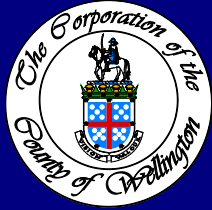
Operating Budget:

- 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
By 2023, 27 households receive rent supports monthly.	27	27	27	27
By 2023, there has been a 5% increase in the number of households that receive support services through the county owned Affordable Housing portfolio	4	4	4	5
By 2024, the County of Wellington or Wellington Housing Corporation owned affordable housing stock is increased by 20 units.	131	135	135	135
By 2023, the County and local housing providers are collectively continuing to maintain service level standards.	131	135	135	135



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Affordable Housing

Department: Social Services

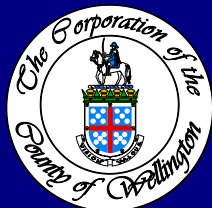
Governance: Social Services Committee

			2021			\$ Change	% Change
	2020	2020	Preliminary	2021	2022	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$201,314	\$201,400	\$176,703	\$176,700	\$176,100	(\$600)	(0.3%)
Licenses, Permits and Rents	\$1,251,672	\$1,227,400	\$1,185,738	\$1,233,000	\$1,261,500	\$28,500	2.3%
User Fees & Charges	\$23,960	\$20,000	\$21,569	\$22,000	\$22,000	\$ -	-
Total Revenue	\$1,476,946	\$1,448,800	\$1,384,010	\$1,431,700	\$1,459,600	\$27,900	1.9%
Expenditure							
Salaries, Wages and Benefits	\$85,710	\$88,100	\$82,109	\$94,400	\$104,300	\$9,900	10.5%
Supplies, Material & Equipment	\$52,075	\$68,300	\$34,095	\$61,300	\$65,300	\$4,000	6.5%
Purchased Services	\$526,012	\$596,100	\$532,865	\$617,700	\$622,400	\$4,700	0.8%
Insurance & Financial	\$26,190	\$30,300	\$23,168	\$28,700	\$31,500	\$2,800	9.8%
Internal Charges	\$87,700	\$87,700	\$84,700	\$84,700	\$96,200	\$11,500	13.6%
Total Expenditure	\$777,687	\$870,500	\$756,937	\$886,800	\$919,700	\$32,900	3.7%
Net Operating Cost / (Revenue)	(\$699,259)	(\$578,300)	(\$627,073)	(\$544,900)	(\$539,900)	\$5,000	(0.9%)
Debt and Transfers							
Debt Charges	\$293,941	\$294,800	\$171,377	\$176,700	\$176,100	(\$600)	(0.3%)
Transfer from Reserve	(\$20)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$905,335	\$783,500	\$1,050,000	\$1,368,200	\$1,563,800	\$195,600	14.3%
Total Transfers	\$1,199,256	\$1,078,300	\$1,221,377	\$1,544,900	\$1,739,900	\$195,000	12.6%
NET COST / (REVENUE)	\$499,997	\$500,000	\$594,304	\$1,000,000	\$1,200,000	\$200,000	20.0%



County of Wellington
10 Year Capital Budget
Affordable Housing

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Social Services											
165 & 169 Gordon Aluminized Roofing Replaces	100,000										100,000
165 & 169 Gordon Lock Changes	110,000										110,000
165 Gordon Air Conditioning	1,200,000										1,200,000
Affordable Housing Retrofits	70,000	77,000	82,000	99,000	137,000	93,000	97,000	109,000	106,000	135,000	1,005,000
Land Purchase	3,500,000										3,500,000
Provision for New County Afd Housing Units		6,000,000			6,000,000			6,000,000			18,000,000
Total	4,980,000	6,077,000	82,000	99,000	6,137,000	93,000	97,000	6,109,000	106,000	135,000	23,915,000
Sources of Financing											
Subsidies		2,000,000			2,000,000			2,000,000			6,000,000
Reserves	4,980,000	4,077,000	82,000	99,000	4,137,000	93,000	97,000	4,109,000	106,000	135,000	17,915,000
Total Financing	4,980,000	6,077,000	82,000	99,000	6,137,000	93,000	97,000	6,109,000	106,000	135,000	23,915,000



Programme Overview

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

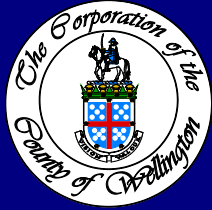
Programme Description

- 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Percentage of the Ontario Works Caseload with Employment Income	14.18%	9.26%	9.35%	8.41%
Percentage of Cases Terminating that are exiting to Employment	31.24%	22.11%	22.33%	18.81%
Percentage of the Overall Ontario Works Caseload Exiting to Employment (monthly)	2.15%	1.29%	1.30%	1.16%
Number of new settlement clients assisted with a settlement and referral plan	130	239	150	150
Number of community connections settlement events	4	19	4	4
Number of employers engaged with and supported regarding newcomer and immigrant recruitment	30	32	30	30



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

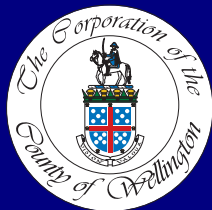
Governance: Social Services Committee

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$23,008,133	\$25,681,800	\$17,345,707	\$24,053,000	\$24,032,900	(\$20,100)	(0.1%)
Municipal Recoveries	\$2,703,064	\$3,054,100	\$2,671,341	\$3,189,400	\$3,195,800	\$6,400	0.2%
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Recoveries	\$39,649	\$43,500	\$47,153	\$64,000	\$83,000	\$19,000	29.7%
Total Revenue	\$25,750,846	\$28,779,400	\$20,064,201	\$27,306,400	\$27,311,700	\$5,300	0.0%
Expenditure							
Salaries, Wages and Benefits	\$6,268,068	\$6,537,800	\$5,675,310	\$6,658,800	\$6,850,100	\$191,300	2.9%
Supplies, Material & Equipment	\$171,357	\$152,300	\$143,761	\$185,600	\$164,800	(\$20,800)	(11.2%)
Purchased Services	\$326,816	\$481,500	\$323,058	\$465,100	\$463,400	(\$1,700)	(0.4%)
Social Assistance	\$18,361,755	\$21,283,000	\$14,553,522	\$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	\$92,657	\$111,300	\$109,300	(\$2,000)	(1.8%)
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$10,000	\$10,000	-
Internal Charges	\$1,395,840	\$1,396,300	\$1,263,492	\$1,393,300	\$1,331,300	(\$62,000)	(4.4%)
Total Expenditure	\$26,817,658	\$30,153,900	\$22,360,919	\$28,615,300	\$28,961,100	\$345,800	1.2%
Net Operating Cost / (Revenue)	\$1,066,812	\$1,374,500	\$2,296,718	\$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	\$2,181,718	\$1,308,900	\$1,369,400	\$60,500	4.6%



County of Wellington
10 Year Capital Budget
Ontario Works

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Social Services											
129 Wyndham Generator Upgrade	40,000										40,000
129 Wyndham: Interior Upgrades	50,000										50,000
129 Wyndham: Roofing										239,000	239,000
129 Wyndham: Security						48,000					48,000
129-133 Wyndham, Stone Work	40,000										40,000
138 Wyndham: Carpet Replacement				60,000							60,000
138 Wyndham: Fire Alarm System	30,000					24,000					54,000
138 Wyndham: HVAC Replacements	475,000										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							83,000
Fergus OW: Rooftop Air Conditioners										61,000	61,000
Total	635,000			143,000		144,000	123,000			484,000	1,529,000
Sources of Financing											
Recoveries	482,000			48,000		119,000	98,000			336,000	1,083,000
Reserves	153,000			95,000		25,000	25,000			148,000	446,000
Total Financing	635,000			143,000		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

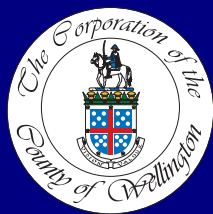
The County of Wellington Children's Early Years Division (CEYD) is the designated Consolidated Municipal Service Manager responsible for planning and managing the child care and early years (EarlyON) services for the Wellington service delivery area. As the service system manager, CEYD is required under 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)**
- Improve integration of the child care and early years service system, particularly EarlyON programmes, with other community services. **(People as the main priority of Wellington County)**
- Improve awareness and facilitate parents' access to child care fee subsidy, including simplifying processes for families applying for and receiving child care subsidy. **(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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of active contracted home childcare providers	45	45	30	45
Number of EarlyON Centres	4	4	4	6
Number of funded licensed centre-based child care spaces for children ages birth to 4 years	442	442	442	506
Number of unique participants for professional learning	228	228	365	456



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	\$20,546,567	\$21,812,300	\$23,693,900	\$1,881,600	8.6%
Municipal Recoveries	\$3,331,765	\$3,278,000	\$3,529,720	\$3,315,200	\$3,025,200	(\$290,000)	(8.7%)
User Fees & Charges	\$745,443	\$1,163,000	\$1,056,812	\$1,186,300	\$1,261,000	\$74,700	6.3%
Other Revenue	\$100,000	\$ -	\$376	\$ -	\$ -	\$ -	-
Internal Recoveries	\$559,023	\$439,600	\$549,667	\$487,300	\$330,700	(\$156,600)	(32.1%)
Total Revenue	\$26,173,499	\$26,740,600	\$25,683,142	\$26,801,100	\$28,310,800	\$1,509,700	5.6%
Expenditure							
Salaries, Wages and Benefits	\$7,022,402	\$7,747,600	\$6,699,163	\$8,190,800	\$8,615,500	\$424,700	5.2%
Supplies, Material & Equipment	\$392,555	\$563,500	\$384,130	\$599,600	\$561,500	(\$38,100)	(6.4%)
Purchased Services	\$669,047	\$782,500	\$561,536	\$785,500	\$799,100	\$13,600	1.7%
Social Assistance	\$17,974,662	\$17,588,700	\$18,821,139	\$17,250,400	\$18,695,500	\$1,445,100	8.4%
Insurance & Financial	\$125,109	\$150,500	\$118,815	\$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	\$1,355,572	\$1,396,600	\$1,315,600	(\$81,000)	(5.8%)
Total Expenditure	\$27,695,557	\$28,216,100	\$27,940,355	\$28,374,700	\$30,148,800	\$1,774,100	6.3%
Net Operating Cost / (Revenue)	\$1,522,058	\$1,475,500	\$2,257,213	\$1,573,600	\$1,838,000	\$264,400	16.8%
Transfers							
Transfer from Reserve	(\$449,047)	\$ -	(\$54,500)	\$ -	(\$60,600)	(\$60,600)	-
Transfers to Reserve	\$100,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Transfers	(\$349,047)	\$ -	(\$54,500)	\$ -	(\$60,600)	(\$60,600)	-
NET COST / (REVENUE)	\$1,173,011	\$1,475,500	\$2,202,713	\$1,573,600	\$1,777,400	\$203,800	13.0%



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Social Services											
MFCC: Flooring Replacement								69,000			69,000
Mount Forest: Air Conditioning									250,000		250,000
Mount Forest: Parking Lot										109,000	109,000
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:	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

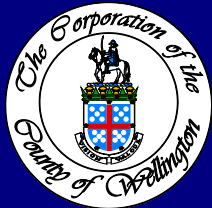
Operating Budget

- 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
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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of Emergency Department (ED) visits for residents for Wellington Terrace	18	18	14	10
Percentage of residents responding "Excellent or Good" to: "How would you rate the home as a place to live?"	100%	100%	100%	100%
Percentage of residents and families responding "Yes" to "Do you find the staff compassionate and caring?"	100%	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	\$11,113,593	\$9,538,800	\$11,334,800	\$1,796,000	18.8%
User Fees & Charges	\$4,731,658	\$4,776,800	\$4,202,995	\$4,834,000	\$4,817,800	(\$16,200)	(0.3%)
Sales Revenue	\$26,856	\$36,400	\$58,547	\$54,600	\$69,400	\$14,800	27.1%
Other Revenue	\$70,630	\$27,800	\$76,674	\$27,800	\$25,000	(\$2,800)	(10.1%)
Total Revenue	\$16,085,678	\$14,187,200	\$15,451,809	\$14,455,200	\$16,247,000	\$1,791,800	12.4%
Expenditure							
Salaries, Wages and Benefits	\$18,883,454	\$17,423,700	\$18,182,033	\$18,030,000	\$18,970,500	\$940,500	5.2%
Supplies, Material & Equipment	\$1,608,238	\$1,451,500	\$1,833,575	\$1,491,800	\$1,582,900	\$91,100	6.1%
Purchased Services	\$1,238,473	\$1,209,800	\$1,180,317	\$1,252,100	\$1,307,200	\$55,100	4.4%
Insurance & Financial	\$351,956	\$333,700	\$342,745	\$343,500	\$364,900	\$21,400	6.2%
Internal Charges	\$961,834	\$961,700	\$872,971	\$941,000	\$995,500	\$54,500	5.8%
Total Expenditure	\$23,043,955	\$21,380,400	\$22,411,641	\$22,058,400	\$23,221,000	\$1,162,600	5.3%
Net Operating Cost / (Revenue)	\$7,987,532	\$8,124,600	\$8,777,770	\$9,042,900	\$9,452,900	\$410,000	4.5%
Debt and Transfers							
Debt Charges	\$1,819,493	\$1,849,700	\$1,675,539	\$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	\$250,000	\$250,000	\$250,000	\$ -	-
Total Transfers	\$3,074,411	\$3,099,700	\$1,925,539	\$1,848,800	\$1,853,500	\$4,700	0.3%
NET COST / (REVENUE)	\$10,032,688	\$10,292,900	\$8,885,371	\$9,452,000	\$8,827,500	(\$624,500)	(6.6%)



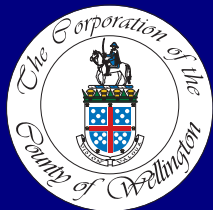
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Long-Term Care Homes

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	9,538,800	11,334,800	11,953,900	12,671,500	12,877,700	12,257,700	12,302,200	12,346,200	12,389,900	12,433,300	12,476,200
User Fees & Charges	4,834,000	4,817,800	4,913,200	4,972,500	5,070,900	5,171,400	5,273,900	5,378,400	5,485,000	5,593,800	5,704,700
Sales Revenue	54,600	69,400	89,900	97,500	100,900	103,800	107,200	110,700	112,200	112,200	114,400
Other Revenue	27,800	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Revenue	14,455,200	16,247,000	16,982,000	17,766,500	18,074,500	17,557,900	17,708,300	17,860,300	18,012,100	18,164,300	18,320,300
EXPENDITURES											
Salaries, Wages and Benefits	18,030,000	18,970,500	20,170,400	21,433,300	22,155,800	22,783,500	23,458,900	24,157,100	24,880,600	25,636,700	26,408,700
Supplies, Material & Equipment	1,491,800	1,582,900	1,596,000	1,676,200	1,695,400	1,746,000	1,798,100	1,851,600	1,905,700	1,962,500	2,020,500
Purchased Services	1,252,100	1,307,200	1,328,700	1,362,300	1,397,000	1,432,400	1,468,700	1,506,400	1,545,200	1,584,900	1,625,700
Insurance & Financial	343,500	364,900	377,800	392,500	408,100	425,600	443,600	462,800	476,700	491,000	505,900
Internal Charges	941,000	995,500	1,025,400	1,056,200	1,087,900	1,120,500	1,154,100	1,188,700	1,224,400	1,261,100	1,298,900
Total Expenditures	22,058,400	23,221,000	24,498,300	25,920,500	26,744,200	27,508,000	28,323,400	29,166,600	30,032,600	30,936,200	31,859,700
Net Operating Cost / (Revenue)	7,603,200	6,974,000	7,516,300	8,154,000	8,669,700	9,950,100	10,615,100	11,306,300	12,020,500	12,771,900	13,539,400
yr/yr % change		(8.3%)	7.8%	8.5%	6.3%	14.8%	6.7%	6.5%	6.3%	6.3%	6.0%
DEBT AND TRANSFERS											
Debt Charges	1,849,700	1,849,700	1,849,700	1,849,700	1,713,000						
Transfer from Reserves	(250,900)	(246,200)									
Transfer to Reserves	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Total Debt and Transfers	1,848,800	1,853,500	2,099,700	2,099,700	1,963,000	250,000	250,000	250,000	250,000	250,000	250,000
TAX LEVY REQUIREMENT											
	9,452,000	8,827,500	9,616,000	10,253,700	10,632,700	10,200,100	10,865,100	11,556,300	12,270,500	13,021,900	13,789,400
yr/yr % change		(6.6%)	8.9%	6.6%	3.7%	(4.1%)	6.5%	6.4%	6.2%	6.1%	5.9%



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Long-Term Care Homes											
Equipment and Technology											
Nursing Equip Replacements	100,000	100,000	100,000	110,000	110,000	110,000	120,000	120,000	120,000	130,000	1,120,000
Nutrition Services Equipment	25,000										25,000
Resident Van Replacement						70,000					70,000
Tablet Replacements				35,000				40,000			75,000
Terrace Cell Booster	40,000							49,000			89,000
Terrace Network					55,000	60,000					115,000
Terrace WiFi Replacement	45,000					95,000					140,000
Wireless Phone Replacement	75,000							95,000			170,000
Total Equipment and Technology	285,000	100,000	100,000	145,000	165,000	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
Roof Waterproofing					210,000						210,000
Servery Flooring	55,000										55,000
Terrace AC Replacement				770,000							770,000
Terrace Parking Lot							615,000				615,000
WT Building Retrofits	55,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	370,000
Total Facility Improvements	110,000	35,000	35,000	805,000	245,000	35,000	650,000	35,000	145,000	35,000	2,130,000
Total Long-Term Care Homes	395,000	135,000	135,000	950,000	410,000	370,000	770,000	339,000	265,000	165,000	3,934,000
Total	395,000	135,000	135,000	950,000	410,000	370,000	770,000	339,000	265,000	165,000	3,934,000
Sources of Financing											
Reserves	395,000	135,000	135,000	950,000	410,000	370,000	770,000	339,000	265,000	165,000	3,934,000
Total Financing	395,000	135,000	135,000	950,000	410,000	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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of materials in our collection (physical materials and Advantage Overdrive)	305,087	305,087	319,123	320,000
Number of materials circulated	655,149	655,149	700,000	800,000
Library website traffic including database and catalogue usage	418,673	418,673	598,046	610,000
Number of programmes offered	3,100	1,561	1,300	2,300
Number of people attending programmes	50,000	19,438	33,000	38,000



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change 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	\$11,529	\$50,000	\$50,000	\$ -	-
User Fees & Charges	\$24,558	\$86,200	\$4,295	\$86,200	\$23,400	(\$62,800)	(72.9%)
Sales Revenue	\$3,728	\$8,100	\$3,762	\$8,100	\$8,100	\$ -	-
Other Revenue	\$1,742	\$ -	\$2,983	\$ -	\$ -	\$ -	-
Total Revenue	\$225,795	\$322,800	\$193,484	\$322,800	\$260,000	(\$62,800)	(19.5%)
Expenditure							
Salaries, Wages and Benefits	\$4,546,564	\$4,627,600	\$4,258,353	\$4,698,000	\$4,947,000	\$249,000	5.3%
Supplies, Material & Equipment	\$836,592	\$878,200	\$856,150	\$875,800	\$975,000	\$99,200	11.3%
Purchased Services	\$1,095,292	\$1,196,100	\$1,072,206	\$1,229,800	\$1,208,100	(\$21,700)	(1.8%)
Insurance & Financial	\$106,996	\$108,500	\$108,467	\$111,500	\$116,900	\$5,400	4.8%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$1,931	\$3,000	\$6,814	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$6,587,375	\$6,813,400	\$6,301,990	\$6,918,100	\$7,250,000	\$331,900	4.8%
Net Operating Cost / (Revenue)	\$6,361,580	\$6,490,600	\$6,108,506	\$6,595,300	\$6,990,000	\$394,700	6.0%
Debt and Transfers							
Debt Charges	\$566,080	\$568,500	\$559,723	\$568,000	\$506,600	(\$61,400)	(10.8%)
Transfer from Reserve	(\$430,053)	(\$178,500)	\$ -	(\$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	\$1,009,723	\$839,700	\$858,600	\$18,900	2.3%
NET COST / (REVENUE)	\$6,992,607	\$7,375,600	\$7,118,229	\$7,435,000	\$7,848,600	\$413,600	5.6%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500
Municipal Recoveries	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Licenses, Permits and Rents	50,000	50,000	50,400	50,400	50,400	50,400	50,400	50,700	51,100	51,500	51,800
User Fees & Charges	86,200	23,400	23,800	23,800	23,800	23,800	23,800	23,900	24,100	24,500	24,800
Sales Revenue	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100
Total Revenue	322,800	260,000	260,800	260,800	260,800	260,800	260,800	261,200	261,800	262,600	263,200
EXPENDITURES											
Salaries, Wages and Benefits	4,698,000	4,947,000	5,145,200	5,359,600	5,458,800	5,634,600	5,815,700	6,002,400	6,196,000	6,395,700	6,606,000
Supplies, Material & Equipment	875,800	975,000	1,003,700	1,033,200	1,063,600	1,095,000	1,203,100	1,156,800	1,187,200	1,218,800	1,248,700
Purchased Services	1,229,800	1,208,100	1,347,500	1,382,900	1,422,600	1,463,500	1,506,000	1,535,200	1,582,900	1,619,600	1,645,600
Insurance & Financial	111,500	116,900	124,700	131,900	136,700	143,400	150,800	158,300	165,300	173,800	182,000
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditures	6,918,100	7,250,000	7,624,100	7,910,600	8,084,700	8,339,500	8,678,600	8,855,700	9,134,400	9,410,900	9,685,300
Net Operating Cost / (Revenue)	6,595,300	6,990,000	7,363,300	7,649,800	7,823,900	8,078,700	8,417,800	8,594,500	8,872,600	9,148,300	9,422,100
yr/yr % change		6.0%	5.3%	3.9%	2.3%	3.3%	4.2%	2.1%	3.2%	3.1%	3.0%
DEBT AND TRANSFERS											
Debt Charges	568,000	506,600	424,300	682,200	682,200	682,700	682,000	682,800	451,200	451,200	451,200
Transfer from Reserves	(178,300)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)
Transfer to Capital	90,000	120,000	35,000	122,000	94,500	90,000	142,000	90,000	73,000	90,000	35,000
Transfer to Reserves	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	600,000	600,000	600,000
Total Debt and Transfers	839,700	858,600	691,300	1,036,200	1,008,700	1,004,700	1,056,000	1,004,800	996,200	1,013,200	958,200
TAX LEVY REQUIREMENT											
	7,435,000	7,848,600	8,054,600	8,686,000	8,832,600	9,083,400	9,473,800	9,599,300	9,868,800	10,161,500	10,380,300
yr/yr % change		5.6%	2.6%	7.8%	1.7%	2.8%	4.3%	1.3%	2.8%	3.0%	2.2%



County of Wellington
10 Year Capital Budget
Library Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Library Services											
Programming	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000
Facilities	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000
Total Library Services	1,270,000	4,156,000	2,935,000	210,000	234,000	217,000	288,000	586,000	922,000	367,000	11,185,000
Total	1,270,000	4,156,000	2,935,000	210,000	234,000	217,000	288,000	586,000	922,000	367,000	11,185,000
Sources of Financing											
Current Revenues	120,000	35,000	122,000	94,500	90,000	142,000	90,000	73,000	90,000	35,000	891,500
Reserves	1,150,000	121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	6,253,000
Development Charges				40,500							40,500
Debenture		4,000,000									4,000,000
Total Financing	1,270,000	4,156,000	2,935,000	210,000	234,000	217,000	288,000	586,000	922,000	367,000	11,185,000



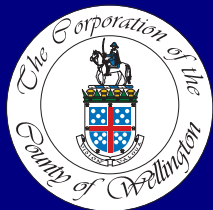
County of Wellington
10 Year Capital Budget
Programming

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Library Services											
Programming											
Branch Improvements FFE	45,000		55,000		55,000		55,000		55,000		265,000
Catalogue Software Replacement			32,000					38,000			70,000
Collection Enhancement				55,000							55,000
Future Technology Advancements		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	315,000
Library Courier Electric Van						107,000					107,000
Library Courier Van	75,000										75,000
Library Master Plan				45,000							45,000
Total Programming	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000
Total Library Services	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000
Total	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000
Sources of Financing											
Current Revenues	120,000	35,000	122,000	94,500	90,000	142,000	90,000	73,000	90,000	35,000	891,500
Development Charges				40,500							40,500
Total Financing	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000



County of Wellington
10 Year Capital Budget
Facilities

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Library Services											
Facilities											
Aboyne Branch: AC Replacements		46,000									46,000
Aboyne Branch: Interior Upgrades									59,000		59,000
Aboyne Branch: Lighting Upgrade	30,000										30,000
Aboyne Branch: Roof Replacement										191,000	191,000
Arthur Branch: Elevator Modernization							123,000				123,000
Arthur Branch: HVAC Replacements								95,000			95,000
Arthur Branch: Parking Lot								45,000			45,000
Clifford Branch: AC Replacement					69,000						69,000
Clifford Branch: Roof Replace			64,000								64,000
Drayton Branch: Flooring								38,000			38,000
Drayton Branch: HVAC Replacements								38,000			38,000
Drayton Branch: Parking Lot								95,000			95,000
Elora Branch: Elevator Modernization			214,000								214,000
Erin Branch: New Construction	1,000,000	4,000,000	2,460,000								7,460,000
Fergus Branch: Flooring								102,000			102,000
Harriston Branch: Plumbing Upgrades									53,000		53,000
Library Building Retrofits	80,000	75,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	830,000
MF Branch: Elevator Modernization									290,000		290,000
MF Branch: Exterior Rehab									40,000		40,000
MF Branch: HVAC Upgrades									33,000		33,000
Marden Branch: HVAC Replacements	40,000										40,000
Palmerston Branch: Air Conditioning									66,000		66,000
Palmerston Branch: Interior Upgrades									59,000		59,000
Puslinch Branch: Air Conditioning									92,000		92,000
Puslinch Branch: Flooring Replacements										41,000	41,000
Puslinch Branch: Water Heater									40,000		40,000
Total Facilities	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000
Total Library Services	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000
Total	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000
Sources of Financing											
Reserves	1,150,000	121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	6,253,000
Debenture		4,000,000									4,000,000
Total Financing	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000



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)**

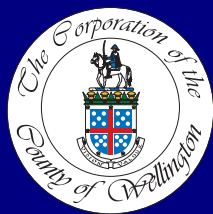
Goal 6: What we do suits the needs of our visitors. **Objectives:** Collecting data and developing policies to provide guidance, governance and to assess our value. **(Making the best decisions)**

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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of patrons – 2022 Extended hours pilot	6,016	6,016	7,422	9,000
Number of interactive pieces in exhibits	0	0	1	3
Number of speaking engagements to businesses	3	3	5	6
Number of destination development work exercises	1	1	4	10
Number of conversation and consultation engagements	N/A	N/A	N/A	5
Number of public events for different audiences	2	2	6	10
Number of new promotion initiatives	0	0	2	3
Number of new or reviewed policies	0	0	1	3
Number of capital improvements to historic site	3	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	\$16,884	\$52,100	\$52,100	\$ -	-
User Fees & Charges	\$27,483	\$75,000	\$33,166	\$75,000	\$80,100	\$5,100	6.8%
Sales Revenue	\$6,681	\$10,000	\$3,445	\$10,000	\$10,200	\$200	2.0%
Other Revenue	\$1,975	\$ -	\$10,984	\$ -	\$ -	\$ -	-
Total Revenue	\$115,786	\$191,900	\$122,068	\$191,900	\$193,500	\$1,600	0.8%
Expenditure							
Salaries, Wages and Benefits	\$1,599,480	\$1,584,600	\$1,450,313	\$1,605,500	\$1,586,600	(\$18,900)	(1.2%)
Supplies, Material & Equipment	\$136,845	\$143,100	\$120,117	\$150,800	\$168,400	\$17,600	11.7%
Purchased Services	\$390,296	\$432,900	\$388,793	\$461,500	\$457,100	(\$4,400)	(1.0%)
Transfer Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Insurance & Financial	\$55,142	\$59,400	\$54,722	\$60,900	\$57,500	(\$3,400)	(5.6%)
Minor Capital Expenses	\$ -	\$ -	\$51,068	\$13,000	\$ -	(\$13,000)	(100.0%)
Internal Charges	\$ -	\$ -	\$5,618	\$ -	\$10,000	\$10,000	-
Total Expenditure	\$2,181,763	\$2,220,000	\$2,070,631	\$2,291,700	\$2,279,600	(\$12,100)	(0.5%)
Net Operating Cost / (Revenue)	\$2,065,977	\$2,028,100	\$1,948,563	\$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	\$ -	\$27,000	\$427,000	\$400,000	1,481.5%
Total Debt and Transfers	(\$29,625)	\$77,000	\$70,000	\$97,000	\$427,000	\$330,000	340.2%
NET COST / (REVENUE)	\$2,036,352	\$2,105,100	\$2,018,563	\$2,196,800	\$2,513,100	\$316,300	14.4%



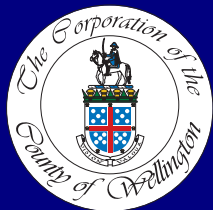
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Museum & Archives at WP

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	54,800	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100
Licenses, Permits and Rents	52,100	52,100	53,700	53,700	53,700	53,700	53,700	55,400	57,100	58,800	59,900
User Fees & Charges	75,000	80,100	81,100	81,100	81,100	81,100	81,100	83,000	84,600	85,700	86,400
Sales Revenue	10,000	10,200	10,400	10,600	10,800	11,000	11,000	11,200	11,400	11,600	11,800
Total Revenue	191,900	193,500	196,300	196,500	196,700	196,900	196,900	200,700	204,200	207,200	209,200
EXPENDITURES											
Salaries, Wages and Benefits	1,605,500	1,586,600	1,665,800	1,723,600	1,785,800	1,861,800	1,925,200	1,991,600	2,060,300	2,132,800	2,206,200
Supplies, Material & Equipment	150,800	168,400	181,200	164,300	169,900	175,600	204,000	187,700	194,600	200,200	204,300
Purchased Services	461,500	457,100	434,200	450,400	468,600	487,500	507,100	518,000	537,900	548,100	556,400
Insurance & Financial	60,900	57,500	62,400	66,100	69,700	73,800	77,800	82,300	87,300	92,300	97,900
Minor Capital Expenses	13,000										
Internal Charges		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Expenditures	2,291,700	2,279,600	2,353,600	2,414,400	2,504,000	2,608,700	2,724,100	2,789,600	2,890,100	2,983,400	3,074,800
Net Operating Cost / (Revenue)	2,099,800	2,086,100	2,157,300	2,217,900	2,307,300	2,411,800	2,527,200	2,588,900	2,685,900	2,776,200	2,865,600
yr/yr % change		(0.7%)	3.4%	2.8%	4.0%	4.5%	4.8%	2.4%	3.7%	3.4%	3.2%
DEBT AND TRANSFERS											
Transfer to Capital	70,000			80,000			42,000				
Transfer to Reserves	27,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000
Total Debt and Transfers	97,000	427,000	427,000	507,000	427,000	427,000	469,000	427,000	427,000	427,000	427,000
TAX LEVY REQUIREMENT											
	2,196,800	2,513,100	2,584,300	2,724,900	2,734,300	2,838,800	2,996,200	3,015,900	3,112,900	3,203,200	3,292,600
yr/yr % change		14.4%	2.8%	5.4%	0.3%	3.8%	5.5%	0.7%	3.2%	2.9%	2.8%



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Museum & Archives at WP											
Programming											
Medicine Garden and Pavilion	250,000										250,000
Total Programming	250,000										250,000
Facilities											
Aboyne Hall Flooring Replacement				28,000							28,000
Aboyne Hall Kitchen								64,000			64,000
Archives Reading Room Flooring				28,000							28,000
Archives Roof Replacement										204,000	204,000
Fire Alarm Panel							83,000				83,000
Main Elec Panel Replacement							37,000				37,000
Museum Air Conditioning						214,000					214,000
Museum Carpet Replacement		31,000	32,000	33,000							96,000
Replace Boilers					230,000						230,000
Replace Humidification Units									33,000		33,000
WCMA Flat Roof	200,000										200,000
Total Facilities	200,000	31,000	32,000	89,000	230,000	214,000	120,000	64,000	33,000	204,000	1,217,000
Wellington Place											
Beatty Line: Garafraxa St W to Andrew St C		580,000									580,000
Charles Allan Way Rehabilitation	340,000										340,000
Front Mount Lawn Mower						42,000					42,000
Museum Tractor			80,000								80,000
Samuel Honey Drive Construction			1,392,000								1,392,000
Total Wellington Place	340,000	580,000	1,472,000			42,000					2,434,000
Total Museum & Archives at WP	790,000	611,000	1,504,000	89,000	230,000	256,000	120,000	64,000	33,000	204,000	3,901,000
Total	790,000	611,000	1,504,000	89,000	230,000	256,000	120,000	64,000	33,000	204,000	3,901,000
Sources of Financing											
Current Revenues			80,000			42,000					122,000
Reserves	790,000	611,000	1,424,000	89,000	230,000	214,000	120,000	64,000	33,000	204,000	3,779,000
Total Financing	790,000	611,000	1,504,000	89,000	230,000	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

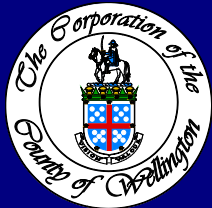
Operating Budget:

- 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 Measures

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 landowners. 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)**

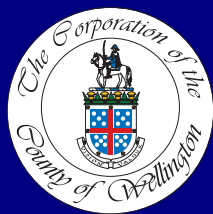
The County of Wellington Climate Change Mitigation Plan strives to integrate climate change into our decision-making by developing actions and policy to lead the community in the reduction of greenhouse gas emissions through the following goals and objectives:

- **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 inform 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	Projected		
	2020	2020	2021	2022
Percent of 2020 building permits in settlement areas	82%	80%	80%	80%
Percent of agricultural land retained since year 2000	99.6%	99.6%	99.6%	99.6%
Number of building permits issued	497	440	450	500
Corporate greenhouse gas emission % reduction yr/yr	N/A	N/A	N/A	1.0%
Community greenhouse gas emissions % reduction yr/yr	N/A	N/A	N/A	0.8%



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	\$5,766	\$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	\$1,005,938	\$932,000	\$957,000	\$25,000	2.7%
Other Revenue	\$2,162	\$ -	\$186	\$ -	\$ -	\$ -	-
Internal Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$1,428,667	\$1,052,300	\$1,387,257	\$1,232,000	\$1,652,000	\$420,000	34.1%
Expenditure							
Salaries, Wages and Benefits	\$2,118,484	\$2,120,800	\$1,952,360	\$2,181,100	\$2,317,000	\$135,900	6.2%
Supplies, Material & Equipment	\$21,772	\$39,100	\$44,713	\$53,900	\$54,500	\$600	1.1%
Purchased Services	\$252,777	\$392,700	\$104,704	\$364,900	\$918,900	\$554,000	151.8%
Transfer Payments	\$729,724	\$831,700	\$439,933	\$725,000	\$725,000	\$ -	-
Insurance & Financial	\$42,241	\$44,900	\$40,105	\$45,400	\$40,000	(\$5,400)	(11.9%)
Internal Charges	\$4,305	\$6,600	\$7,394	\$6,600	\$6,600	\$ -	-
Total Expenditure	\$3,169,303	\$3,435,800	\$2,589,209	\$3,376,900	\$4,062,000	\$685,100	20.3%
Net Operating Cost / (Revenue)	\$1,740,636	\$2,383,500	\$1,201,952	\$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	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	(\$89,318)	(\$98,200)	\$17,500	\$7,500	\$23,000	\$15,500	206.7%
NET COST / (REVENUE)	\$1,651,318	\$2,285,300	\$1,219,452	\$2,152,400	\$2,433,000	\$280,600	13.0%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	10,000	405,000									
Municipal Recoveries	290,000	290,000	296,700	303,400	310,100	316,800	323,500	330,200	336,900	343,600	343,600
User Fees & Charges	932,000	957,000	968,300	976,600	984,900	993,300	999,600	1,008,100	1,034,200	1,061,200	1,082,100
Total Revenue	1,232,000	1,652,000	1,265,000	1,280,000	1,295,000	1,310,100	1,323,100	1,338,300	1,371,100	1,404,800	1,425,700
EXPENDITURES											
Salaries, Wages and Benefits	2,302,900	2,317,000	2,465,800	2,637,000	2,735,000	2,769,100	2,841,400	2,939,900	3,039,100	3,139,900	3,243,300
Supplies, Material & Equipment	53,900	54,500	46,600	47,800	49,000	50,200	51,400	52,400	53,200	54,000	54,600
Purchased Services	364,900	918,900	430,100	640,800	451,700	462,900	474,500	486,300	499,800	513,700	523,000
Transfer Payments	725,000	725,000	725,000	695,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000
Insurance & Financial	47,900	40,000	42,600	45,800	47,400	47,900	49,100	50,900	52,900	54,600	56,600
Internal Charges	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600
Total Expenditures	3,501,200	4,062,000	3,716,700	4,073,000	3,954,700	4,001,700	4,088,000	4,201,100	4,316,600	4,433,800	4,549,100
Net Operating Cost / (Revenue)	2,269,200	2,410,000	2,451,700	2,793,000	2,659,700	2,691,600	2,764,900	2,862,800	2,945,500	3,029,000	3,123,400
yr/yr % change		6.2%	1.7%	13.9%	(4.8%)	1.2%	2.7%	3.5%	2.9%	2.8%	3.1%
DEBT AND TRANSFERS											
Transfer from Reserves	(10,000)										
Transfer to Capital	17,500	23,000	39,000					25,000			
Total Debt and Transfers	7,500	23,000	39,000					25,000			
TAX LEVY REQUIREMENT	2,276,700	2,433,000	2,490,700	2,793,000	2,659,700	2,691,600	2,764,900	2,887,800	2,945,500	3,029,000	3,123,400
yr/yr % change		6.9%	2.4%	12.1%	(4.8%)	1.2%	2.7%	4.4%	2.0%	2.8%	3.1%



County of Wellington
10 Year Capital Budget
Planning

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Planning											
Planning and Trails											
Official Plan / MCR Update	230,000	180,000									410,000
Official Plan Review/Update		210,000					250,000				460,000
Total Planning and Trails	230,000	390,000					250,000				870,000
Climate Change Initiatives											
Adaptation Plan		180,000									180,000
Corporate Building Automation		26,000									26,000
Corporate EV Charging Infrastructure	80,000	1,570,000									1,650,000
Green Development Standards	100,000										100,000
Green Fleet Strategy		100,000									100,000
Total Climate Change Initiatives	180,000	1,876,000									2,056,000
Total Planning	410,000	2,266,000					250,000				2,926,000
Total	410,000	2,266,000					250,000				2,926,000
Sources of Financing											
Subsidies	50,000	770,000									820,000
Current Revenues	23,000	39,000					25,000				87,000
Reserves	130,000	1,106,000									1,236,000
Development Charges	207,000	351,000					225,000				783,000
Total Financing	410,000	2,266,000					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 Goals and Objectives

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

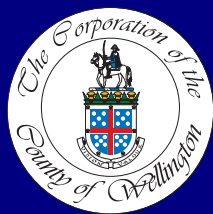
- Provide 175,000 high quality trees a year to residents of the County of Wellington. **(Providing the highest level and best quality services)**
- Provide a work and educational experience for all students from K-8 in the Upper Grand District School Board and the Wellington Catholic School Board. **(People 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Provide 175,000 high quality trees a year	175,000	165,305*	173,628	160,000*
Provide a work and education experience for all kids grades K-8	11,000	0*	0*	2,000*
Number of volunteer opportunities	750	0*	0*	500*
Provide trees to municipalities, conservation authorities and service groups	30,000	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	\$8,603	\$2,000	\$2,000	\$ -	-
Other Revenue	\$100	\$1,500	\$1,300	\$1,500	\$1,500	\$ -	-
Total Revenue	\$10,019	\$3,500	\$9,903	\$3,500	\$3,500	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$641,444	\$604,800	\$625,254	\$631,200	\$647,900	\$16,700	2.6%
Supplies, Material & Equipment	\$55,268	\$103,600	\$88,775	\$99,500	\$99,500	\$ -	-
Purchased Services	\$48,862	\$92,300	\$45,300	\$86,800	\$85,300	(\$1,500)	(1.7%)
Insurance & Financial	\$19,810	\$23,100	\$22,347	\$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	\$781,706	\$883,200	\$862,900	(\$20,300)	(2.3%)
Net Operating Cost / (Revenue)	\$756,161	\$830,900	\$771,803	\$879,700	\$859,400	(\$20,300)	(2.3%)
Debt and Transfers							
Transfer from Reserve	(\$7,438)	(\$5,000)	\$ -	(\$35,000)	\$ -	\$35,000	(100.0%)
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
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	\$801,803	\$874,700	\$889,400	\$14,700	1.7%



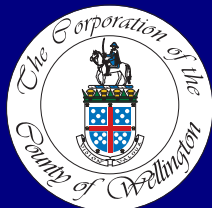
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Green Legacy

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Sales Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,100	2,100
Other Revenue	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Revenue	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,600	3,600
EXPENDITURES											
Salaries, Wages and Benefits	631,200	647,900	671,400	691,900	715,900	741,900	766,700	792,400	819,500	847,200	875,600
Supplies, Material & Equipment	99,500	99,500	102,800	109,900	109,800	113,400	117,100	124,500	124,500	128,100	130,500
Purchased Services	86,800	85,300	88,200	91,000	93,900	96,800	99,800	102,200	105,300	107,900	109,800
Insurance & Financial	25,100	24,600	27,000	28,600	30,300	32,300	34,100	36,400	38,600	40,900	43,900
Minor Capital Expenses	35,000			16,000	11,000	18,000	27,000		10,000	7,000	73,000
Internal Charges	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600
Total Expenditures	883,200	862,900	895,000	943,000	966,500	1,008,000	1,050,300	1,061,100	1,103,500	1,136,700	1,238,400
Net Operating Cost / (Revenue)	879,700	859,400	891,500	939,500	963,000	1,004,500	1,046,800	1,057,600	1,100,000	1,133,100	1,234,800
yr/yr % change		(2.3%)	3.7%	5.4%	2.5%	4.3%	4.2%	1.0%	4.0%	3.0%	9.0%
DEBT AND TRANSFERS											
Transfer from Reserves	(35,000)			(16,000)	(11,000)	(18,000)	(27,000)		(10,000)	(7,000)	(73,000)
Transfer to Reserves	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Debt and Transfers	(5,000)	30,000	30,000	14,000	19,000	12,000	3,000	30,000	20,000	23,000	(43,000)
TAX LEVY REQUIREMENT	874,700	889,400	921,500	953,500	982,000	1,016,500	1,049,800	1,087,600	1,120,000	1,156,100	1,191,800
yr/yr % change		1.7%	3.6%	3.5%	3.0%	3.5%	3.3%	3.6%	3.0%	3.2%	3.1%



County of Wellington
10 Year Capital Budget
Green Legacy

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Green Legacy											
Green Legacy Pick up Replacement			55,000								55,000
Green Legacy Van Replacement	45,000							57,000			102,000
Northern Nursery Pick Up Replacement							61,000				61,000
Skid Steer Replacement Northern		104,000									104,000
Southern Nursery Capital Retrofits	50,000										50,000
Total	95,000	104,000	55,000				61,000	57,000			372,000
Sources of Financing											
Reserves	95,000	104,000	55,000				61,000	57,000			372,000
Total Financing	95,000	104,000	55,000				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.

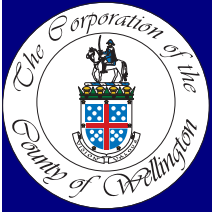
Wellington County has developed a risk-based emergency management programme that consists of the following prescribed elements that may include these five components:

- 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:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of ER Plans developed or updated	N/A	N/A	13	20
Number of new MECG members trained	N/A	N/A	6	10
Number of public educational engagements conducted	N/A	N/A	9	12
Number of training exercises completed	N/A	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	\$336,311	\$365,800	\$414,600	\$48,800	13.3%
Supplies, Material & Equipment	\$345,084	\$25,700	\$295,660	\$9,900	\$10,900	\$1,000	10.1%
Purchased Services	\$390,566	\$194,200	\$466,793	\$200,500	\$198,500	(\$2,000)	(1.0%)
Transfer Payments	\$147,764	\$151,200	\$109,379	\$151,200	\$151,200	\$ -	-
Insurance & Financial	\$8,969	\$9,800	\$10,234	\$10,600	\$10,900	\$300	2.8%
Internal Charges	\$68,542	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenditure	\$1,264,932	\$722,900	\$1,218,377	\$738,000	\$786,100	\$48,100	6.5%
Net Operating Cost / (Revenue)	\$1,264,932	\$722,900	\$1,218,377	\$738,000	\$786,100	\$48,100	6.5%
Debt and Transfers							
Transfer from Reserve	(\$606,169)	\$ -	(\$454,684)	\$ -	\$ -	\$ -	-
Transfer to Capital	\$300,000	\$300,000	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	(\$306,169)	\$300,000	(\$454,684)	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$958,763	\$1,022,900	\$763,693	\$738,000	\$786,100	\$48,100	6.5%

*2021 Preliminary Actuals include County Wide COVID-19 Pandemic costs approximating \$580,000



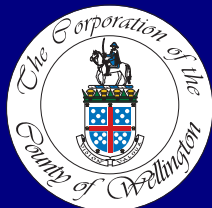
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Emergency Management

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	365,800	414,600	441,100	462,300	486,100	510,100	527,300	545,200	563,800	583,300	602,900
Supplies, Material & Equipment	9,900	10,900	11,000	26,900	11,200	11,300	11,400	27,300	11,600	11,700	11,800
Purchased Services	200,500	198,500	204,700	211,200	247,700	224,400	231,800	238,900	246,100	253,700	258,900
Transfer Payments	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200
Insurance & Financial	10,600	10,900	11,900	12,800	13,500	14,300	15,100	15,800	16,600	17,600	18,600
Total Expenditures	738,000	786,100	819,900	864,400	909,700	911,300	936,800	978,400	989,300	1,017,500	1,043,400
Net Operating Cost / (Revenue)	738,000	786,100	819,900	864,400	909,700	911,300	936,800	978,400	989,300	1,017,500	1,043,400
yr/yr % change		6.5%	4.3%	5.4%	5.2%	0.2%	2.8%	4.4%	1.1%	2.9%	2.5%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT	738,000	786,100	819,900	864,400	909,700	911,300	936,800	978,400	989,300	1,017,500	1,043,400
yr/yr % change		6.5%	4.3%	5.4%	5.2%	0.2%	2.8%	4.4%	1.1%	2.9%	2.5%



County of Wellington
10 Year Capital Budget
Emergency Management

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Emergency Management											
CEM Vehicle Replacement							55,000				55,000
EM Portable and Mobile Radio Replacement							37,000				37,000
Generator Replacement Programme	75,000						55,000				130,000
Paging Site Battery Replacements	35,000					42,000					77,000
Total	110,000					42,000	147,000				299,000
Sources of Financing											
Reserves	110,000					42,000	147,000				299,000
Total Financing	110,000					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.

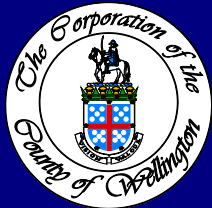
Officers are based out of County-owned facilities in Aboyne, Rockwood and Teviotdale. The Traffic Management Unit is staffed by one sergeant and six constables, and promotes an enhanced level of road safety throughout the County.

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 with 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

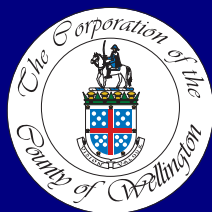
In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of sexual assault cases	56	59	55	55
Number of drug investigations	155	154	150	150
Number of property crime investigations	1500	1500	1500	1500
Number of motor vehicle collisions*	1800	1467	1500	1500
Number of "Officer Hours" spent at hospital with Mental Health associated patients	50	50.5	50	50
Number of Memorandums of Understanding with local hospitals and other care facilities	4	4	4	5
Number of Collision Reporting Centres (CRCs)	0	0	1	1

*2022 – Traffic volumes may increase as we exit COVID and this will increase associated collisions

COUNTY OF WELLINGTON

2022 OPERATING BUDGET



Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$223,384	\$270,500	\$99,421	\$263,300	\$139,300	(\$124,000)	(47.1%)
Licenses, Permits and Rents	\$114,590	\$115,400	\$118,115	\$115,400	\$129,800	\$14,400	12.5%
Fines and Penalties	\$51,378	\$52,000	\$105,142	\$52,000	\$52,000	\$ -	-
User Fees & Charges	\$67,875	\$80,000	\$74,476	\$80,000	\$80,000	\$ -	-
Other Revenue	\$16,595	\$4,000	\$9,261	\$16,000	\$16,000	\$ -	-
Total Revenue	\$473,822	\$521,900	\$406,415	\$526,700	\$417,100	(\$109,600)	(20.8%)
Expenditure							
Salaries, Wages and Benefits	\$128,355	\$144,500	\$134,294	\$146,300	\$149,800	\$3,500	2.4%
Supplies, Material & Equipment	\$67,198	\$58,800	\$53,303	\$61,400	\$61,400	\$ -	-
Purchased Services	\$590,078	\$685,600	\$606,769	\$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	\$10,814	\$15,600	\$15,800	\$200	1.3%
Minor Capital Expenses	\$ -	\$30,000	\$31,469	\$62,000	\$22,000	(\$40,000)	(64.5%)
Internal Charges	\$1,315	\$1,600	\$1,592	\$1,600	\$1,600	\$ -	-
Total Expenditure	\$17,082,874	\$17,496,000	\$17,375,060	\$17,914,000	\$18,139,400	\$225,400	1.3%
Net Operating Cost / (Revenue)	\$16,609,052	\$16,974,100	\$16,968,645	\$17,387,300	\$17,722,300	\$335,000	1.9%
Debt and Transfers							
Debt Charges	\$399,285	\$402,100	\$397,918	\$402,400	\$220,800	(\$181,600)	(45.1%)
Transfer from Reserve	(\$86,567)	(\$120,000)	\$ -	(\$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	\$487,918	\$337,400	\$348,800	\$11,400	3.4%
NET COST / (REVENUE)	\$17,182,670	\$17,517,100	\$17,456,563	\$17,724,700	\$18,071,100	\$346,400	2.0%



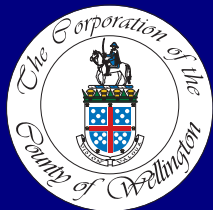
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Police Services

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	263,300	139,300	74,300	74,300	74,300	74,300	74,300	74,300	74,300	74,300	74,300
Licenses, Permits and Rents	115,400	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800
Fines and Penalties	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
User Fees & Charges	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Other Revenue	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Total Revenue	526,700	417,100	352,100	352,100	352,100	352,100	352,100	352,100	352,100	352,100	352,100
EXPENDITURES											
Salaries, Wages and Benefits	146,300	149,800	161,900	167,300	173,800	180,200	186,200	192,500	198,700	204,800	211,800
Supplies, Material & Equipment	61,400	61,400	62,700	64,100	65,500	66,900	68,300	69,800	71,300	72,900	74,000
Purchased Services	687,100	577,800	534,900	555,300	579,100	604,000	629,700	638,800	664,700	675,600	682,800
Transfer Payments	16,940,000	17,311,000	17,979,000	18,559,000	19,167,000	19,791,000	20,444,000	21,090,000	21,766,000	22,460,000	23,181,000
Insurance & Financial	15,600	15,800	17,000	18,100	19,000	20,100	21,500	22,700	24,000	25,200	26,800
Minor Capital Expenses	62,000	22,000	40,000	14,000	29,000	68,000		10,000	28,000	66,000	36,000
Internal Charges	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Total Expenditures	17,914,000	18,139,400	18,797,100	19,379,400	20,035,000	20,731,800	21,351,300	22,025,400	22,754,300	23,506,100	24,214,000
Net Operating Cost / (Revenue)	17,387,300	17,722,300	18,445,000	19,027,300	19,682,900	20,379,700	20,999,200	21,673,300	22,402,200	23,154,000	23,861,900
yr/yr % change		1.9%	4.1%	3.2%	3.4%	3.5%	3.0%	3.2%	3.4%	3.4%	3.1%
DEBT AND TRANSFERS											
Debt Charges	402,400	220,800	141,200								
Transfer from Reserves	(155,000)	(22,000)	(40,000)	(14,000)	(29,000)	(68,000)		(10,000)	(28,000)	(66,000)	(36,000)
Transfer to Reserves	90,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total Debt and Transfers	337,400	348,800	251,200	136,000	121,000	82,000	150,000	140,000	122,000	84,000	114,000
TAX LEVY REQUIREMENT											
TAX LEVY REQUIREMENT	17,724,700	18,071,100	18,696,200	19,163,300	19,803,900	20,461,700	21,149,200	21,813,300	22,524,200	23,238,000	23,975,900
yr/yr % change		2.0%	3.5%	2.5%	3.3%	3.3%	3.4%	3.1%	3.3%	3.2%	3.2%



County of Wellington
10 Year Capital Budget
Police Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Police Services											
Equipment											
Radar Detection Replacements						36,000					36,000
Rockwood OPP: Generator										123,000	123,000
Tactical Equipment	25,000										25,000
Total Equipment	25,000					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							44,000
Aboyne OPP: Plumbing Replacements								102,000			102,000
Aboyne OPP: Rehab Air Handling Units					57,000						57,000
Aboyne OPP: Replace HVAC Control System								121,000			121,000
Constable Furniture Replacements					30,000					34,000	64,000
Rockwood OPP: Elevator Modernization					126,000						126,000
Rockwood OPP: Fire Alarm System										82,000	82,000
Rockwood OPP: Flooring Replacements										57,000	57,000
Rockwood OPP: HVAC Replacements							37,000				37,000
Rockwood OPP: Heating and Cooling										225,000	225,000
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									50,000
Teviotdale OPP: Interior Upgrades								59,000			59,000
Teviotdale OPP: Security Camera Replacement								32,000			32,000
Total Facilities		50,000		44,000	213,000	89,000	92,000	314,000	198,000	616,000	1,616,000
Total Police Services	25,000	50,000		44,000	213,000	125,000	92,000	314,000	198,000	739,000	1,800,000
Total	25,000	50,000		44,000	213,000	125,000	92,000	314,000	198,000	739,000	1,800,000
Sources of Financing											
Reserves	25,000	50,000		44,000	213,000	125,000	92,000	314,000	198,000	739,000	1,800,000
Total Financing	25,000	50,000		44,000	213,000	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	\$158,567	\$266,400	\$273,900	\$7,500	2.8%
Total Revenue	(\$30,700)	\$258,900	\$158,567	\$266,400	\$273,900	\$7,500	2.8%
Total Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Operating Cost / (Revenue)	\$30,700	(\$258,900)	(\$158,567)	(\$266,400)	(\$273,900)	(\$7,500)	2.8%
Debt and Transfers							
Debt Charges	\$254,112	\$255,000	\$ -	\$ -	\$ -	\$ -	-
Transfer from Reserve	(\$289,600)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$80,000	\$80,000	\$80,000	\$ -	-
Total Transfers	(\$35,488)	\$255,000	\$80,000	\$80,000	\$80,000	\$ -	-
NET COST / (REVENUE)	(\$4,788)	(\$3,900)	(\$78,567)	(\$186,400)	(\$193,900)	(\$7,500)	4.0%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Municipal Recoveries	266,400	273,900	281,400	288,900	296,400	303,900	311,400	318,900	326,400	333,900	341,400
Total Revenue	266,400	273,900	281,400	288,900	296,400	303,900	311,400	318,900	326,400	333,900	341,400
EXPENDITURES											
Total Expenditures											
Net Operating Cost / (Revenue)	(266,400)	(273,900)	(281,400)	(288,900)	(296,400)	(303,900)	(311,400)	(318,900)	(326,400)	(333,900)	(341,400)
yr/yr % change		2.8%	2.7%	2.7%	2.6%	2.5%	2.5%	2.4%	2.4%	2.3%	2.2%
DEBT AND TRANSFERS											
Transfer to Reserves	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Total Debt and Transfers	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
TAX LEVY REQUIREMENT	(186,400)	(193,900)	(201,400)	(208,900)	(216,400)	(223,900)	(231,400)	(238,900)	(246,400)	(253,900)	(261,400)
yr/yr % change		4.0%	3.9%	3.7%	3.6%	3.5%	3.3%	3.2%	3.1%	3.0%	3.0%



County of Wellington
10 Year Capital Budget
POA Administration

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
POA Administration											
POA Replacements	112,000	87,000	71,000	97,000	64,000	54,000	50,000	187,000	352,000	157,000	1,231,000
Total	112,000	87,000	71,000	97,000	64,000	54,000	50,000	187,000	352,000	157,000	1,231,000
Sources of Financing											
Reserves	112,000	87,000	71,000	97,000	64,000	54,000	50,000	187,000	352,000	157,000	1,231,000
Total Financing	112,000	87,000	71,000	97,000	64,000	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	Budget	Budget
	Actuals	Budget	Actuals	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	\$4,417,684	\$4,705,500	\$5,109,700	\$404,200	8.6%
Total Expenditure	\$4,781,623	\$4,445,800	\$4,417,684	\$4,705,500	\$5,109,700	\$404,200	8.6%
Net Operating Cost / (Revenue)	\$4,781,623	\$4,445,800	\$4,417,684	\$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 Transfers	\$64,177	\$400,000	\$600,000	\$600,000	\$666,700	\$66,700	11.1%
NET COST / (REVENUE)	\$4,845,800	\$4,845,800	\$5,017,684	\$5,305,500	\$5,709,700	\$404,200	7.6%



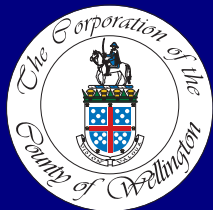
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Land Ambulance

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Licenses, Permits and Rents		66,700	66,700	16,600							
Total Revenue		66,700	66,700	16,600							
EXPENDITURES											
Transfer Payments	4,705,500	5,109,700	4,972,100	5,016,800	5,323,100	5,594,900	5,895,800	6,294,000	6,588,300	6,987,200	7,106,200
Total Expenditures	4,705,500	5,109,700	4,972,100	5,016,800	5,323,100	5,594,900	5,895,800	6,294,000	6,588,300	6,987,200	7,106,200
Net Operating Cost / (Revenue)	4,705,500	5,043,000	4,905,400	5,000,200	5,323,100	5,594,900	5,895,800	6,294,000	6,588,300	6,987,200	7,106,200
yr/yr % change		7.2%	(2.7%)	1.9%	6.5%	5.1%	5.4%	6.8%	4.7%	6.1%	1.7%
DEBT AND TRANSFERS											
Transfer to Reserves	600,000	666,700	666,700	666,600	650,000	700,000	700,000	700,000	700,000	700,000	700,000
Total Debt and Transfers	600,000	666,700	666,700	666,600	650,000	700,000	700,000	700,000	700,000	700,000	700,000
TAX LEVY REQUIREMENT	5,305,500	5,709,700	5,572,100	5,666,800	5,973,100	6,294,900	6,595,800	6,994,000	7,288,300	7,687,200	7,806,200
yr/yr % change		7.6%	(2.4%)	1.7%	5.4%	5.4%	4.8%	6.0%	4.2%	5.5%	1.5%



County of Wellington
10 Year Capital Budget
Land Ambulance

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Land Ambulance											
County of Wellington Led Projects											
Arthur Ambulance Station					115,000	3,490,000					3,605,000
Drayton Ambulance Station							430,000	1,480,000			1,910,000
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									660,000	1,580,000	2,240,000
Total County of Wellington Led Projects		1,035,000	700,000	1,290,000	115,000	3,490,000	430,000	1,480,000	660,000	1,580,000	10,780,000
City of Guelph Led Projects											
Ambulance Equipment	45,000	10,000	10,000	60,000	30,000	60,000	230,000	40,000	65,000	60,000	610,000
Ambulance IT Implementations	70,000	72,000	64,000	61,000	53,000	65,000	57,000	64,000	72,000	48,000	626,000
COG Amb Facilities & Studies	55,000	16,000	16,000	17,000	17,000	71,000	18,000	19,000	20,000	20,000	269,000
Facility Replacement							1,820,000				1,820,000
Replacement Ambulances	150,000	215,000	375,000	210,000	330,000	165,000	380,000	380,000	200,000	400,000	2,805,000
Total City of Guelph Led Projects	320,000	313,000	465,000	348,000	430,000	361,000	2,505,000	503,000	357,000	528,000	6,130,000
Total Land Ambulance	320,000	1,348,000	1,165,000	1,638,000	545,000	3,851,000	2,935,000	1,983,000	1,017,000	2,108,000	16,910,000
Total	320,000	1,348,000	1,165,000	1,638,000	545,000	3,851,000	2,935,000	1,983,000	1,017,000	2,108,000	16,910,000
Sources of Financing											
Reserves	320,000	1,348,000	1,165,000	1,638,000	545,000	3,851,000	2,935,000	1,983,000	1,017,000	2,108,000	16,910,000
Total Financing	320,000	1,348,000	1,165,000	1,638,000	545,000	3,851,000	2,935,000	1,983,000	1,017,000	2,108,000	16,910,000



Programme Overview

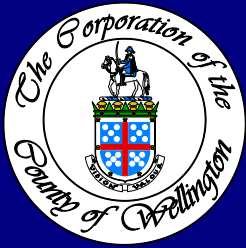
Programme/Service:	Public Health
Department:	Wellington-Dufferin-Guelph Public Health
Governance:	Board of Health

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							
Salary, Wages and Benefits	\$ -	\$ -	\$478,945	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$614	\$ -	\$82,590	\$ -	\$ -	\$ -	-
Purchased Services	\$ -	\$ -	\$121,467	\$ -	\$ -	\$ -	-
Transfer Payments	\$2,359,495	\$2,359,500	\$2,426,459	\$2,426,500	\$2,483,400	\$56,900	2.3%
Insurance & Financial	\$ -	\$ -	\$10,070	\$ -	\$ -	\$ -	-
Total Expenditure	\$2,360,109	\$2,359,500	\$3,119,531	\$2,426,500	\$2,483,400	\$56,900	2.3%
Net Operating Cost / (Revenue)	\$2,360,109	\$2,359,500	\$3,119,531	\$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%)
Total Debt and Transfers	\$345,137	\$345,600	\$346,590	\$347,100	\$345,900	(\$1,200)	(0.3%)
NET COST / (REVENUE)	\$2,705,246	\$2,705,100	\$3,466,121	\$2,773,600	\$2,829,300	\$55,700	2.0%



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	2,426,500	2,483,400	2,559,300	2,722,200	3,146,700	3,272,600	3,403,500	3,539,600	3,681,200	3,828,400	3,981,500
Total Expenditures	2,426,500	2,483,400	2,559,300	2,722,200	3,146,700	3,272,600	3,403,500	3,539,600	3,681,200	3,828,400	3,981,500
Net Operating Cost / (Revenue)	2,426,500	2,483,400	2,559,300	2,722,200	3,146,700	3,272,600	3,403,500	3,539,600	3,681,200	3,828,400	3,981,500
yr/yr % change		2.3%	3.1%	6.4%	15.6%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
DEBT AND TRANSFERS											
Debt Charges	347,100	345,900	3,054,100								
Transfer from Reserves			(3,000,000)								
Total Debt and Transfers	347,100	345,900	54,100								
TAX LEVY REQUIREMENT	2,773,600	2,829,300	2,613,400	2,722,200	3,146,700	3,272,600	3,403,500	3,539,600	3,681,200	3,828,400	3,981,500
yr/yr % change		2.0%	(7.6%)	4.2%	15.6%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%