

Corporation of the County of Wellington

# 2023 BUDGET

AND TEN YEAR PLAN



Approved for January 1 - December 31, 2023

# 2023 Budget

## Ten Year Plan for the Corporation of the County of Wellington



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

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T 519.837.2600 [www.wellington.ca](http://www.wellington.ca)

Produced by the Treasury Department of the County of Wellington,  
in cooperation with all of its member municipalities.

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# Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**County of Wellington  
Ontario**

For the Fiscal Year Beginning

**January 01, 2022**

*Christopher P. Morrill*

Executive Director

The Government Finance Officer's Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Wellington for its annual budget for the fiscal year beginning January 1, 2022. In order to receive this award, a governmental unit must publish a budget document that meets programme criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to programme requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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**E warden@wellington.ca**

**COUNTY OF WELLINGTON**

**74 WOOLWICH STREET GUELPH, ONTARIO**

January 31, 2023

Dear Residents of Wellington County:

On January 26, County Council adopted the 2023 budget. The budget attempts to strike a balance between limiting the cost impact to residents during a period with 40-year inflationary highs, while continuing to provide the necessary resources to deliver services and maintain infrastructure for our residents. Council approved the budget with a tax impact of 3.8% with a focus on core services. County services have faced significant cost increases across the board, which are reflected in the budget. The County's forward-looking budget maintains a strong commitment towards infrastructure requirements despite significant changes in Provincial legislation, including Bill 23, the More Homes Built Faster Act and provincial funding models including the Ontario Community Infrastructure Fund .

Highlights of the 2023 Budget include:

- Significant investment in roads capital infrastructure and public works facilities over the next ten years, including \$35.1 million in facility upgrades in Erin, Brucedale, Harriston and Aberfoyle public works facilities and \$274.9 million for roads, bridges and culvert works throughout the forecast.
- Design and construction of the new Erin Library Branch
- Increased capital investment in social and affordable housing supported by a grant from senior levels of government
- Land Ambulance service expansion include the addition of two supervisors at the Erin Station as well as the addition of four paramedics to improve service times across the County
- A significant reduction in childcare fees for families supported through the Federal Canada Wide Early Learning and Child Care Funding Agreement
- Waste Management enhancements including improvements to the Elora and Rothsay Transfer Stations
- Implementation of the Wellington Place Master Plan to improve visitor experience at the site

I would like to thank County staff for preparing this budget, and Council for their conscientious review and cooperation throughout the budget process.

**Andy Lennox**  
Wellington County Warden

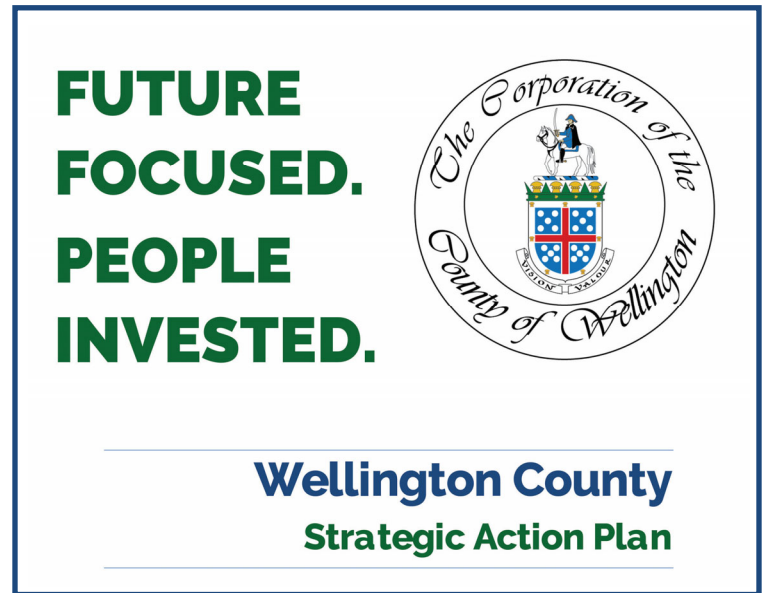


# Strategic Action Plan

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

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

- Maintaining County Roads
- Managing Solid Waste Services
- Garbage Collection And Recycling Services
- Affordable housing and Child Care Services
- Long-term Care
- Libraries
- Museum and Archives
- Planning and Development Services



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

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

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

# Strategic Action Plan

## Wellington County Values

Above all, Wellington County values:

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

## Wellington County Aspirations

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

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

## Strategic Actions and Priority Areas

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



**People as the main priority of Wellington County.**



**Making the best decisions.**



**Providing the highest level and best quality services.**



**Planning for, and providing, the best physical infrastructure.**

## People As The main Priority Of Wellington County

In order to achieve this objective, we will:

1. Continue to partner with the Canadian Mental Health Association (CMHA) and the Ontario Provincial Police (OPP) to increase awareness and promote good mental health and suicide prevention;
2. Continue the work of the Be Well Steering Committee with a focus on Diversity and Inclusion, Staff Appreciation and Health Promotion;
3. Staff a dedicated Wellness position that will continue the work previously done under the Here4Hope partnership and provide additional time and resources towards County staff
4. Complete the Indigenous Gathering Circle at Wellington Place to provide a space for the community to gather on a journey of reconciliation
5. Improve hiring and employee retention, particularly at the County's long-term care home, by updating shift premiums, position re-grades, job step progression and economic adjustments



## Making The Best Decisions

In order to achieve this objective, we will:

1. Provide County residents with a tax impact well below the current inflation rate while focusing on core services;
2. Commit long-term capital investment towards Climate Change studies and initiatives that will continue the County's goals set out in the County Climate Change Mitigation Plan



## Providing The Highest Level And Best Quality Services

To achieve this objective, we will:

1. Enhance Land Ambulance service by adding two new supervisors as well as maintain four paramedics added during COVID to improve response times in the County.
2. Significantly reduce childcare fees for families supported through the Federal Canada Wide Early Learning and Child Care Funding Agreement
3. Continue to complete the work identified in the Wellington Place Mini-Master Plan in order to improve the visitor experience and provide a place for people to meet, learn, reflect and celebrate.



## Planning For And Providing The Best Physical Infrastructure

To achieve this objective, we will:

1. Increase the capital investment in Housing infrastructure to leverage a \$12 million capital grant to maintain existing County-owned social and affordable housing units;
2. Construct a new Erin Library Branch and a new Arthur Roads Garage;
3. Continue capital investment in the County's road and bridge network.



# Message From The County Treasurer

February 1, 2023



**Ken DeHart, CPA, CGA**  
**County Treasurer**

On behalf of the members of County Council, the Warden and the Senior Management Team, I am pleased to present the County of Wellington's 2023 Budget and Ten-Year Plan, which was adopted by Council on January 26, 2023.

This is the first budget of the Council term from 2022 to 2026. The County has now begun to move past the financial and operational impacts felt from the pandemic and return the focus on enhancing core services and continued investments in local infrastructure.

The 2023 budget presented a challenge for County staff and Council as significant inflationary pressures and disruption to provincial funding models resulted in increases to costs for core County services as well as the long-term financial commitments towards asset management and reducing the existing infrastructure gap.

The County has remained committed to the core values and goals set about in the strategic plan with the intent to minimize the impact from rising prices on its services and long-term financial sustainability. The 2023 Budget and Ten-Year Plan includes a planned increase of \$44 million in 10-year capital spending. This represents a 9% increase over 2022 and 26% increase in the last two years. There are a number of important investments in County infrastructure, including the roads network, social and affordable housing upgrades, a new Erin Library Branch construction, implementation of the Wellington Place Mini-Master Plan to improve visitor experience, further development of the Riverstown Landfill Site and Ambulance Station improvements throughout the forecast. The County is also maintaining its priority of addressing the infrastructure deficit with an additional \$1.8 million in annual tax-supported financing to the roads capital budget and the future commitment expected to reach \$29 million by 2032.

The estimated tax increase of 3.8% is well below current levels of inflation. The Consumer Price Index (CPI) for Ontario averaged 6.8% in 2022, while the non-residential construction price index has increased by 15.6% in 2022 and by over 29% in the last two years. In addition, inflation has impacted the costs of goods/services that the County needs to acquire—such as fuel, food (for long-term care residents), and staffing. The County has worked diligently to mitigate the impact of these financial pressures on families and local businesses through finding efficiencies, utilizing reserve funding and relying on strong growth.

The County's operating budget is \$277.9 million in 2023, with capital spending of \$61.6 million and a total capital investment of \$555.1 million planned over the next ten-years. The average increase is 3.8% on the County portion of residential tax bills (2.1% of total tax bills) or \$24 per \$100,000 of assessment. New debt issues total \$56.3 million over the forecast. The 2023 Budget and Ten-Year Plan attempts to strike a balance between limiting the cost impact to a level well-below inflation, while continuing to provide the necessary funding to deliver services and maintain infrastructure for our residents.

## Consolidated 2023-2022 Budget Summary

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

	2023 Budget	2022 Budget (Amended)	Change	
	\$	\$	\$	%
<b>Revenue Summary</b>				
<b>Operating Budget</b>				
Taxation	123,924,600	116,401,800	7,522,800	6.5%
Government Transfers	95,430,600	76,538,200	18,892,400	24.7%
Municipal Recoveries	24,229,300	22,003,000	2,226,300	10.1%
Departmental Revenues	21,928,500	21,284,300	644,200	3.0%
Other - Donations, Interest	4,137,300	5,254,600	(1,117,300)	-21.3%
Internal Charges	16,453,500	11,947,400	4,506,100	37.7%
	286,103,800	253,429,300	32,674,500	12.9%
<b>Capital Budget</b>				
Development Charges	2,028,000	1,057,000	971,000	91.9%
Government Transfers	11,414,500	12,234,000	(819,500)	-6.7%
Municipal Recoveries and Other	5,449,000	4,213,300	1,235,700	29.3%
Current Funding	-	143,000	(143,000)	-100.0%
Debt and Transfers from Reserves	42,667,500	39,817,700	2,849,800	7.2%
	61,559,000	57,465,000	4,094,000	7.1%
<b>Other Budgets</b>				
Wellington Housing Corporation	985,000	980,000	(101,500)	-10.4%
Wellington-Dufferin-Guelph Public Health	7,942,927	7,787,184	155,744	2.0%
	8,927,927	8,767,184	54,244	0.6%
<b>Budgeted Revenues</b>	356,590,727	319,661,484	36,822,744	11.5%
<b>Adjustments to Annual Financial Statements</b>				
Internal Recoveries, Transfers from Reserves, Debt	(59,819,600)	(52,621,700)	(7,157,300)	13.6%
	296,771,127	267,039,784	29,665,444	11.1%
<b>Revenues Per Financial Statements</b>	296,771,127	267,039,784	29,665,444	11.1%
<b>Expenditure Summary</b>				
<b>Operating Budget</b>				
General Government Services	30,472,500	30,047,200	425,300	1.4%
Protection Services	19,793,100	19,376,300	416,800	2.2%
Transportation Services	41,291,500	38,172,800	3,118,700	8.2%
Solid Waste Services	17,213,500	15,620,900	1,592,600	10.2%
Housing, Employment, Children's Early Years, Long-term Care	149,457,600	125,685,300	23,772,300	18.9%
Health, Library, Museum and Planning Services	27,875,600	24,526,800	3,348,800	13.7%
	286,103,800	253,429,300	32,674,500	12.9%
<b>Capital Budget</b>				
Capital Expenditures	61,559,000	57,465,000	4,094,000	7.1%
<b>Other Budgets</b>				
Wellington Housing Corporation	449,900	446,200	436,000	97.9%
Wellington-Dufferin-Guelph Public Health	7,942,927	7,787,184	155,744	2.0%
	8,392,827	8,233,384	591,744	7.2%
<b>Budgeted Expenditures</b>	356,055,627	319,127,684	37,360,244	11.7%
<b>Adjustments to Annual Financial Statements</b>				
Amortization*	25,300,000	26,700,000	(1,400,000)	-5.2%
Internal Charges, Transfers to Reserves, Debt Payments	(47,718,700)	(43,581,400)	(4,096,700)	9.4%
Tangible Capital Asset Expenditures	(61,559,000)	(57,465,000)	(4,094,000)	7.1%
	(83,977,700)	(74,346,400)	(9,590,700)	12.9%
<b>Expenditures per Financial Statement</b>	272,077,927	244,781,284	27,769,544	11.3%
<b>Excess Revenues over Expenditures per Financial Statements**</b>	24,693,200	22,258,500	1,895,900	8.5%

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

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

# County Of Wellington At A Glance

## Wellington County Quick Facts

7 Member Municipalities  
Area: 2,600km<sup>2</sup>

103,010 Residents  
36,540 Households

3,631 Businesses  
47,503 Jobs

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

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



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

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



**Township of Centre Wellington**

519.846.9691  
[www.centrewellington.ca](http://www.centrewellington.ca)



**Town of Erin**

519.855.4407  
[www.erin.ca](http://www.erin.ca)



**Township of Mapleton**

519.638.3313  
[www.mapleton.ca](http://www.mapleton.ca)



**Township of Guelph/Eramosa**

519.856.9596  
[www.get.on.ca](http://www.get.on.ca)



**Town of Minto**

519.338.2511



TOWNSHIP OF  
**PUSLINCH**  
EST. 1850

**Township of Puslinch**

519.763.1226  
[www.puslinch.ca](http://www.puslinch.ca)



**Township of Wellington North**

519.848.3620  
[www.wellington-north.com](http://www.wellington-north.com)

# History Of The County Of Wellington

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

In subsequent years, other municipalities joined the County:

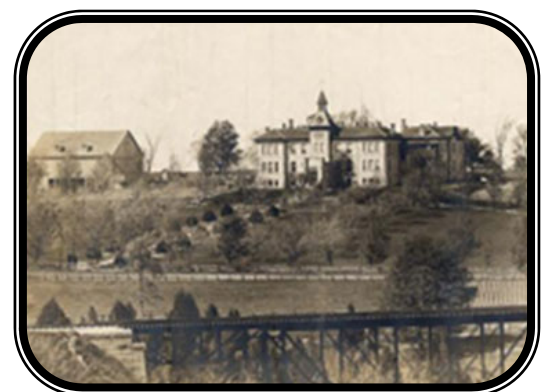
- 1857** Arthur, Luther, and Minto
- 1858** Elora and Fergus
- 1864** Orangeville
- 1866** Mount Forest
- 1869** Garafraxa Township separated into East and West
- 1872** Arthur Village
- 1873** Harriston
- 1874** Clifford Village
- 1875** Drayton and Palmerston
- 1881** East Village



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

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

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



# County Of Wellington Lifestyle

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

## Arts and Culture

Wellington County boasts a vibrant arts community, which includes award-winning attractions, art studios, galleries, museums, historic sites, and stunning downtowns. Some of the cultural centres to visit are the Elora Centre for the Arts, Fergus Grand Theatre, Drayton Festival Theatre, and Wellington County Museum and Archives.

## Recreational Facilities and Activities

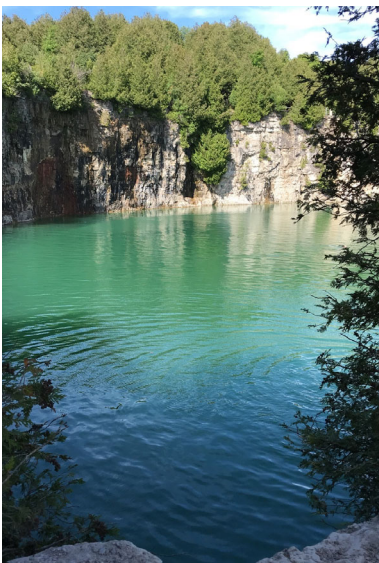
The County is an ideal place to play all year round, with indoor and outdoor recreation facilities that support a variety of sports such as soccer, baseball, rugby, swimming, hockey, curling, and more.

## Conservation Areas, Parks and Trails

Cycling, hiking, or canoeing - Wellington County has a wealth of stunning conservation areas, trails, and green spaces that offer year-round opportunities for connecting with nature.

## Festivals and Events

With over 200 festivals and events annually, the county has plenty of options to entertain visitors. Top events include the Hillside Music Festival, the Fergus Scottish Festival and Highland Games, Riverfest Elora, the Eden Mills Writers' Festival, and the Elora Festival.



## TOP ATTRACTIONS

- Aberfoyle Antique Market
- Grand River Conservation Areas
- Grand River Raceway
- Historic Downtown Elora

# Demographic Overview

## Population

In mid-2022, Wellington County had **36,540** households and a population of **103,010**. The population of Wellington County is projected to grow to 160,000 by 2051.

Wellington County Population Estimates				
Location	Mid Year—2021		Mid Year—2022	
	Population	Households	Population	Households
<b>Centre Wellington</b>	<b>32,790</b>	<b>12,060</b>	<b>33,610</b>	<b>12,510</b>
Fergus	17,340	6,550	17,990	6,850
Elora/Salem	8,030	2,970	8,120	3,080
Centre Wellington Rural	7,420	2,540	7,500	2,580
<b>Erin</b>	<b>12,260</b>	<b>4,260</b>	<b>12,320</b>	<b>4,280</b>
Erin Village / Hillsburgh	4,540	1,690	4,560	1,700
Erin Rural	7,720	2,570	7,760	2,580
<b>Guelph/Eramosa</b>	<b>14,270</b>	<b>4,810</b>	<b>14,400</b>	<b>4,880</b>
Rockwood	5,650	1,970	5,850	2,050
Guelph/Eramosa Rural	8,620	2,840	8,550	2,830
<b>Mapleton</b>	<b>11,510</b>	<b>3,340</b>	<b>11,430</b>	<b>3,320</b>
Drayton	2,560	900	2,530	890
Moorefield	740	230	560	190
Mapleton Rural	8,210	2,210	8,340	2,240
<b>Minto</b>	<b>9,680</b>	<b>3,490</b>	<b>9,700</b>	<b>3,520</b>
Clifford	980	390	1,000	400
Harriston	2,310	850	2,300	850
Palmerston	3,090	1,190	3,100	1,210
Minto Rural	3,300	1,060	3,300	1,060
<b>Puslinch</b>	<b>8,270</b>	<b>2,950</b>	<b>8,400</b>	<b>2,990</b>
Aberfoyle	340	200	380	210
Morrison	490	170	510	170
Puslinch Rural	7,440	2,580	7,510	2,610
<b>Wellington North</b>	<b>13,080</b>	<b>4,970</b>	<b>13,150</b>	<b>5,040</b>
Arthur	2,790	1,090	2,730	1,060
Mount Forest	5,690	2,390	5,720	2,450
Wellington North Rural	4,600	1,490	4,700	1,530
<b>Wellington County</b>	<b>101,860</b>	<b>35,880</b>	<b>103,010</b>	<b>36,540</b>

Note: Numbers may not add up due to rounding.

Source: Watson and Associates Economists Ltd and County of Wellington Planning Department, February 2023

# Demographic Profile: Immigration

## Immigration

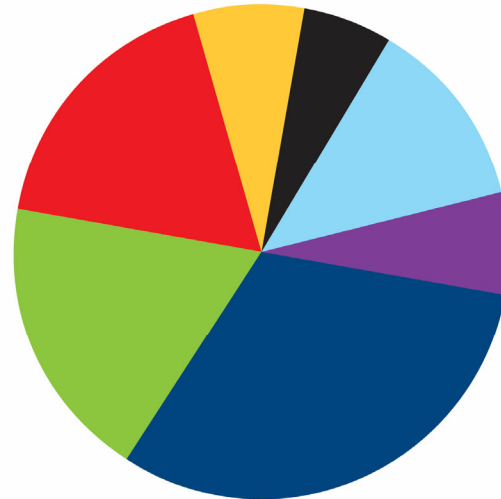
The Economic Development Division undertakes talent attraction activities and collaborates with the Guelph Wellington Local Immigration Partnership, Immigrant Services Guelph-Wellington, and Wellington County Settlement Services to encourage newcomers and immigrants to settle in Wellington County. This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



According to the 2021 census, immigrants born outside of Canada represent 11.4% of the community and stem predominantly from Europe: 24.8% of all immigrants in Wellington County are from the United Kingdom, while 8.4% are from the Netherlands. 54.9% of recent immigrants (those who have arrived in Canada within the last 5 years) arrived predominately from four countries: 21.3% from India, 12.3% from the Philippines, 11.5% from the United States and 9.8% from Syria. Of the municipalities, Puslinch has the highest proportional immigrant population of 17.6% compared to Minto which has the lowest at 7%. While immigrants make up 11.4% of the County’s population, an additional 18.3% are second generation, meaning they have at least one parent who was born outside of Canada.

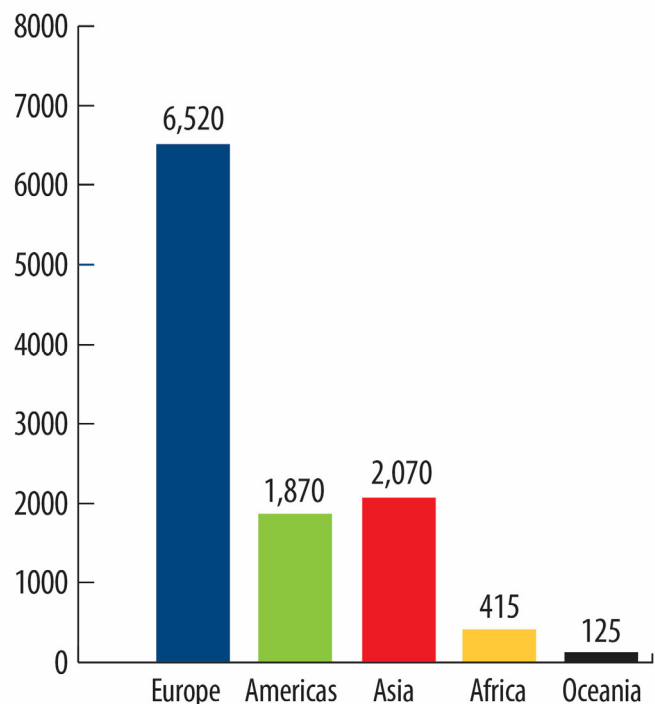
Source: Statistics Canada, 2021

## Immigrants in Wellington County (2021)



Centre Wellington	3,450	Mapleton	810
Erin	2,055	Minto	620
Guelph/Eramosa	1,945	Puslinch	1,380
		Wellington North	725

## Wellington County Immigrants By Place Of Birth (2021)



# Demographic Profile: Education

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

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

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

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

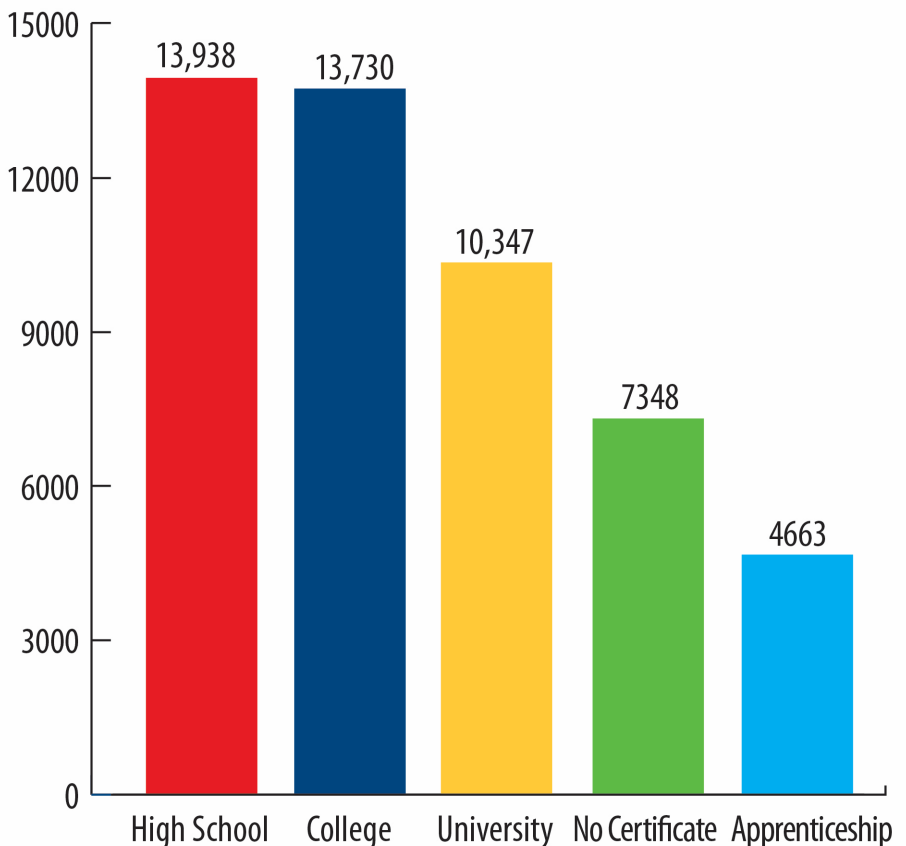
Conestoga College is Ontario's fastest growing college and a leader in polytechnic education. The college's project based learning model provides students with hands-on experience to prepare them for success in careers including business and hospitality, skilled trades, engineering and information technology,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

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

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

## Wellington County Education Level (2021)

Highest certificate, diploma or degree for the population aged 25 to 64



Source: Manifold Data, 2021-2022

# Affordability

## Household Incomes

Wellington County has an average household income of \$123,772. The average household income in the member municipalities range from \$87,418 in the Township of Wellington North to \$198,987 in the Township of Puslinch. Wellington County has higher average household income in comparison to Ontario as a whole, as well as its comparative regional economic groups of Dufferin, Perth and Grey County.

Average Household Income 2021

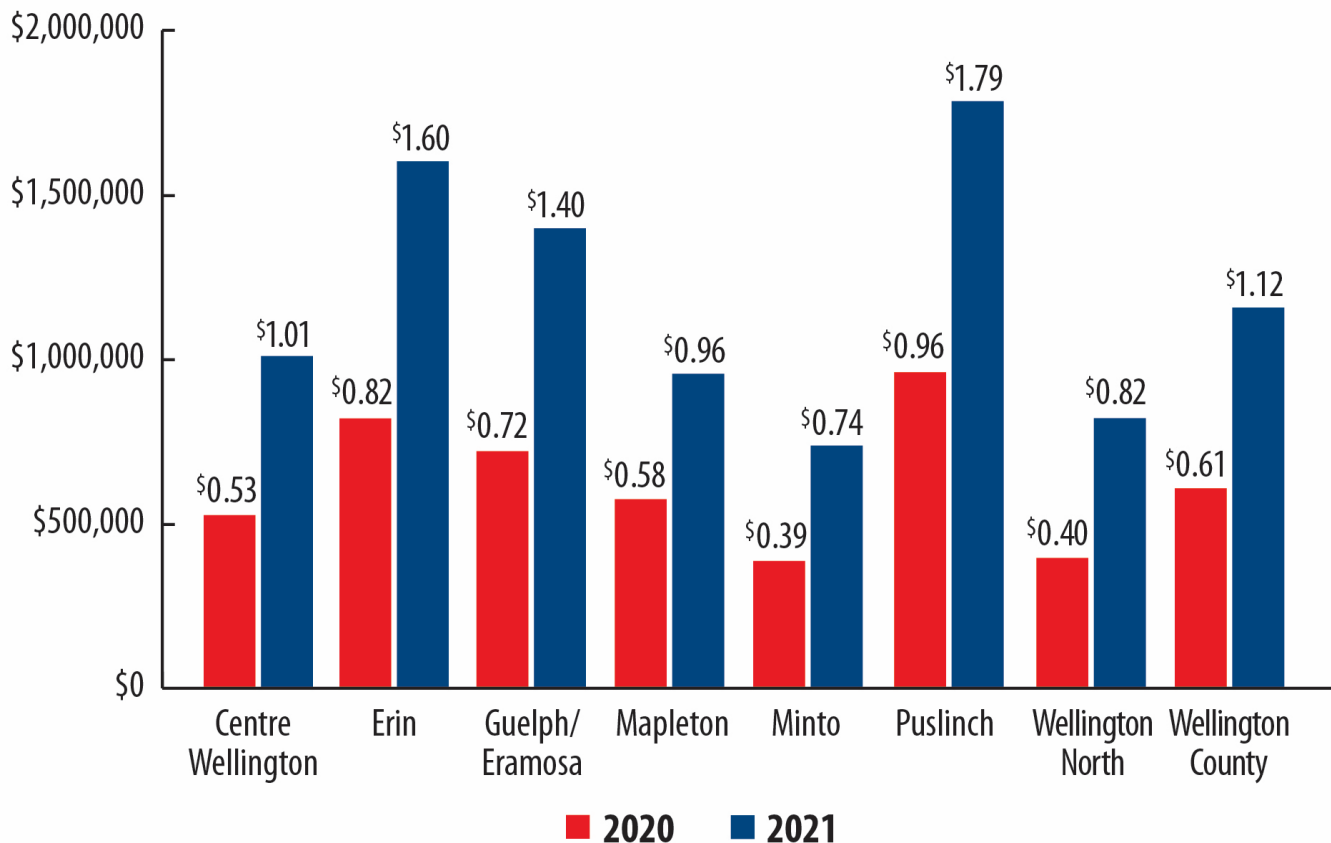
Municipality	Household Income
Wellington North	\$87,418
Minto	\$90,383
Mapleton	\$112,063
Centre Wellington	\$115,287
<b>Wellington County</b>	<b>\$123,772</b>
Guelph/ Eramosa	\$142,964
Erin	\$152,724
Puslinch	\$198,987

Average Municipal Household Incomes 2021

Region	Household Income
Perth County	\$95,669
Grey County	\$96,154
Ontario	\$109,992
Dufferin County	\$117,677
<b>Wellington County</b>	<b>\$123,772</b>
Waterloo Region	\$135,475
Halton Region	\$139,796

Source: Manifold Data, 2021

## Average Housing Price (\$millions)



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

Source: Manifold Data, 2021

# Local Economy: Labour Force

## Resident Labour Force

The total labour force for the County of Wellington was 58,164 in 2021. Most of these resident workers were employed in manufacturing, retail, construction and health care related occupations categories (42% of total jobs). Centre Wellington had the largest labour force, representing 32%, followed by Guelph/Eramosa, representing 15% of the County's labour force.

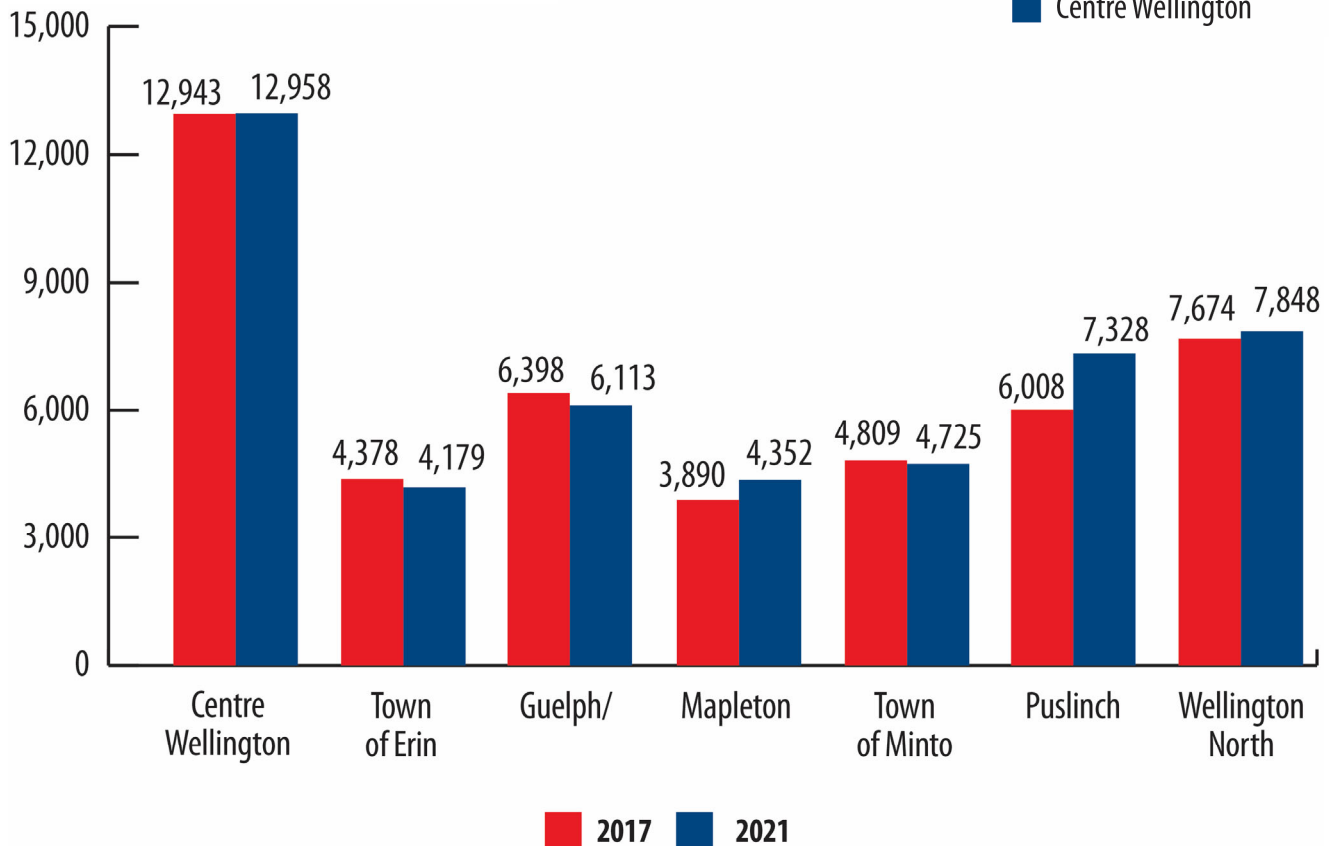
## Job Growth and Distribution

Job growth from 2017-2021 occurred across most of the County. The largest job growth gains took place in Puslinch with a 22% increase, and Mapleton recording 12% growth. Job distribution in the County ranges from Centre Wellington with 27%, to Erin and Mapleton, each of whom retained 9% of the County's jobs.

Labour Force Distribution (2021)



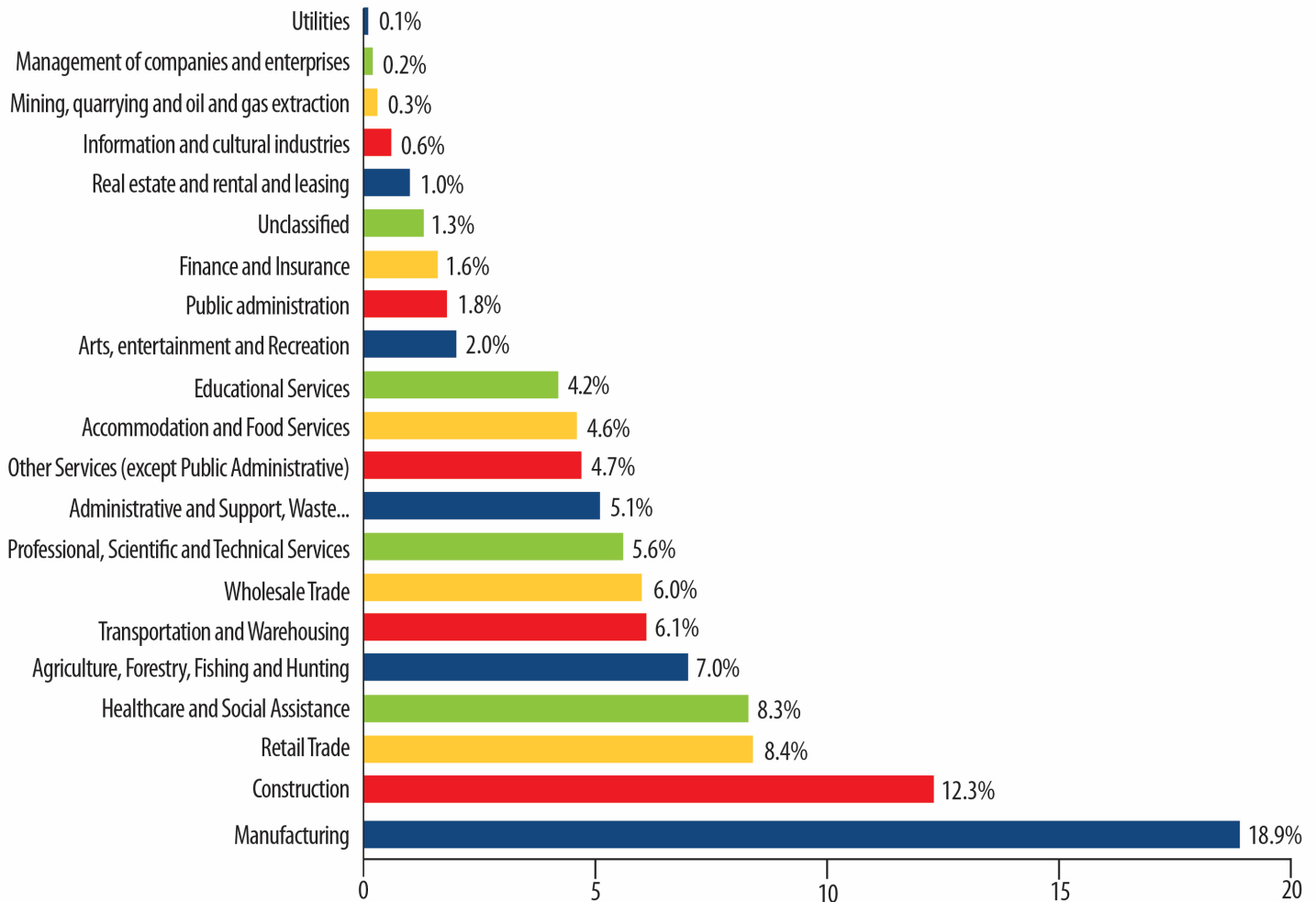
<span style="color: green;">■</span> Erin	14%	<span style="color: black;">■</span> Minto	9%
<span style="color: red;">■</span> Guelph/Eramosa	15%	<span style="color: lightblue;">■</span> Puslinch	8%
<span style="color: yellow;">■</span> Mapleton	11%	<span style="color: purple;">■</span> Wellington North	12%
		<span style="color: darkblue;">■</span> Centre Wellington	32%



# Local Economy: Major Sectors

Wellington County provided 47,503 local jobs in 2021, growing 1.5% from 2020. Manufacturing continues to be the leading sector, representing 8,956 jobs or 18.9% of all local employment within the County. Over the past several years, Wellington has been experiencing significant growth in the number of jobs in manufacturing, other services, construction, professional, scientific and technical services, and wholesale trade sectors. This growth represents an indication of a strong, diversified and resilient economy in Wellington County.

## Wellington County Sectors Of Employment (2021)



Source: Lightcast Analyst

## Top 3 Expanding and Shrinking Sectors

		2017 Jobs	2021 Jobs	Change	% of Total Employment
Expanding	<b>Manufacturing</b>	7,957	8,956	999	18.9%
	<b>Other Services</b>	2,079	2,438	359	5.1%
	<b>Construction</b>	5,512	5,844	332	12.3%
Shrinking	<b>Agriculture, forestry, fishing and hunting</b>	4,533	3,312	(1,220)	7.0%
	<b>Accommodation and food services</b>	2,551	2,200	(351)	4.6%
	<b>Arts, entertainment and recreation</b>	992	737	(255)	1.6%

# Local Economy: Business Size

Small and medium-sized enterprises (SMEs) in Canada employ 88.3% of workers in the private sector, play a proportionally large role in job creation and produce 51.9% of Canada's gross domestic product<sup>1</sup>(2018). Locally, SMEs with less than 50 employees represent approximately 97% of Wellington County businesses. Although a significant portion of employers in Wellington County are small businesses, there are a number of large employers in the area.

## Top Employers (estimated employees)

Upper Grand District Schoolboard (1,000+)

County of Wellington (1,000+)

TG Minto (900+)

Jefferson Elora Corporation (600-699)

Musashi Auto Parts Canada Inc. (500-599)

Mammoet Crane (500-599)

Dana Lang Corp (300-399)

Township of Centre Wellington (300-399)

Groves Memorial Hospital (300-399)

Elora Mill Hotel & Spa (300-399)

Cascade Canada Ltd (200-299)

Con-Cast Pipe Ltd. (200-299)

Wallenstein Feed & Supply Ltd. (200-299)

Triton Water Canada Holdings (200-299)

Nexans Canada Inc. (200-299)

Royal Canin Canada (200-299)

Polycorp Ltd. (200-299)

Walinga Inc. (200-299)

North Wellington Health Care (200-299)

## Top 20 Corporate Taxpayers In 2022

Jefferson Elora Corporation, Centre Wellington

Triton Water Canada Holdings, Puslinch

TG Minto Corporation, Minto

Skyline Retail and Real Estate Holdings, Centre Wellington

Summit (7474 McLean Road) Ltd., Puslinch

Wallenstein Feed and Supply, Mapleton

Musashi Auto Parts Canada, Wellington North

Royal Canin Canada Company, Puslinch

RMM Fergus Property Inc., Centre Wellington

Coldpoint Properties and Industrial Park, Guelph/Eramosa

Con-Cast Pipe Ltd., Puslinch

Darling International Canada, Mapleton

Sharon Farms and Enterprises, Wellington North

Nexans Canada Inc., Centre Wellington

Mammoet Crane (Assets) Inc., Puslinch

Nieuwland Feed and Supply, Mapleton (CW and Minto)

FRG-S Holdings Ltd., Centre Wellington

Pier Property Inc., Puslinch

1056469 Ontario Inc. (c/o Pentalift), Puslinch

Golden Valley Farms Inc., Wellington North



**Jefferson Elora Corporation**



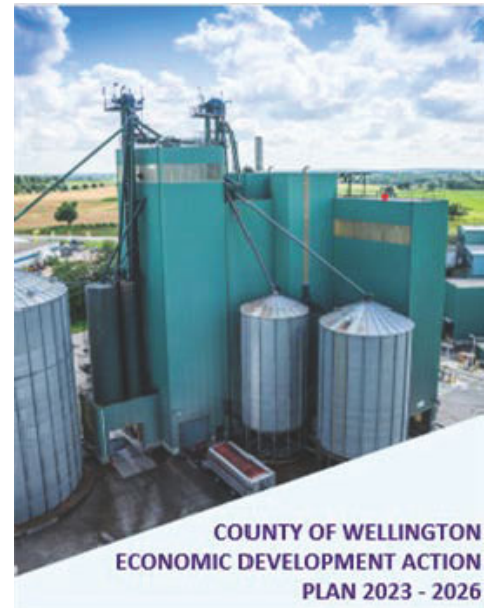
**Con-Cast Pipe Ltd.**

# Economic Development Highlights

## 3-Year Economic Development Action Plan

The County Economic Development team created the 3-Year Economic Development Action Plan for Wellington County. This plan looks at communicating the areas of focus to help businesses and support the communities within the County, as well as focus on addressing local challenges and being proactive in preparing the local economy to be more resilient. Activities for the next three years under this plan are intended to be creative and actionable, with specific focus being driven to the following areas:

1. Business Attraction, Retention, and Expansion
2. Community Improvement Programme
3. Talent Attraction and Newcomer Support
4. Tourism
5. Shop Local Support
6. Workforce Development
7. Attainable Housing
8. Our Food Future
9. Broadband Internet and Connectivity
10. Rural Transportation



# Economic Development Highlights

## Business Retention and Expansion (BR+E)

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

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



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

## BR+E Implementation Fund

The BR+E Local Implementation Fund provides funding for the direct execution of BR+E activities to enhance the local economy. The BR+E Implementation Fund began in 2014 and in eight years has produced a total investment of approximately \$4.24 million in Wellington County.

## Invest Well Community Improvement Programme (CIP)

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

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

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

# Economic Development Highlights

## Talent Attraction Initiative

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



## Taste Real



The Taste Real programme focuses on promoting local food and food experiences to residents and visitors. Wellington County has a rich agricultural heritage and a diverse terroir, making it an ideal place for farm gate shopping, food events, and on-farm experiences. The programme highlights farm and food experiences and shop local promotions, such as seasonal food campaigns and the Local Food Map.

Guelph-Wellington is also known for its craft breweries and emerging distilleries, which complement the County's authentic food culture. Taste Real launched its first Food Experience Guide in 2022, promoting farm and food-specific outings and adventures available locally. The initiative also collaborated with local farmers' markets to launch the Farmers' Market Passport programme, encouraging visitors and locals to explore rural destinations and support local businesses.

Taste Real's efforts to promote local food also include the Summer Farmers' Market Box Programme and the Holiday Box, generating significant revenue for local market vendors. Rural Romp campaigns allow residents to discover farms and local food options in the region, and the Holiday Food and Gift Guide encourages holiday shoppers to buy their gifts and food in Wellington County.

Overall, Taste Real's efforts to promote local food and food experiences in Guelph Wellington have been instrumental in connecting residents and visitors with the region's agricultural heritage and diverse culinary offerings.



# Economic Development Highlights

## Wellington County Signage Programme

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

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



## Workforce Development

The County understands the importance of the need to attract and maintain employees to sustain its economy. While workforce demand may not have changed, there have been significant changes to labour market trends. It is more difficult to attract workers to traditional industries, on which the local economy relies.

The County will be looking to identify strategic opportunities for skills development and training partnerships, analyzing workforce and labour force metrics on a continuous basis, and committing to workforce attraction and retention efforts. The County and its business climate will work to improve and be proactive towards workforce development opportunities and challenges.



## Western Ontario Warden Caucus (WOWC)

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



# Economic Development Highlights

## Attainable Housing

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

### Actions to Date

- Establishing a County Attainable Housing Taskforce.
- Updates to the County Official Plan to permit Additional Residential Units (ARUs).
- Development of a Public Awareness Campaign to express the need for a variety of housing options in Wellington County, including public impact stories on the current housing climate within the County.
- Seeking out an attainable housing pilot project.

We want to keep Kyle's growing business here. More housing options will help.

[Read his story.](#)

**MAKE WELLINGTON COUNTY HOME**  
Everyone should be able to live here  
[wellington.ca/livehere](http://wellington.ca/livehere)

More housing options will help neighbours like Bert and Louise stay here as their needs change.

[Read their story.](#)

**MAKE WELLINGTON COUNTY HOME**  
Everyone should be able to live here  
[wellington.ca/livehere](http://wellington.ca/livehere)

We can help more employees at TG Minto work and live here, adding to our community's fabric.

[Read their story.](#)

**MAKE WELLINGTON COUNTY HOME**  
Everyone should be able to live here  
[wellington.ca/livehere](http://wellington.ca/livehere)

Our economy relies on professionals like Suki and Taylor. They need housing options.

[Read their story.](#)

**MAKE WELLINGTON COUNTY HOME**  
Everyone should be able to live here  
[wellington.ca/livehere](http://wellington.ca/livehere)

Gloria moved here for a great job and community. She needs more housing options.

[Read her story.](#)

**MAKE WELLINGTON COUNTY HOME**  
Everyone should be able to live here  
[wellington.ca/livehere](http://wellington.ca/livehere)

We need more housing options so seniors like Betty can live independently.

[Read her story.](#)

**MAKE WELLINGTON COUNTY HOME**  
Everyone should be able to live here  
[wellington.ca/livehere](http://wellington.ca/livehere)

# Economic Development Highlights

## Smart Cities: Our Food Future

Our Food Future began in 2020 as a \$10 million federally-funded partnership with the City of Guelph, focused on building a regional circular food economy. Now in its final year, the Our Food Future project has surpassed its original goals of:

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



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

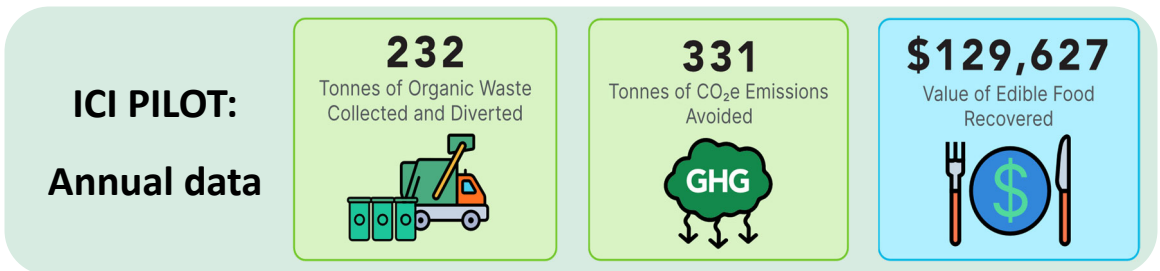
### COIL: Circular Opportunity Innovation Launchpad

The Smart Cities business stream has continued to find success. Funding from Co-operators—**\$700,000** to date — founded the **Zero Waste Economic Transformation Lab (ZWETL)**, which applies our region’s Circular Economy programmes to a new sector. ZWETL is currently focused on reducing waste from construction and demolition of buildings.



### ICI Waste Pilot

An organic waste solution for the industrial, commercial and institutional sector, this pilot was



awarded **\$400,000** in the semi-final round of the federal Food Waste Challenge, and won recognition by the global Milan Urban Food Pact. This pilot also rescues edible food for human use, contributing to local food security.

### Experimental Acres

Now in its second year, this on-farm pilot is designed to support climate friendly farming practices known as regenerative agriculture. With co-funding from Dufferin and Grey Counties, this on-ramp pilot supports farms as they try something new, ensuring they are confident in scaling practices to meet larger funding opportunities. Our continued exploration of regenerative agriculture was awarded **\$100,000** from the Scotiabank Net Zero Research Fund.

### Climate and Circularity Solutions Hub

Desjardins committed **\$250,000** to create this hub which connects circularity and climate goals.

### Connecting the Dots

A full list of programmes and activities is included in the Our Food Future Annual Report, available online at [foodfuture.ca](http://foodfuture.ca).



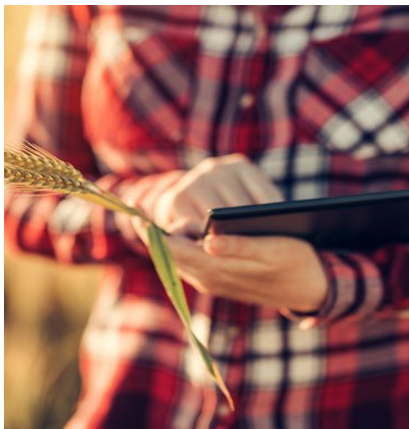
# Economic Development Highlights

## Ontario Food Cluster, Investment Attraction

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



## Rural Broadband and Southwest Integrated Fibre Technology (SWIFT)



In 2011, the Western Wardens' initiated the SWIFT project with the goal of providing 3.5 million people across 350 Ontario communities with high-speed internet service. The County of Wellington is one of twenty municipal partners, building a total commitment of \$880,000 into our Economic Development budget over five years.

SWIFT projects in Wellington County began in 2020 and are due for full completion in 2023. The routes have been executed with a total project value of \$12,969,036 and have offered service to 3,085 homes.

Current federal and provincial funding models promise fibreoptic broadband service completion by the end of 2025. In response, the County has formed a Rural Broadband Working Group to track expansion, and is running a public information campaign encouraging home speed tests in order to understand

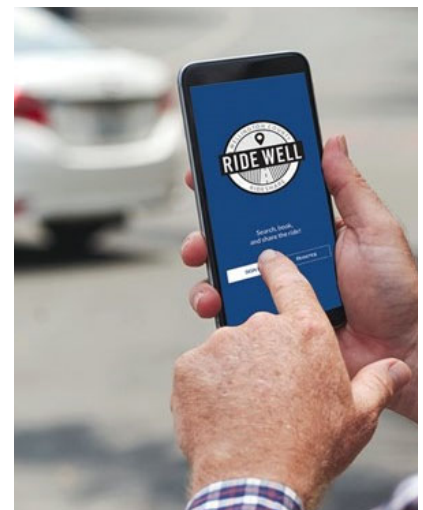
where improved services are needed. By collecting data to map these gains and gaps, we can direct expansion by Internet Service Providers to areas where it is most needed.

Residents can find resources and support at [www.wellington.ca/internet](http://www.wellington.ca/internet).

## RIDE WELL Rural Transportation Programme

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

The RIDE WELL service officially launched on October 1, 2019 and has grown year over year. In 2020 the service completed 2,248 rides, in 2021 the service provided 4,572 rides, and in 2022 the service provided 5,776 rides. RIDE WELL offers door-to-door service in Wellington County and pick-up or drop-off into the City of Guelph for rides that start or end in Wellington County. The service operates from Monday to Friday, from 6:00 a.m. to 7:00 p.m. and rides can be booked through the RIDE WELL app, on the website, or by calling RIDE WELL phone operators.



# Organizational Profile

## County of Wellington Council

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

### Top Row

- Warden Andy Lennox**  
Mayor, Township of Wellington North
- Councillor Shawn Watters**  
Mayor, Township of Centre Wellington
- Councillor Gregg Davidson**  
Mayor, Township of Mapleton
- Councillor James Seeley**  
Mayor, Township of Puslinch
- Councillor Dave Turton**  
Mayor, Town of Minto
- Councillor Chris White**  
Mayor, Township of Guelph / Eramosa
- Councillor Michael Dehn**  
Mayor, Town of Erin
- Councillor David Anderson**  
County Ward 1

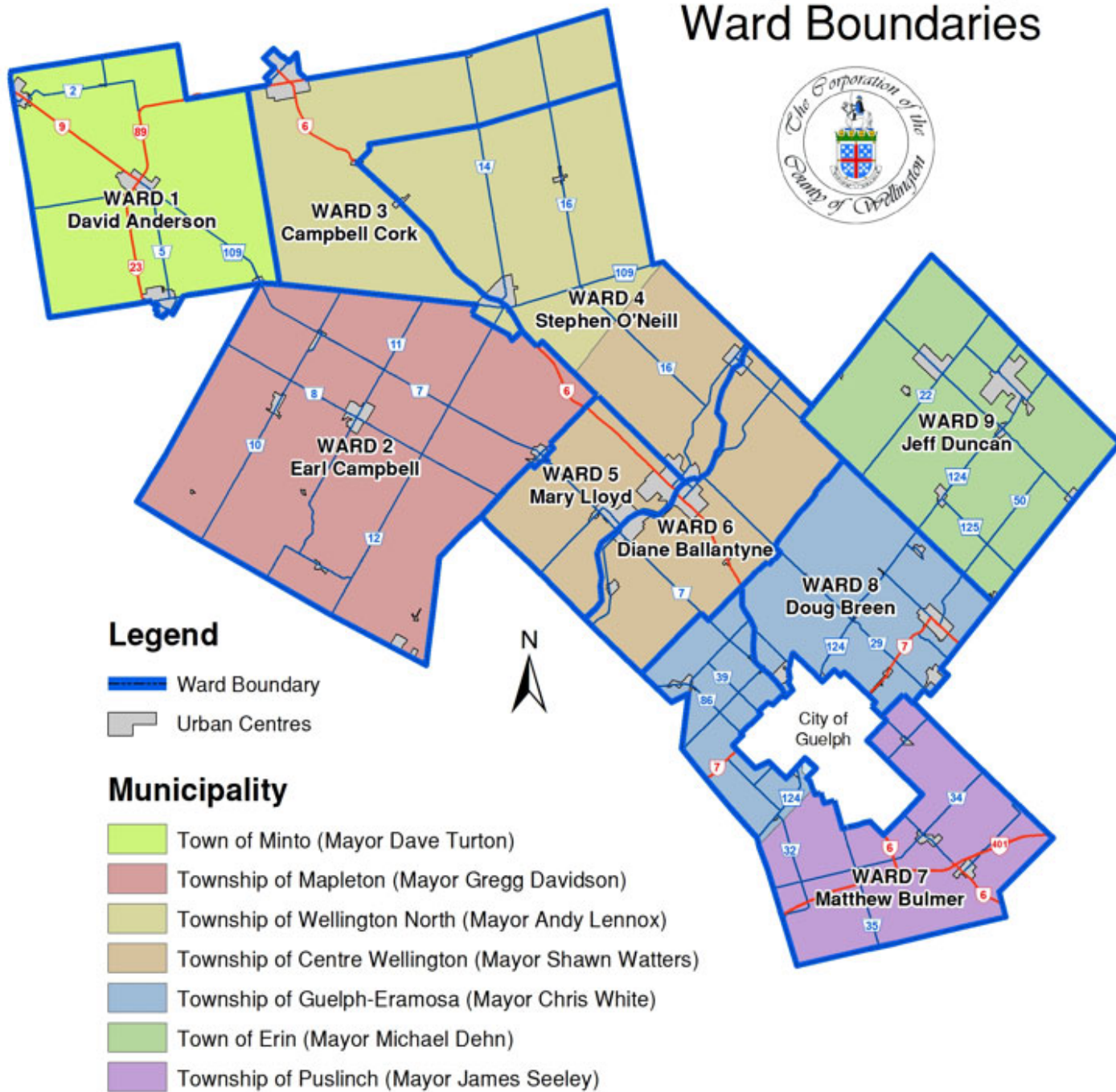
### Bottom Row

- Councillor Earl Campbell**  
County Ward 2
- Councillor Campbell Cork**  
County Ward 3
- Councillor Steve O’Neill**  
County Ward 4
- Councillor Mary Lloyd**  
County Ward 5
- Councillor Diane Ballantyne**  
County Ward 6
- Councillor Matthew Bulmer**  
County Ward 7
- Councillor Doug Breen**  
County Ward 8
- Councillor Jeff Duncan**  
County Ward 9

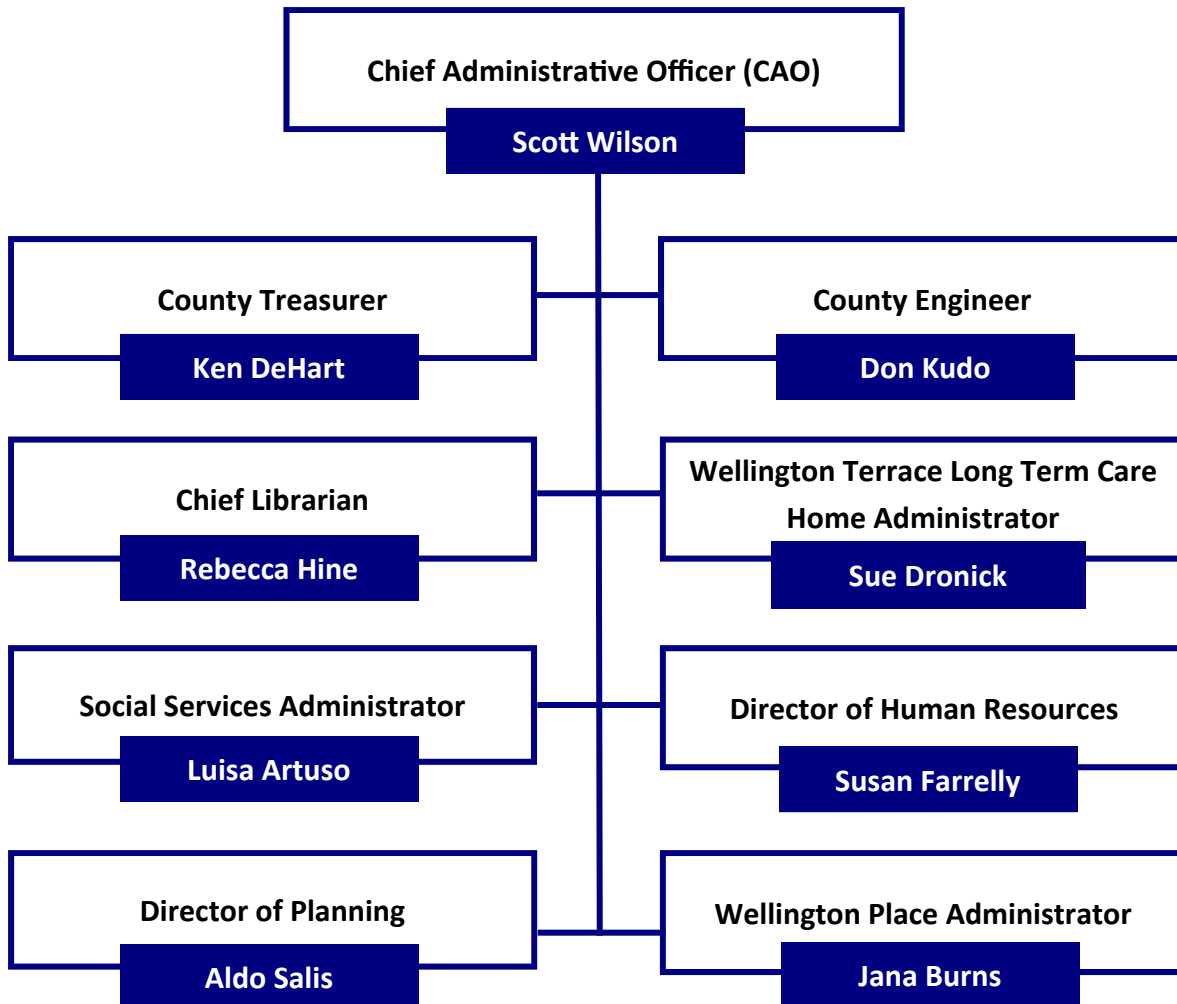


# Ward Boundaries

## County of Wellington Ward Boundaries



# Organizational Structure



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

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

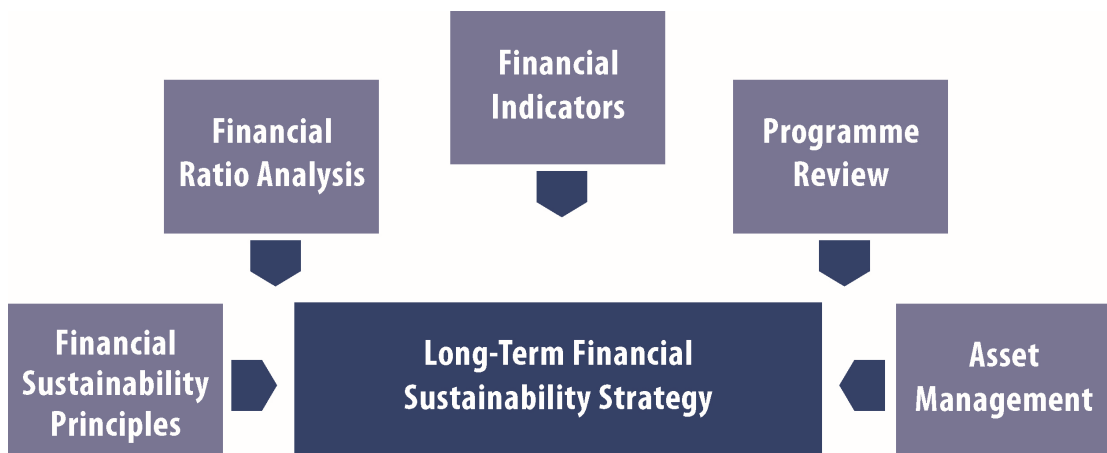
# Long-Term Financial Sustainability Strategy

The County of Wellington’s Long-Term Financial Sustainability Strategy applies a prudent and integrated financial planning approach to identify and manage risks to the County’s long-term financial health. The Strategy builds on existing financial planning practices and applies a more comprehensive and integrated approach to risk management.

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



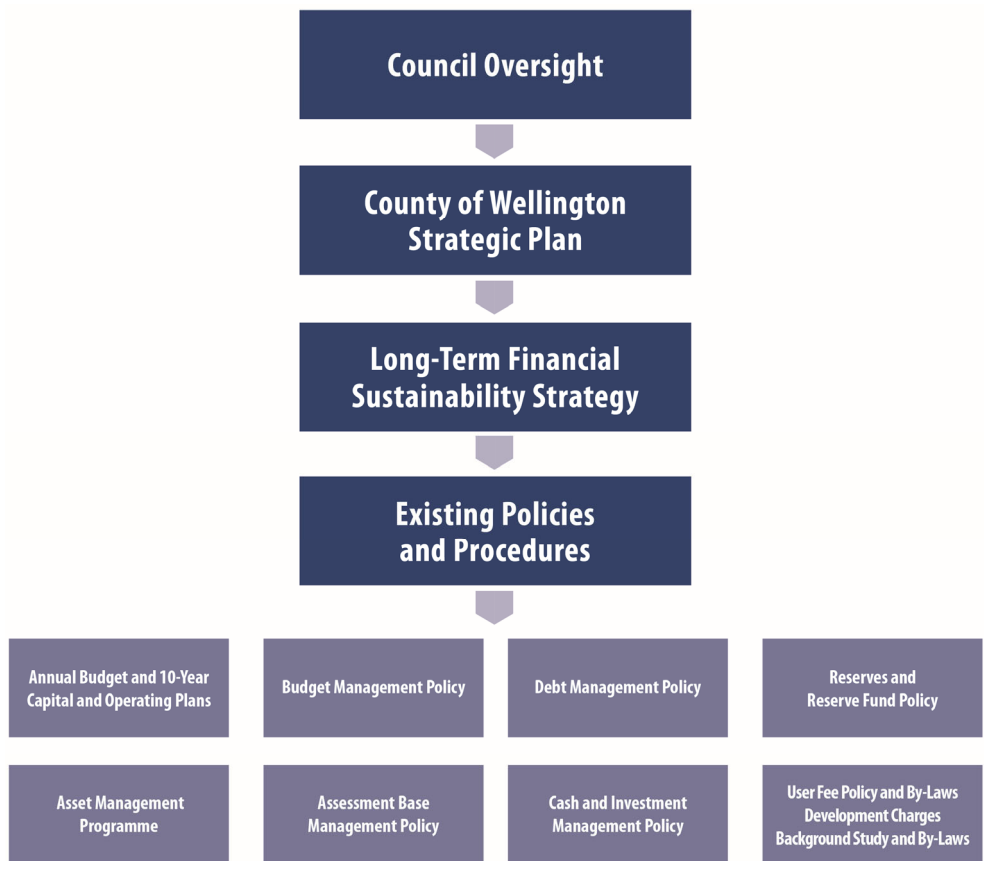
The Long-Term Financial Sustainability Strategy is iterative, and needs to be reviewed regularly to ensure that it accurately reflects the current position and future needs of the County. The review of the Long-Term Financial Plan incorporates budget variances, asset management needs, and programme evaluations,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



# Financial Policies

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

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



### Basis of Budgeting

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

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

# Financial Policies

## **Assessment Base Management Policy**

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

## **Balanced Budget**

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

## **Budget Management Policy**

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

## **Cash and Investment Management Policy**

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

## **Debt Management Policy**

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

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

# Financial Policies

## **Development Charges By-Law**

Development charges are collected to assist in financing capital projects required to meet the increased need for services resulting from growth and development and are collected in accordance with by-law number 5759-22.

## **Property Tax Policy**

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

## **Purchasing Policy**

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

## **Reserve and Reserve Funds Policy**

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

## **User Fee Policy**

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

# Budget Process

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

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

Description	Deadline / Date
Treasury staff update 10 year plan model and salary model	Summer 2022
Departments submit major 10 year operating budget items, draft 10 year capital forecast and proposed 2023 user fees to Treasury	September 9, 2022
Staff Advisory Committee review of preliminary 10 year plan	Mid October 2022
Preliminary 10 year plan completed	Late October 2022
Staff develop detailed 2023 operating budgets	October - November 2022
Preliminary 10 year plan and 2023 user fees reviewed by all Standing Committees and Boards	November 2022
AF and HR Committee review of preliminary 10 year plan and 2023 user fees	November 29, 2022
County Council adopts 2023 user fees and receives 10 year plan for information	December 1, 2022
CAO and Department Head review of budgets	December 2022
H A P P Y   N E W   Y E A R	
Special meeting of County Council to review the 10 year plan and 2023 budget	January 9, 2023
Committee and Board review and approval of 2023 budgets and 10 year plan	January 2023
AF and HR review of budget and 10 year plan and recommendation to Council	January 17, 2023
Council review and approval of 2023 budget and final 10 year projection	January 26, 2023

# Budget Process

## Public Input

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

## Budget Amendment Procedures

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

## Operating Budget

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

## Capital Budget

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

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Corporation of the County of Wellington

# Section 2

2023 BUDGET AND TEN YEAR PLAN



# Budget Overview

County Council adopted the 2023 budget on January 26, 2023. The budget attempts to strike a balance between limiting the cost impact to residents during a period with 40-year inflationary highs, while continuing to provide the necessary resources to deliver services and maintain infrastructure for our residents. Council approved the budget with a tax impact of 3.8% with a focus on core services. County services have faced significant cost increases across the board, which are reflected in the budget. The County's forward-looking budget maintains a strong commitment towards infrastructure requirements despite significant changes in Provincial legislation, including Bill 23, the More Homes Built Faster Act and provincial funding models including the Ontario Community Infrastructure Fund.

## Highlights include:

- Significant investment in roads capital infrastructure and public works facilities over the next ten years, including \$35.1 million in facility upgrades in Erin, Bruce Dale, Harriston and Aberfoyle public works facilities and \$274.9 million for roads, bridges and culvert works throughout the forecast.
- Design and construction of the new Erin Library Branch
- Increased capital investment in social and affordable housing supported by a grant from senior levels of government
- Land Ambulance service expansion include the addition of two supervisors at the Erin Station as well as the addition of four paramedics to improve service times across the County
- A significant reduction in childcare fees for families supported through the Federal Canada Wide Early Learning and Child Care Funding Agreement
- Waste Management enhancements including improvements to the Elora and Rothsay Transfer Stations
- Implementation of the Wellington Place Master Plan to improve visitor experience at the site

	2023	2024	2025	2026	2027
<b>County Tax Levy (\$000's)</b>	\$120,491	\$126,450	\$132,601	\$139,231	\$145,463
<b>Residential Tax Impact</b>	3.8%	3.6%	3.6%	3.7%	3.2%
	2028	2029	2030	2031	2032
<b>County Tax Levy (\$000's)</b>	\$152,334	\$159,154	\$165,917	\$172,991	\$180,021
<b>Residential Tax Impact</b>	3.4%	3.2%	3.0%	3.0%	2.8%

## Financial Summary and Statistics

2023 Operating Budget	2023-32 Capital Budget Forecast
<ul style="list-style-type: none"> <li>• Operating expenditure = \$277.9 million</li> <li>• 2023 tax levy = \$120.5 million</li> <li>• County tax impact = 3.8%, which results in an increase of 2.1% on the average residential property tax bill</li> <li>• Residential tax impact per \$100,000 of assessment = \$24</li> </ul>	<ul style="list-style-type: none"> <li>• Total 2023 capital investment = \$61.6 M</li> <li>• Total 10-year capital investment = \$555.1 M</li> <li>• New debt issues are projected to be \$56.3 million over ten-years and include \$33.0 million in tax-supported debt and \$23.3 million in growth-supported debt</li> <li>• Total debt outstanding peaks at \$63.4 M in 2028</li> </ul>

# Budget Overview: Challenges

## Challenges Facing Wellington

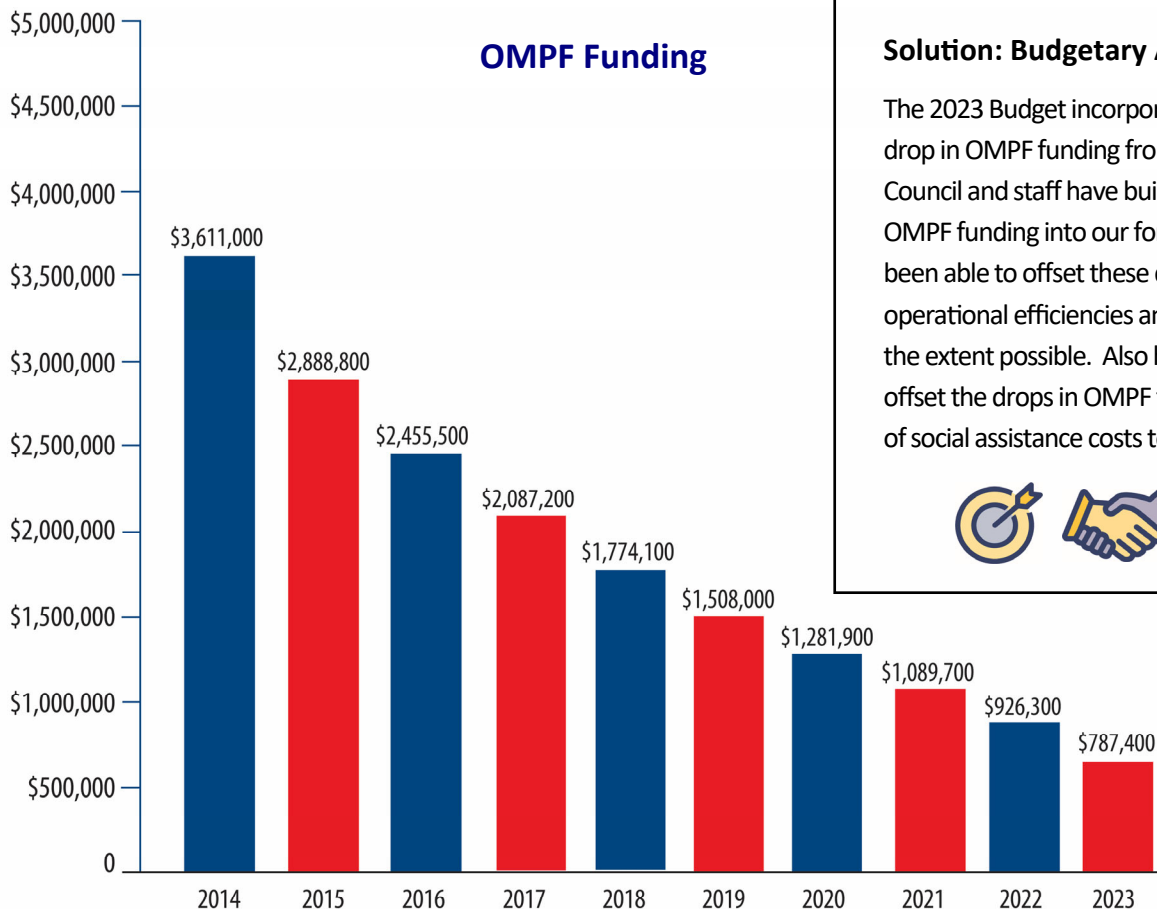
Wellington County is facing challenges common to many rural municipalities including: inconsistent financial support from upper levels of government, infrastructure renewal requirements with a large geographic area and low population density, and a changing demographic profile. The County is committed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



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

## Challenge: Providing the Highest Level and Best Quality Services

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



**Solution: Budgetary Adjustments**

The 2023 Budget incorporates a further 15% drop in OMPF funding from 2022 (\$138,900). Council and staff have built the declining OMPF funding into our forecast and have been able to offset these decreases by finding operational efficiencies and other savings to the extent possible. Also helping to partially offset the drops in OMPF funding is the upload of social assistance costs to the province.

# Farm Tax Rebate

## What is it?

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

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

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

## Implications for Rural Municipalities

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

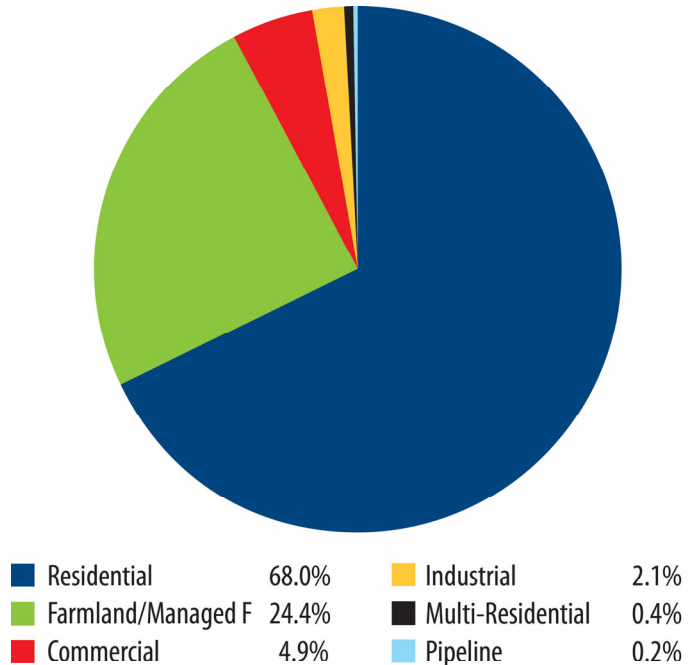
The shift in taxes from farmland assessment to other property taxes is worth approximately **\$44.3 million per year**.

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

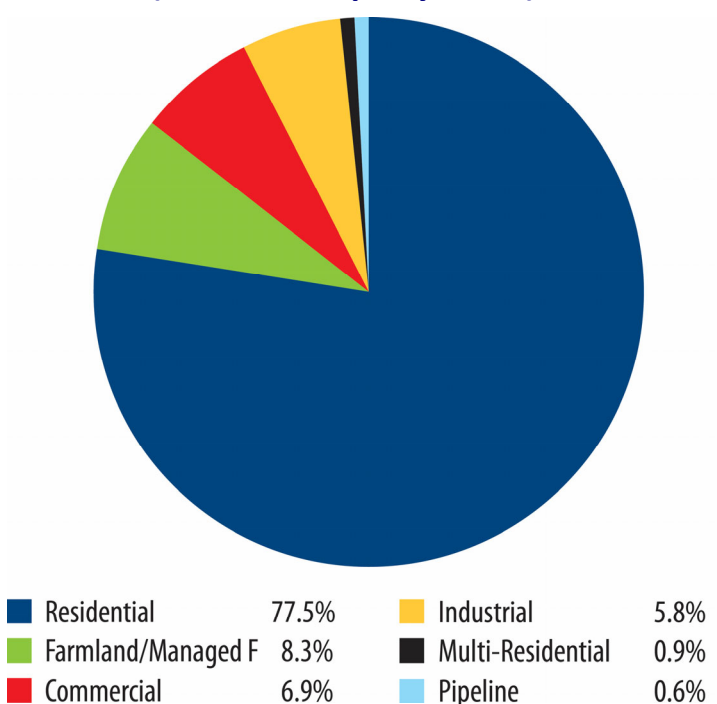
The difference of roughly **\$38 million** is shifted onto other property classes. This works out to an average cost of **\$1,175 per non-farm property owner** to fund the farm tax rebate.

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

**2022 UNWEIGHTED ASSESSMENT BY CLASS**  
(Share of Property Values)



**2022 WEIGHTED ASSESSMENT BY CLASS**  
(Share of Property Taxes)



# Budget Overview: Challenges

## Challenge: 40-Year Inflationary Highs and Provincial Legislative Changes

Significant inflationary pressures and disruption to provincial funding models drove increases to the 2023 budget. The Consumer Price Index for Ontario averaged 6.8% in 2022 (low of 5.7% in January, high of 7.9% in June). Construction prices increased by double digits for the last five quarters and were above 15% for over a year. This level of inflation lasted longer than anyone could have predicted and is driving the cost of services that the County delivers significantly upwards.



The province introduced legislative and funding model changes that has significant impacts on the County's ability to fund its capital budget. These changes were communicated in November and December of 2022 with very little notice or municipal consultation.

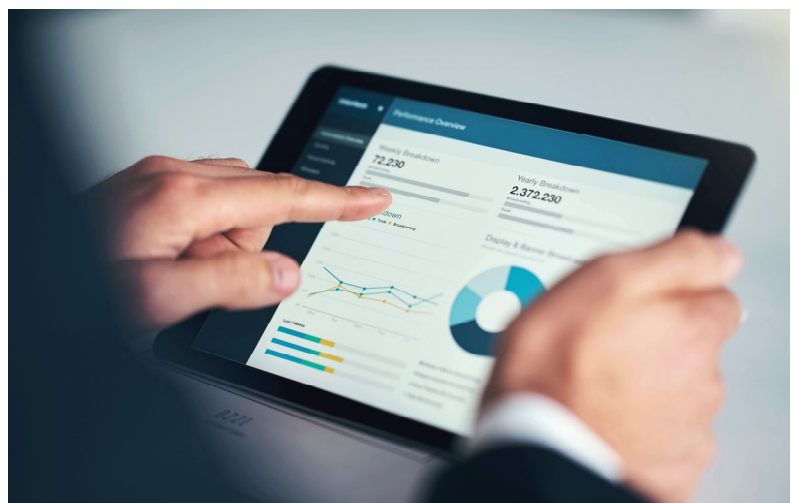
The More Homes Built Faster Act has significantly impacted municipalities' ability to collect development charges (DCs) and will shift the cost of growth from developers to property taxpayers. The mandatory phase-in requirement has reduced the County's development charge fees by 20% effective November 28, 2022. It will be five years before the County's DCs return to their full rate. This has reduced development charges available for growth-related projects by an estimated \$4.7 million over the County's 10-year forecast. Exemptions for land purchases and studies are estimated to cost an additional \$5.8 million. These changes will create pressure on the County's reserves to make up the difference and will add additional costs to the tax levy in the years ahead.

Changes to the Ontario Community Infrastructure Fund (OCIF) results in a significant redistribution of infrastructure funding amongst Wellington County municipalities. The County's 2023 allocation has been reduced by over \$500,000 annually. This results in a loss of \$5.0 million in capital funding over the next 10-years and the County needed to adjust its tax levy contribution to capital reserves to account for the difference.

## Solution: Reserve Fund Management and Long Term Financial Sustainability Planning

County Council's decision to fully fund the capital budget through reserves, rather than direct transfers from the tax levy has allowed the County to absorb some of the larger inflationary impacts over a two-to-three-year period rather than facing them all at once. This prudent reserve management has allowed the County to provide sufficient funding to address programmes and services that have come forward, while smoothing the impacts on the County's ratepayers.

The County has long maintained a strong commitment with regard to maintaining healthy reserve balances and contributions in current years budgets towards reserves in order to be in a position to mitigate significant changes to the external financial landscape in future years. This judicious approach to long-term financial management has put the County in a position to draw on reserves in 2023 to maintain a tax levy for residents well below the prevailing inflation rate.

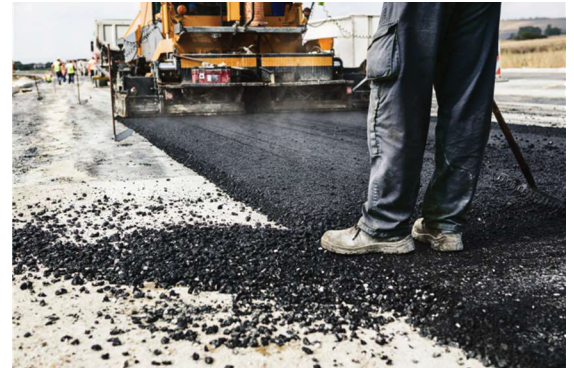


# Budget Overview: Challenges

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



Wellington County has a land area of 2,600 km<sup>2</sup> and a population density of 39.6 per square kilometer. Since our population is spread out over a larger geographic area, more infrastructure is required to connect the County, and the maintenance of this infrastructure is funded by fewer people than in more urban centres. Further, private investment in infrastructure, such as fibre optics, is not always possible as the return on investment is not as high as in more populous regions.



## Solution: Connecting People and Managing Assets

The County owns and operates over \$1.3 billion in assets that deliver continued services to the community, and is responsible for the maintenance of these assets. Wellington's large amount of physical infrastructure and relatively low population density makes it critical for the County to plan ahead for its infrastructure requirements.

Municipalities own over 60% of all public infrastructure and receive only nine cents of every tax dollar collected. This places pressure on the County to fund infrastructure improvements with limited finances. Building and maintaining infrastructure is a key objective for the County, and is achieved by applying sound asset management practices, taking inventory of what the County owns, conducting regular inspections, prioritizing work needs, preparing appropriate asset renewal projections and programmes to address renewal needs, and monitoring and reporting on asset condition. The County has developed a strategic asset management policy and completed the Asset Plan for Core assets in compliance with the provincial regulation Asset Management Planning for Municipal Infrastructure. The 2023 Budget and Ten-Year Plan includes \$555.1 million for infrastructure-related capital requirements over the next 10 years.

To offset some of the pressure faced by municipalities in addressing the infrastructure funding gap, the province continues the Ontario Community Infrastructure Funding (OCIF) in 2023. While the funding amount to the County is reduced by \$500,000 in 2023 it remains an integral source of funds projects now as well as in future years budgets.

The County has \$1.6 million in approved funding for rural broadband improvements from the 2021-22 capital budgets. The County believes this amount of funding, with anticipated assistance from the federal and provincial governments, and private investment, will be enough to support enhanced internet service and connectivity for its residents and businesses in the coming years. More information will be provided, as it becomes available.



# Budget Overview: Challenges

## Challenge: Changing Demographics



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

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



## Solution: Improve Healthcare Facilities and Ambulance Response Times

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



The 2023 budget includes the second year of significant investment by the provincial government to support Long Term Care. The objective of this funding is to increase direct hours of care to four hours per resident per day by 2024-25, and to increase the average working hours of allied health professionals to 36 minutes per resident per day.

The City of Guelph is the delivery agent of Land Ambulance services in Guelph and Wellington County. An Ambulance Master Plan has been completed, which forecasts significant increases in demand for services and presents opportunities for response time improvements within the County by relocating and rebuilding some of the ambulance station facilities. In order to support the recommendations resulting from the Master Plan, the County has conducted an Ambulance Station Feasibility Study to determine optimal locations and budget requirements. The County's capital forecast includes a proposal to build five new ambulance stations, and a sixth facility outside the forecast, and lease them back to the City. Provincial direction related to a previously announced review of Ambulance services are required to determine the timing of investment.

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

# Budget Overview: Challenges

## Challenge: Climate Change and Environmental Concerns

The County is just beginning to understand how the COVID-19 pandemic has affected our energy consumption and greenhouse gas (GHG) emissions. The pandemic has brought to light the importance of indoor air quality in protecting occupants against airborne pathogens. Operational adjustments to heating, ventilation and air conditioning, including the addition of ultraviolet air purifiers have improved air quality in the County's corporate buildings and increased our energy consumption. The challenge moving forward is to meet air quality expectations while continuing to reduce greenhouse gas emissions and conserve energy to meet the short and long-term targets set out in the Future Focused Plan and Energy Conservation and Demand Management Plan. Examination of the effect of the pandemic on energy and GHG emissions in the community is ongoing.

The most recent status report from the International Panel on Climate Change demonstrated that time is of the essence in order to meet the target of 1.5 degrees Celsius global warming and avoid future catastrophic outcomes and associated costs due to climate change. Studying and planning are lengthy and important phases in the development of climate change programmes. These phases are necessary to develop solutions for the deep changes needed to infrastructure and systems for the long term feasibility, sustainability and adoption of greenhouse gas emissions reduction measures and ultimately reduce costs. The challenge is to create efficiencies in the studying and planning phases to move more quickly to implementation.



## Solution: Community-Focused Actions

In the community, the County has already initiated ways to address the challenges noted above through the implementation of the Future Focused Plan's Five Big Moves:

1. Home energy retrofits – Engage with the building and renovation industry to identify pathways to build capacity in this sector locally to meet future demand.
2. Green Development Standards – Partner with neighbouring Counties to create process efficiencies and extend audience reach in the creation of Green Development Standards to promote development approaches that go beyond the requirements of the Ontario Building Code and Provincial Policy Statement
3. Electric vehicle (EV) adoption – Continue to provide information and opportunities for EV test drives for the community.
4. Continued support of farmers in their efforts to reduce on-farm greenhouse gases - Pilot the Experimental Acres, an incentive programme (in partnership with Our Food Future) to support farmers seeking to transition to climate-friendly agricultural practices.
5. Continued implementation of County's Solid Waste Service Strategy's objective to increase diversion rates - Establish circular pathways to use waste as a resource in business, on farms, and at home by building on progress made through programmes in partnership with Our Food Future.

# Budget Overview: Challenges

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



In 2016, Municipal Property Assessment Corporation (MPAC) and the Ontario Stone, Sand, and Gravel Association (OSSGA) came to an agreement to settle legacy appeals from the 2009-16 taxation years. This came as a result of successful lobbying efforts made by the industry to the provincial government to exempt the assessment of aggregate within the lands for property tax purposes. MPAC and the OSSGA also agreed upon a new formula to determine assessments for the 2017-20 taxation years. The COVID-19 pandemic has delayed the reassessment period meaning that the new formula is also in place for the 2021 to 2023 taxation years.

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



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

## Solution: Assessment Base Management

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

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

# Executive Summary - Operating Budget

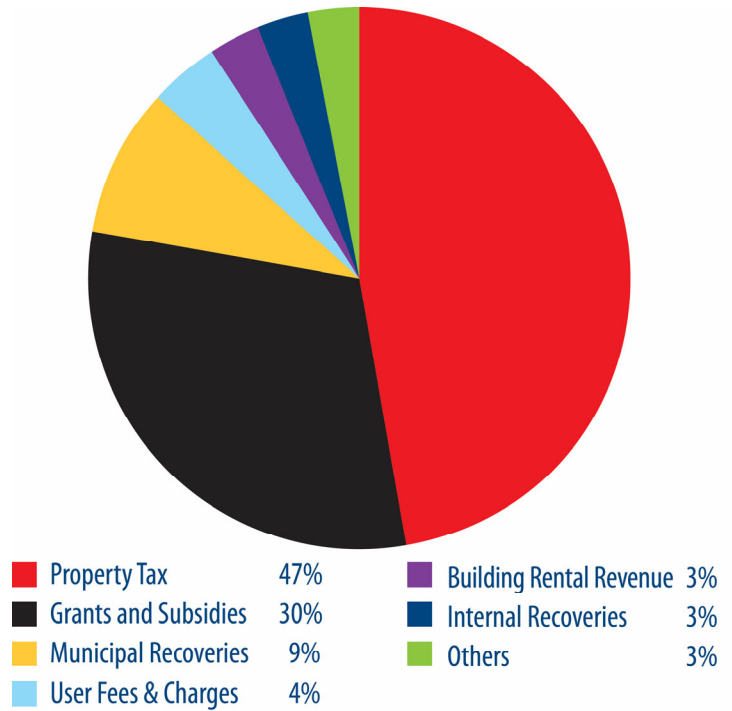
## 2023 Operating Budget Revenues

**\$277.9 Million**

Property taxes make up 47% of the County's revenues, followed by grants and subsidies totalling 30%.

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

2023 OPERATING BUDGET REVENUES



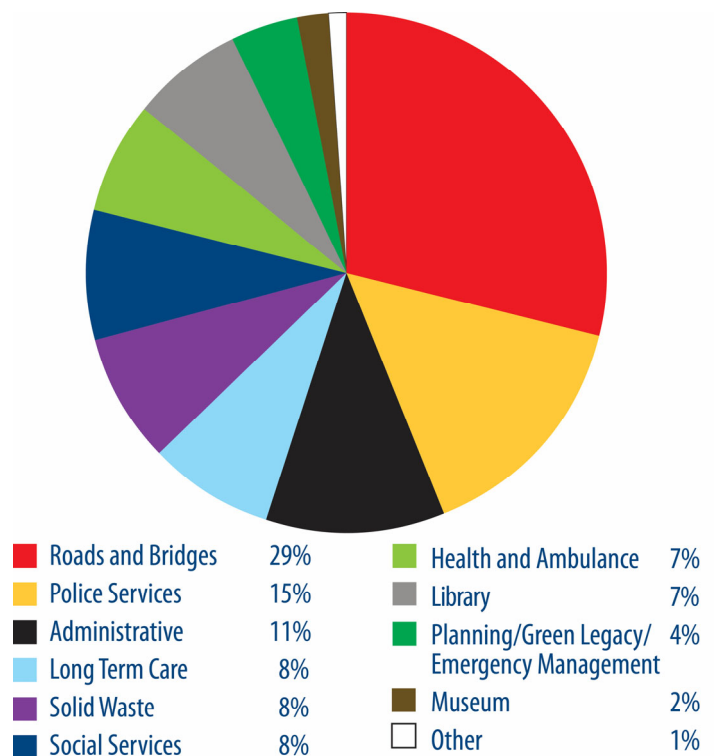
## 2023 County Property Tax Requirement

**\$120.4 Million**

Property taxes remain the County's largest and most important source of revenue. Approximately 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.

2023 COUNTY PROPERTY TAX REQUIREMENT



# Operating Budget - Revenue Sources

County revenues are estimated based on federal/provincial funding announcements, estimated caseload and service levels (grants and subsidies) as well as adherence to cost sharing agreements for shared services with the City of Guelph (municipal recoveries). Rental revenues are based on rent-gear to income subsidy calculations for our social housing tenants and lease agreements with the province. Resident co-payment fees at our long-term care home are based on standards provided by the Ministry of Health and Long-Term Care. The following are major revenue sources for the County of Wellington:

## Grants and Subsidies

Grants and subsidies anticipated to be received by the County in 2023 total just over \$95.4 million. Most of the subsidies received (\$79.8 million) are for the delivery of social services (Ontario Works, Child Care, Housing and Affordable Housing) as well as subsidies for operating the County's long-term care home, the Wellington Terrace (12.2 million). Much of the subsidies received for Social Services are received for services in the City of Guelph (\$58.7 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 \$21.1 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 \$24.2 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes (\$22.5 million). As well as \$288,900 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 (\$1.5 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 (\$4.7 million), curbside user pay bag fees (\$1.8 million) and tipping fees at County landfill sites and transfer stations (\$1.8 million). Other user fees include parent fees for the provision of child care (\$0.6 million) at the County's five directly operated child care centres, planning and land division application fees (\$1.2 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

## 2023 Operating Budget Expenditures - \$277.9 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.

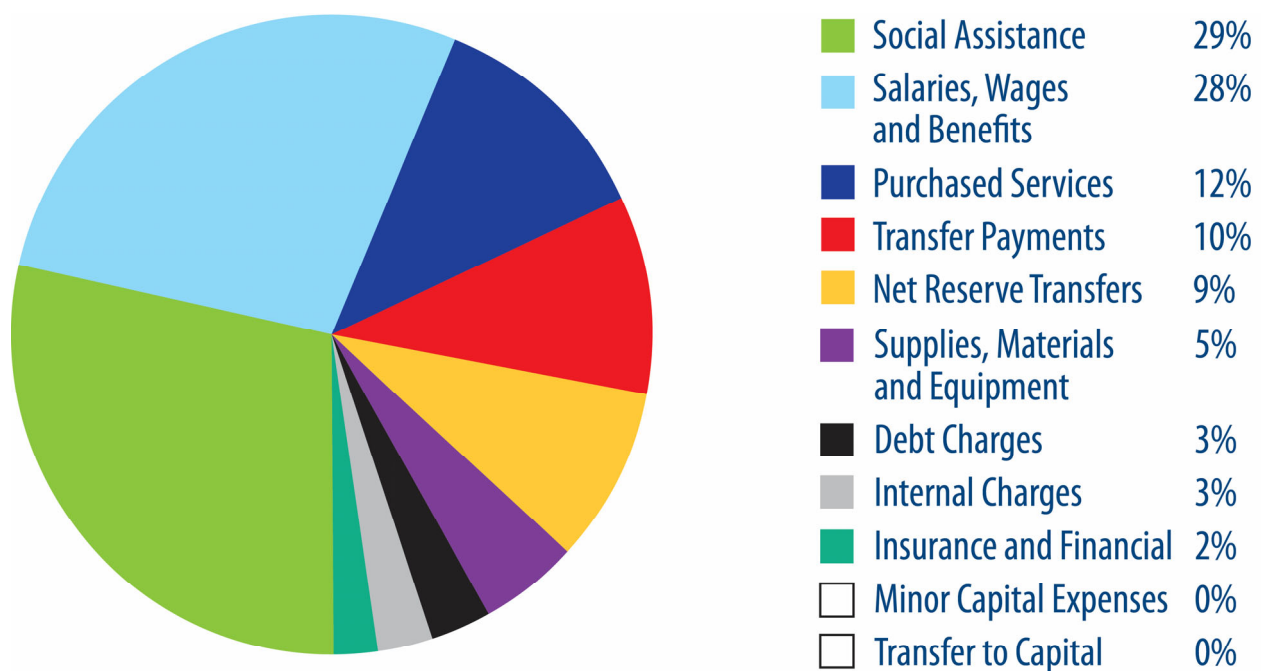
### Supplies, Materials and Equipment

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.

### 2023 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.

## 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.

## 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 33-34.

## 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

## 2022 Staffing Adjustments

Annualization of positions approved in 2022 budget as well as departmental restructuring as well as in year staffing adjustments.

## Staffing Changes for 2023

**Planning:** Forest Sustainability By-Law Officer; reduce hours for PT Weed and Tree Inspector

**Housing:** Maintenance Supervisor (3 year contract), Capital Works Coordinator (2 year contract)

**SWS:** 2 Part-Time Site Assistants Elora/Belwood Transfer Sites, Equipment Operator (Leachate Management)

**Treasury:** Budget and Accounting Coordinator

**CAO and Clerks:** Cyber Security Analyst

**Roads:** Truck and Coach Technician

**Library:** additional ABS Hours Drayton and Palmerston Branches, add Information Services Librarian

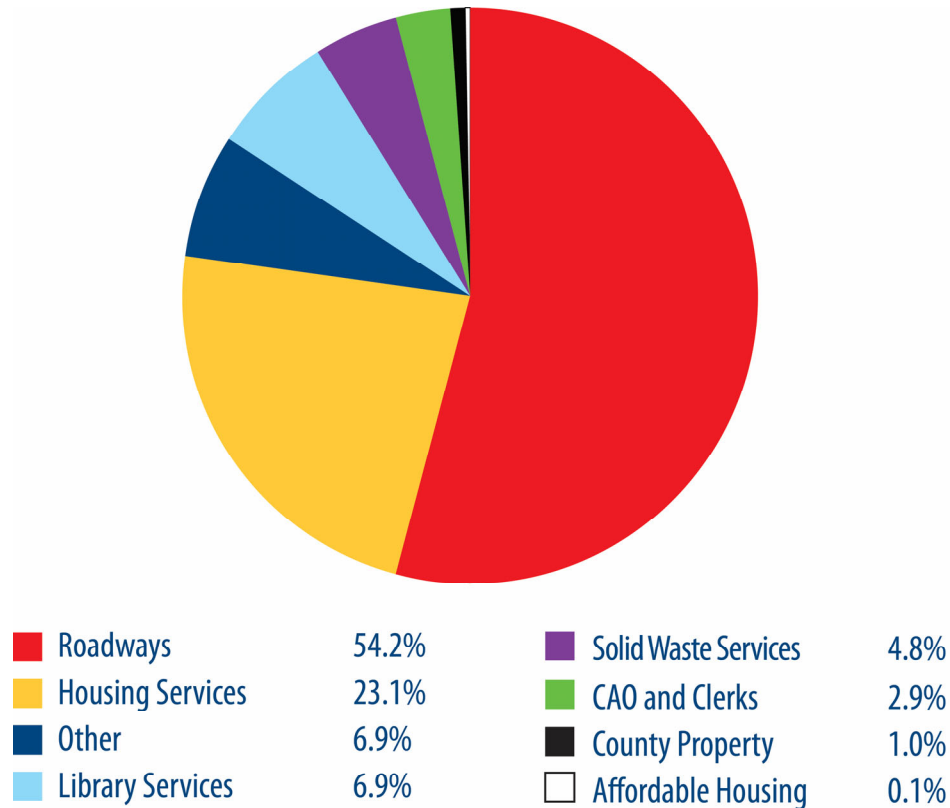
Department	Total FTEs			Change 2022-2023
	2021	2022	2023	
Office of the CAO/Clerk	35.0	38.3	39.8	1.5
Economic Development	7.0	8.2	8.7	0.5
Treasury	18.2	18.2	19.0	0.8
Human Resources	12.3	13.1	13.4	0.3
Property	14.8	14.4	14.1	(0.3)
Police	2.1	2.1	2.1	0.0
Roads Admin	9.0	10.0	10.0	0.0
Roads Field	60.2	59.7	60.4	0.7
Solid Waste	29.9	30.4	32.5	2.1
Planning	17.5	18.6	19.5	0.9
Tree Nursery	8.2	8.2	8.2	0.0
Emergency Management	4.0	4.3	4.3	0.0
Museum	18.7	18.2	18.2	0.0
Library	59.7	60.0	60.8	0.8
Ontario Works	69.4	69.4	69.5	0.1
Child Care	94.0	96.4	97.5	1.1
Housing	47.3	50.2	52.7	2.5
Long-Term Care	214.3	215.5	215.9	0.4
<b>Total</b>	<b>721.6</b>	<b>735.2</b>	<b>746.7</b>	<b>11.5</b>

# Summary Of Staffing By Department

2023 Staffing Summary				
<b>2022 Approved staff complement (expressed as full time equivalents)</b>	<b>735.2</b>			
Annualization of positions approved in the 2022 budget	3.0			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
<b>2022 In-Year Staffing Adjustments</b>				
Child Care: Pedagogical Leader - one year Contract Ending June 2023	0.5	48,200	(48,200)	-
Child Care: Canada Wide Early Learning Manager, Canada Wide Early Learning Data Analyst	2.0	225,600	(225,600)	-
Terrace: Employee Support Clerk	1.0	98,600	(98,600)	-
Economic Development: Talent Attraction position to FT	0.4	35,000	(8,700)	26,300
<b>Adjustments due to COVID-19</b>				
Child Care: Screeners (AM) Removed	(0.9)	(37,000)	37,000	-
Child Care: Screeners (PM) Removed	(0.6)	(26,700)	26,700	-
Terrace: Remove Swabbing/Reduce Terrace Aide Hours	(0.8)	(60,000)	60,000	-
<b>Total 2022 In-Year Staffing Adjustments</b>	<b>1.6</b>	<b>\$ 283,700</b>	<b>\$ (257,400)</b>	<b>\$ 26,300</b>
<b>Adjusted 2022 Staff Complement</b>	<b>739.9</b>			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
<b>2023 Proposed Staffing Changes</b>				
IT: Cyber Security Analyst	0.8	97,800	(18,800)	79,000
Treasury: Budget and Accounting Coordinator	0.8	83,200	(4,600)	78,600
Roads: Truck and Coach Technician	0.8	69,400	(69,400)	-
Solid Waste Site Coverage: add 2 Part-Time Site Assistants Elora/Belwood Transfer Sites, Equipment Operator (Leachate Management), March 1st start date	2.0	147,000		147,000
Housing: Maintenance Supervisor (Contract, April 1st Start Date), Capital Works Coordinator (Contract, July 1st Start Date)	1.3	128,600	(128,600)	-
Library: additional ABS Hours Drayton and Palmerston Branches, add Information Services Librarian (October 1st Start Date)	0.8	68,600		68,600
Planning: add FT Forest Sustainability By-Law Officer; reduce hours for PT Weed and Tree Inspector	0.5	85,200	(24,800)	60,400
<b>Proposed changes to Staff Complement</b>	<b>6.8</b>	<b>\$ 679,800</b>	<b>\$ (246,200)</b>	<b>\$ 433,600</b>
<b>2023 Proposed Staff Complement (full time equivalents)</b>	<b>746.7</b>			

# Executive Summary - Capital Budget

## 2023 CAPITAL EXPENDITURES BY DEPARTMENT



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

### 2023 Capital Budget and Ten-Year Forecast

The County's 2023 capital budget totals \$61.6 million. The County's investment in its roadway network and social and affordable housing make up 77% of the current year's capital budget. Of the current year's capital budget, 63.3% is funded through own source revenues. The remainder is funded through Canada Community Building Fund, provincial and federal subsidies, municipal recoveries, development charges and growth related debentures.

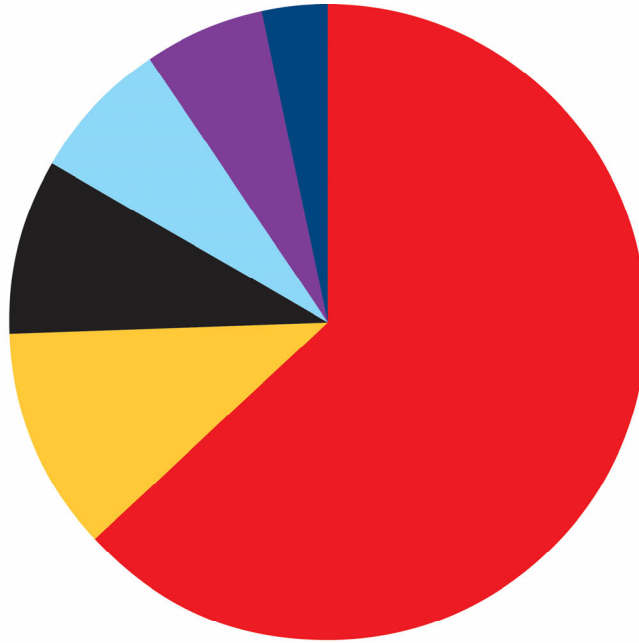
Major capital projects for the current year include:

- \$33.4 million in its existing network of roads, bridges, culverts and roads related equipment and facilities.
- \$14.3 million in capital repairs and enhancements within its social and affordable housing units, including \$7.6 million for renovations at 65 Delhi Street.
- \$6.5 million over 2023-2024 for the design and construction of a new Erin Library Branch.

The Ten-Year Capital Plan invests \$555.1 million in infrastructure and equipment. This includes the construction of five ambulance stations, the development of Riverstown landfill, construction of a new Erin library branch, further investment in social housing and roads including \$35.1 million to complete the design and construction of four public works facilities.

# Capital Budget - Funding Sources And Cash Flow

## 2023 CAPITAL FUNDING SOURCES



<span style="color: red;">■</span> Reserves	63.3%	<span style="color: purple;">■</span> Growth Related Debentures	6.0%
<span style="color: yellow;">■</span> Subsidy	11.3%	<span style="color: darkblue;">■</span> Development Charges	3.3%
<span style="color: black;">■</span> Recoveries	8.9%		
<span style="color: lightblue;">■</span> Canada Community Building Fund	7.2%		

2023 Estimated Capital Cash Flow (in \$M)			
Capital Projects Carry-Forward from 2022 (A)	2023 Capital Budget (B)	Total Capital in 2023 (A+B)	2023 Projected Cash Flow
\$70.6	\$61.6	\$131.2	\$58.5

The table above shows the County’s estimated projected cash flow for 2023.

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 2023 projected capital cash flow of \$58.5 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 reserves, recoveries from other municipalities, Canada Community Building Fund, provincial subsidy, and development charges. Capital revenue sources are described below.

## 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 \$30 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 revised the formula used to distribute funding to municipalities, resulting in a reduction in annual funding of over \$500K to the County. The County's allocation is \$3.3M in 2023 and staff have assumed this level of funding through to 2032. 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 5759-22 which was approved on May 26, 2022. The mandatory phase-in of development charges as required by Bill 23 is projected to reduce development charge revenue by \$4.7 million over the 10-year plan.

# Canada Community Building Fund Projects

	2023	2024	2025	2026	2027	5 Year Total
<b>Asset Management / Engineering</b>						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
<b>Roads Construction</b>						
WR 7 from WR 51 to Passing lanes 3.2 km	1,800,000					1,800,000
WR 16, Hwy 89 to WR 109						0
WR 124, WR 24 to Ospringe 6km					2,500,000	2,500,000
<b>Bridges</b>						
WR 7, Rothsay Bridge, 07019, Rehab						0
WR 36, Bridge B036122, Replace				800,000		800,000
<b>Roads Resurfacing</b>						
WR 7, 1st Line to WR 18, 3.3 km						0
WR 11, 300m S of 16th Line to WR 109		1,000,000				1,000,000
WR 35, WR 34 to Hamilton boundary, 6.6 km			570,000			570,000
WR 109, Hwy 6 to Dufferin 11.1 km	857,500					857,500
<b>Total County of Wellington</b>	<b>4,457,500</b>	<b>2,800,000</b>	<b>3,170,000</b>	<b>1,800,000</b>	<b>4,300,000</b>	<b>16,527,500</b>

	2028	2029	2030	2031	2032	10 Year Total
<b>Asset Management / Engineering</b>						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
<b>Roads Construction</b>						
WR 7 from WR 51 to Passing lanes 3.2 km						1,800,000
WR 16, Hwy 89 to WR 109		1,200,000				1,200,000
WR 124, WR 24 to Ospringe 6km						2,500,000
<b>Bridges</b>						
WR 7, Rothsay Bridge, 07019, Rehab			1,200,000			1,200,000
WR 36, Bridge B036122, Replace						800,000
<b>Roads Resurfacing</b>						
WR 7, 1st Line to WR 18, 3.3 km				1,200,000		1,200,000
WR 11, 300m S of 16th Line to WR 109						1,000,000
WR 35, WR 34 to Hamilton boundary, 6.6 km						570,000
WR 109, Hwy 6 to Dufferin 11.1 km	1,100,000					1,957,500
<b>Total County of Wellington</b>	<b>2,900,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>1,800,000</b>	<b>30,227,500</b>

# Ontario Community Infrastructure Fund (OCIF) Projects

	2023	2024	2025	2026	2027	5 Year Total
<b>Growth Related Construction</b>						
WR 124, WR 32 to Guelph Rd 1, 1.7 km			1,000,000			1,000,000
<b>Road Construction</b>						
WR 12, WR 7 to 300m East of 16th Line						
WR 16, WR 109 to WR 19						
WR 50, Railway Tracks to WR 125 6km						
WR 123, Palmerston WR 5 to Hwy 23, 2km						
<b>Bridges</b>						
WR 11, Flax Bridge B011025 Rep		1,400,000				1,400,000
WR 32, Blatchford Bridge, Replace				1,260,000		1,260,000
WR 35, Paddock Bridge, B035087		1,680,000				1,680,000
WR 109, CR Bridge 4, B109133				1,920,000		1,920,000
WR 109, CR Bridge 10 B109134					1,950,000	1,950,000
WR 109, CR Bridge 5, C109123			1,200,000			1,200,000
<b>Culverts</b>						
WR 11, Culvert C110930, Replace						
<b>County Bridges on Local Roads</b>						
Jones Baseline, Ostrander Bridge, 000032, Rehab						
<b>Roads Resurfacing</b>						
WR 22, WR 26 to 300m S of WR24			1,200,000			1,200,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km						
WR 24, 300m S of WR 50 to SR 9 2.5 km						
WR 24, WR 42 to 1.2 km N of WR 42						
WR 26, WR 124 to WR 18 15km						
WR 32, WR 34 to WR 124, 5 km					1,390,000	1,390,000
WR 43, WR 19 to Glengarry Cr 1.3 km						
WR 109, Hwy 6 to Dufferin 11.1 km						
<b>Total County of Wellington</b>		3,080,000	3,400,000	3,180,000	3,340,000	13,000,000

# Ontario Community Infrastructure Fund (OCIF) Projects

	2028	2029	2030	2031	2032	10 Year Total
<b>Growth Related Construction</b>						
WR 124, WR 32 to Guelph Rd 1, 1.7 km						1,000,000
<b>Road Construction</b>						
WR 12, WR 7 to 300m East of 16th Line		2,000,000				2,000,000
WR 16, WR 109 to WR 19			860,000			860,000
WR 50, Railway Tracks to WR 125 6km					1,300,000	1,300,000
WR 123, Palmerston WR 5 to Hwy 23, 2km	460,000	430,000	500,000			1,390,000
<b>Bridges</b>						
WR 11, Flax Bridge B011025 Rep						1,400,000
WR 32, Blatchford Bridge, Replace						1,260,000
WR 35, Paddock Bridge, B035087						1,680,000
WR 109, CR Bridge 4, B109133						1,920,000
WR 109, CR Bridge 10 B109134						1,950,000
WR 109, CR Bridge 5, C109123						1,200,000
<b>Culverts</b>						
WR 11, Culvert C110930, Replace	1,000,000					1,000,000
<b>County Bridges on Local Roads</b>						
Jones Baseline, Ostrander Bridge, 000032, Rehab		820,000				820,000
<b>Roads Resurfacing</b>						
WR 22, WR 26 to 300m S of WR24						1,200,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km					2,000,000	2,000,000
WR 24, 300m S of WR 50 to SR 9 2.5 km			900,000			900,000
WR 24, WR 42 to 1.2 km N of WR 42	800,000					800,000
WR 26, WR 124 to WR 18 15km				3,200,000		3,200,000
WR 32, WR 34 to WR 124, 5 km						1,390,000
WR 43, WR 19 to Glengarry Cr 1.3 km			1,000,000			1,000,000
WR 109, Hwy 6 to Dufferin 11.1 km	1,000,000					1,000,000
<b>Total County of Wellington</b>	<b>3,260,000</b>	<b>3,250,000</b>	<b>3,260,000</b>	<b>3,200,000</b>	<b>3,300,000</b>	<b>29,270,000</b>

# 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.

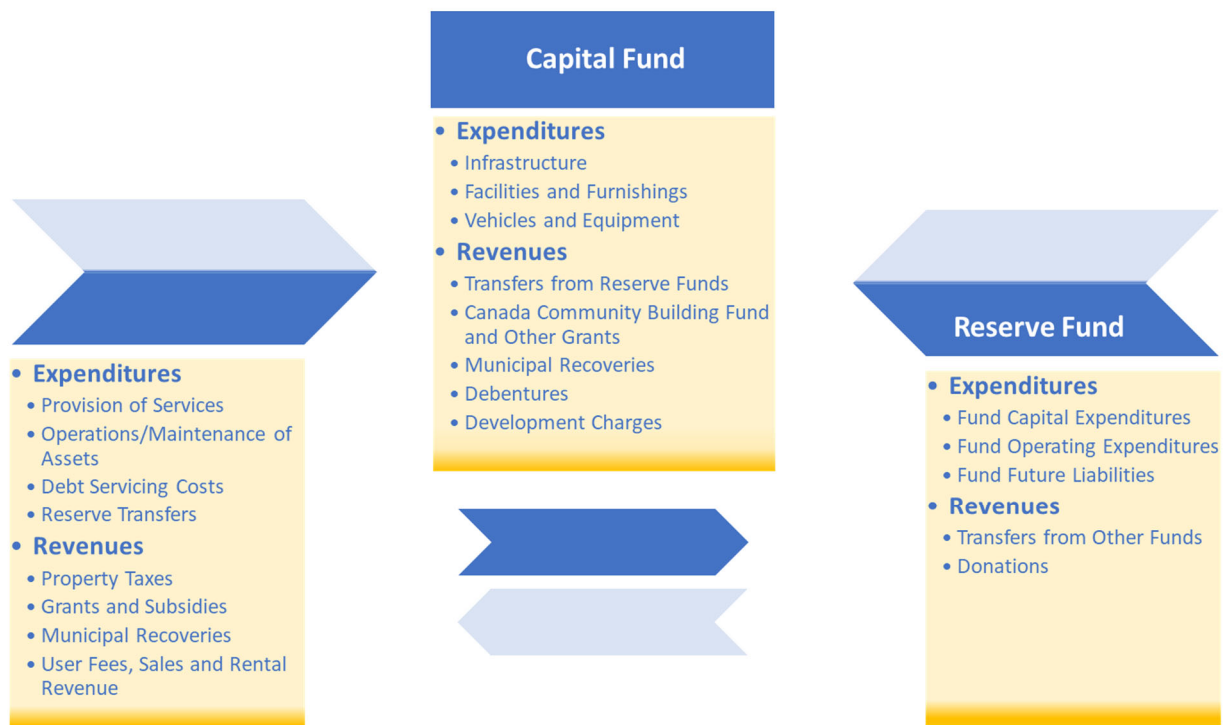
The Reserve and Reserve Fund Balances are budgeted to decrease \$18.9 million in 2023.

Reserve transfers to fund major capital items in 2023 include:

- \$19.6 million for road works; \$3.2 for Erin Library construction, \$4.9 million for Road and Solid Waste Equipment and \$2.0 million in facility improvements

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

- Roads, Solid Waste Services, CAO and Clerks (IT) and Property



# Fund Balances

## Consolidated 2023 Budget Summary (\$000's)

	Operating	Capital	Reserve and Reserve Funds	Total
<b>Budgeted Fund Balance—Beginning</b>	\$ -	\$ 25,229	\$ 122,114	\$ 147,343
<b>Revenues</b>				
Property Taxation	\$ 123,925			\$ 123,925
Grants and Subsidies	5,431	11,414		106,845
Municipal Recoveries	4,229	5,449		29,678
Licenses, Permits and Rents	8,803			8,803
User Fees and Charges	1,162			11,162
Sales Revenue	1,963			1,963
Development Charges	1,868	2,028		3,896
Debt Proceeds		3,700		3,700
Other Revenue	4,137			4,137
Internal Recoveries	8,229			8,229
<b>Total Revenue</b>	<b>\$ 279,747</b>	<b>\$ 22,591</b>	<b>\$ -</b>	<b>\$ 302,338</b>
<b>Expenditures</b>				
Salaries, Wages and Benefits	\$ (76,374)			\$ (76,374)
Supplies, Materials and Equipment	(13,316)			(13,316)
Purchased Services	(34,172)			(34,172)
Social Assistance	(81,318)			(81,318)
Transfer Payments	(27,421)			(27,421)
Minor Capital Expenses	(509)			(509)
Insurance and Financial	(4,839)			(4,839)
Debt Charges	(8,108)			(8,108)
Internal Charges	(8,133)			(8,133)
Capital Projects	-	(61,559)		(61,559)
<b>Total Expenditures</b>	<b>\$ (254,190)</b>	<b>\$ (61,559)</b>	<b>\$ -</b>	<b>\$ (315,749)</b>
<b>Transfers</b>				
Transfers from Other Funds	\$ 6,357	38,968	31,368	\$ 76,693
Transfers to Other Funds	(31,914)*		(45,325)	(77,239)
<b>Total Transfers to (from) Other Funds</b>	<b>\$ (25,557)</b>	<b>\$ 38,968</b>	<b>\$ (13,957)</b>	<b>\$ (546)</b>
Forecasted Reserve Expenditure Not Budgeted			\$ (4,924)	\$ (4,924)
<b>Projected Fund Balance—Ending</b>	<b>\$ -</b>	<b>\$ 25,229</b>	<b>\$ 103,233</b>	<b>\$ 128,462</b>

\*Note: Operating transfers to other funds includes interest on deferred revenue balances

# 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

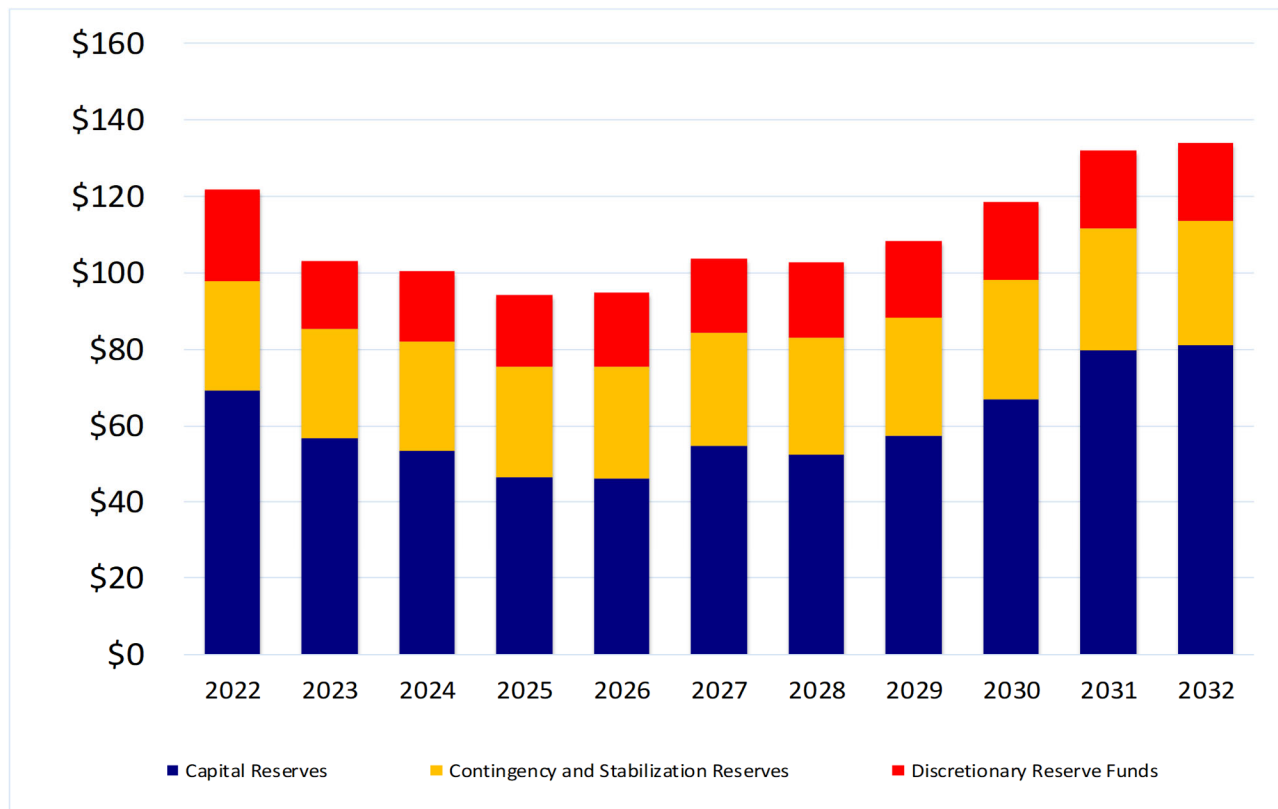
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining 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 2022-2032 period.



# 2023 Reserves Activity

	2022 Actual	2023 Budget						2023 Estimated Closing Balance
		Transfers In			Transfers Out			
		From Operating	Interest	Other	To Capital	To Operating	Other	
<b>Reserves</b>								
<b>Contingency and Stabilization Reserves</b>								
Contingency and Stabilization	\$19,782	\$175	\$479	\$427	(\$175)	(\$761)	(\$220)	\$19,794
Winter Control	\$4,122	-	\$132		-	-		\$4,245
Shared Services Stabilization	\$7,893	\$500	\$227		-	(\$814)		\$7,819
Subtotal Contingency and Stabilization	\$31,797	\$675	\$838	\$427	(\$175)	(\$1,574)	(\$220)	\$31,857
<b>Capital Reserves</b>								
Roads Equipment Replacement	\$3,659	\$2,900	\$94		(\$3,290)	-		\$3,366
SWS Equipment Replacement	\$1,936	\$550	\$37		(\$1,590)	-		\$923
Roads Capital	\$14,116	\$16,550	\$261		(\$19,637)	-		\$11,357
General Capital	\$7,181	\$1,410	\$149	\$0	(\$2,411)	(\$100)		\$6,260
Solid Waste Services Capital	\$1,765	\$500	\$41		(\$885)	-		\$1,421
Housing Capital	\$2,612	\$1,300	\$80		(\$983)	-		\$3,016
County Property Capital	\$17,780	\$1,565	\$292	\$57	(\$5,221)	(\$186)	(\$5,690)	\$8,557
Climate Change Mitigation	\$3,009	\$147	\$74		(\$467)	(\$20)		\$2,749
Wellington Terrace Capital	\$8,782	\$250	\$261		(\$485)	-		\$8,808
Ambulance	\$1,069	\$600	\$57		(\$324)	-		\$1,402
Continuum of Care Reserve	\$5,575	-	\$166		-	-		\$5,740
Housing Development (County)	\$3,871	\$1,240	\$183		-	-		\$5,299
Subtotal Capital Reserves	\$71,354	\$27,012	\$1,696	\$57	(\$35,293)	(\$306)	(\$5,690)	\$58,899
Total Reserves	\$103,151	\$27,687	\$2,534	\$484	(\$35,468)	(\$1,880)	(\$5,910)	\$90,757
<b>Discretionary Reserve Funds</b>								
<b>Future Liability Coverage</b>								
WSIB Self Insurance	\$3,989	-	\$107	\$350	-	(\$574)		\$3,877
Landfill Closure and Post Closure	\$9,913	\$600	\$299		-	(\$249)		\$10,563
Health Unit Debt Retirement	\$2,980	-	\$12		-	(\$3,000)		\$0
Post Employment Benefit	\$2,162	-	\$64	\$150	-	-		\$2,377
<b>Donation Reserve Funds</b>								
Museum and Archives Donations	\$66	\$27	\$2		-	-		\$96
Wellington Terrace Donations	\$58	-	\$3		-	-		\$60
Library Donations	\$105	-	\$3		-	(\$0)		\$108
Luella Logan Scholarship/Award	\$152	-	\$4		-	(\$3)		\$154
<b>Specific Purpose Reserve Funds</b>								
Housing Regeneration	\$4,563	-	\$12		(\$3,500)	(\$650)		\$426
Homeownership Loan Programme	\$645	-	\$15		-	-		\$665
Total Discretionary Reserve Funds	\$24,636	\$627	\$520	\$500	(\$3,500)	(\$4,477)	-	\$18,326
<b>Total Reserves and Reserve Funds</b>	<b>\$127,787</b>	<b>\$28,314</b>	<b>\$3,054</b>	<b>\$984</b>	<b>(\$38,968)</b>	<b>(\$6,357)</b>	<b>(\$5,910)</b>	<b>\$109,083</b>

# Long-Term Liabilities And Debt

## Long Term Borrowing

The County’s long term borrowing plan remains sustainable and affordable, with \$56.3 million in new debt to be issued over the next ten years. The majority of the capital plan continues to be funded from reserves (60.7%).

## Tax Supported Debt

As of December 31, 2022 County tax supported debt totals \$18.8 million. The 2023 – 2032 forecast anticipates the issuance of \$6.0 million for Erin/Bruce Dale roads facility projects and \$27.0 million for the 21 Douglas St

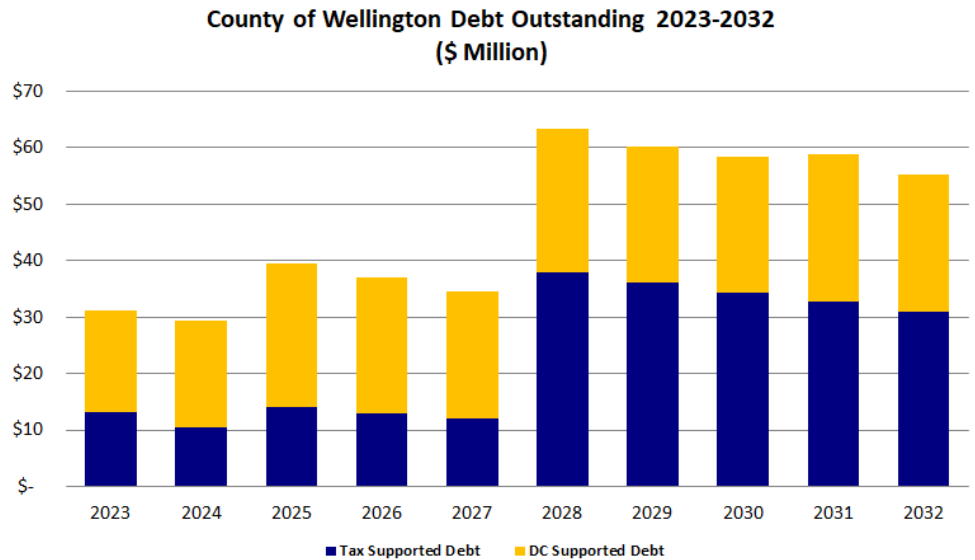
## Development Charge Supported Debt

As of December 31, 2022 County development charge supported debt totals \$15.4 million. The 2023 – 2032 forecast anticipates the issuance of \$23.3 million of development charge supported debt related to growth related portion of three roads facilities, roads construction projects, the Erin Library, three ambulance stations, and the upgrade of the Elora Waste

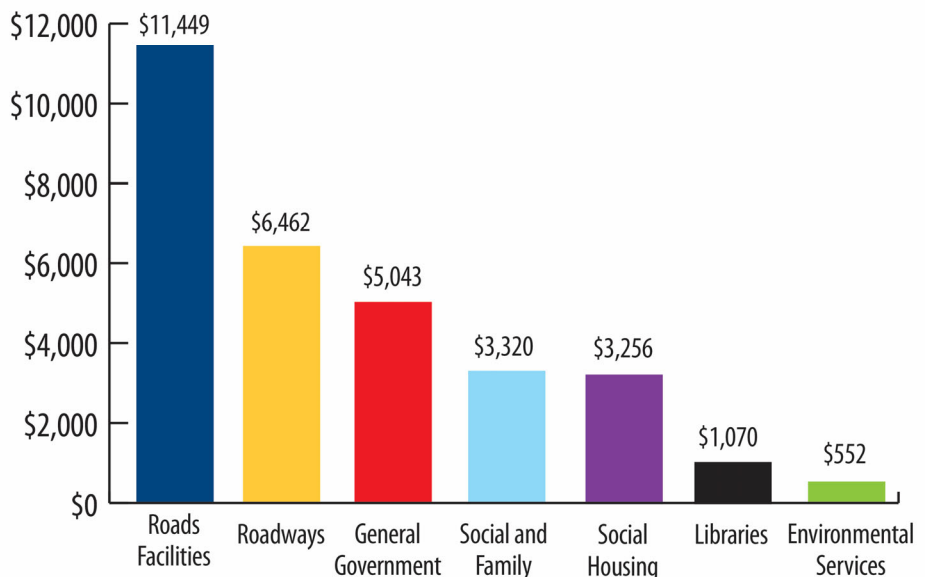
## Current Debt Obligations

The County’s current debt obligation in 2023 sits at just over \$31 million. The three largest debt obligations reside within Roadways and Roads Facilities, General Government, Social and Family Services and Social Housing which account for \$29 million of the total in 2022. The County has been able to maintain a reasonable debt obligation and maintain it’s AAA credit rating with Standard and Poor’s.

**COUNTY OF WELLINGTON DEBT OUTSTANDING (2023-2032) \$MILLIONS**



**in 000's**



# Long-Term Liabilities And Debt

## Debt Servicing Requirements

Debt servicing costs will top out at \$8.1 million (\$6.4 million tax supported, \$1.7 million growth supported) in 2023. Debt charges do not exceed 6.7% of the County tax levy over the ten-year plan.

Year	Total Principal and Interest
2023	8,107,771
2024	4,642,584
2025	4,929,892
2026	3,928,828
2027	3,781,101
2028	4,426,976
2029	5,643,761
2030	5,680,584
2031	5,687,366
2032	5,890,403
2033-2042	53,844,272

**Standard and Poor's Credit Rating: AAA**

Year	Tax Supported Principal	Tax Supported Interest	Total Tax Supported	DC Supported Principal	DC Supported Interest	Total DC Supported	Total Debt Servicing
2023	5,766,291	625,793	6,392,084	1,206,500	509,188	1,715,688	8,107,771
2024	2,605,201	450,925	3,056,126	958,825	627,633	1,586,458	4,642,584
2025	2,490,425	482,407	2,972,832	1,125,395	831,664	1,957,059	4,929,892
2026	1,064,257	497,150	1,561,407	1,430,188	937,233	2,367,421	3,928,828
2027	963,863	461,895	1,425,759	1,467,264	888,079	2,355,343	3,781,101
2028	999,857	979,475	1,979,332	1,507,406	940,238	2,447,644	4,426,976
2029	1,758,005	1,341,646	3,099,651	1,581,601	962,510	2,544,111	5,643,761
2030	1,818,243	1,278,999	3,097,241	1,626,835	956,507	2,583,342	5,680,584
2031	1,714,092	1,218,346	2,932,437	1,731,850	1,023,078	2,754,928	5,687,366
2032	1,772,614	1,159,812	2,932,426	1,925,580	1,032,397	2,957,977	5,890,403
2033-2042	19,493,177	7,921,655	27,414,832	17,595,859	8,833,581	26,429,440	53,844,272

## 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 2021 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 2021 Own Source Revenues (\$34.1 million) less all 2021 debt principal (\$3.8 million) and debt interest (\$1.2 million). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2023 is \$29.1 million.

# Corporate Performance Measures

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

## Debt Limits

### Statutory Limitations – Annual Repayment Limit (ARL)

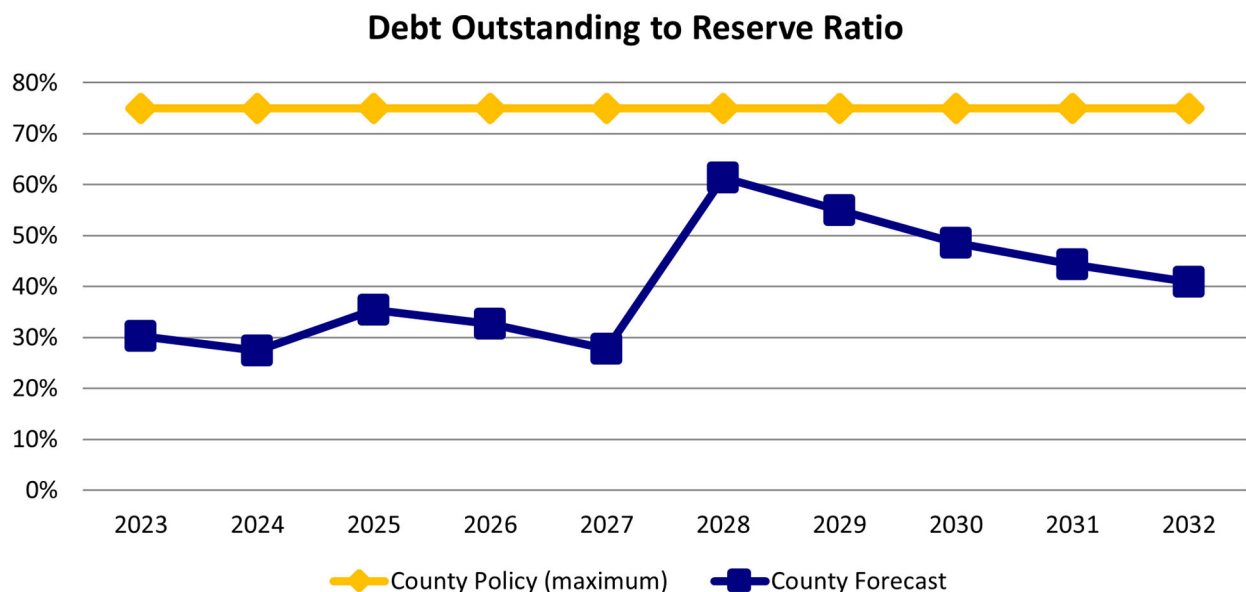
Ontario Regulation 403/02 of the Municipal Act, 2001 sets out the annual debt and financial obligation limits for municipalities. The regulation provides a formula which limits annual debt service costs to an amount equal to 25% of operating revenue. The County is not allowed under this regulation to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

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

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

### Direct Debt to Reserve Ratio:

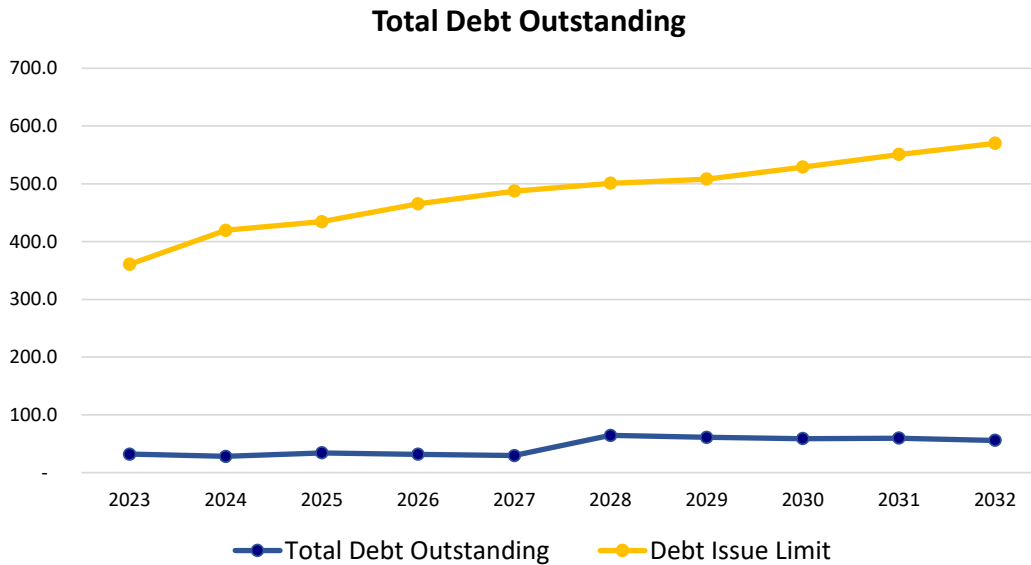
This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be no more than 1:1. The County’s policy is to maintain its ratio below 0.75:1.



# Corporate Performance Measures

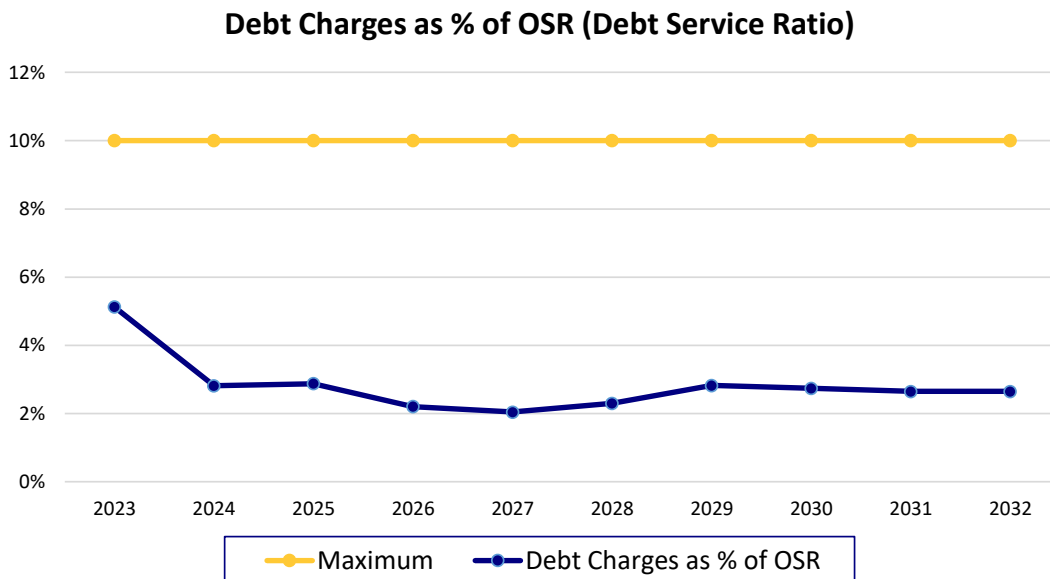
## Total Debt Outstanding compared to MMAH Debt Limit:

The Province through the Ministry of Municipal Affairs and Housing (MMAH), establishes debt limits for all municipalities on an annual basis and provides an upper limit on debt servicing costs. These debt servicing costs are included in the 10 year forecast. The chart below show the forecast debt outstanding against the maximum prescribed by the Province (assuming a 20 year term and 6% interest rate).



## Debt Charges as a % of Own Source Revenues (OSR) or Debt Service Ratio:

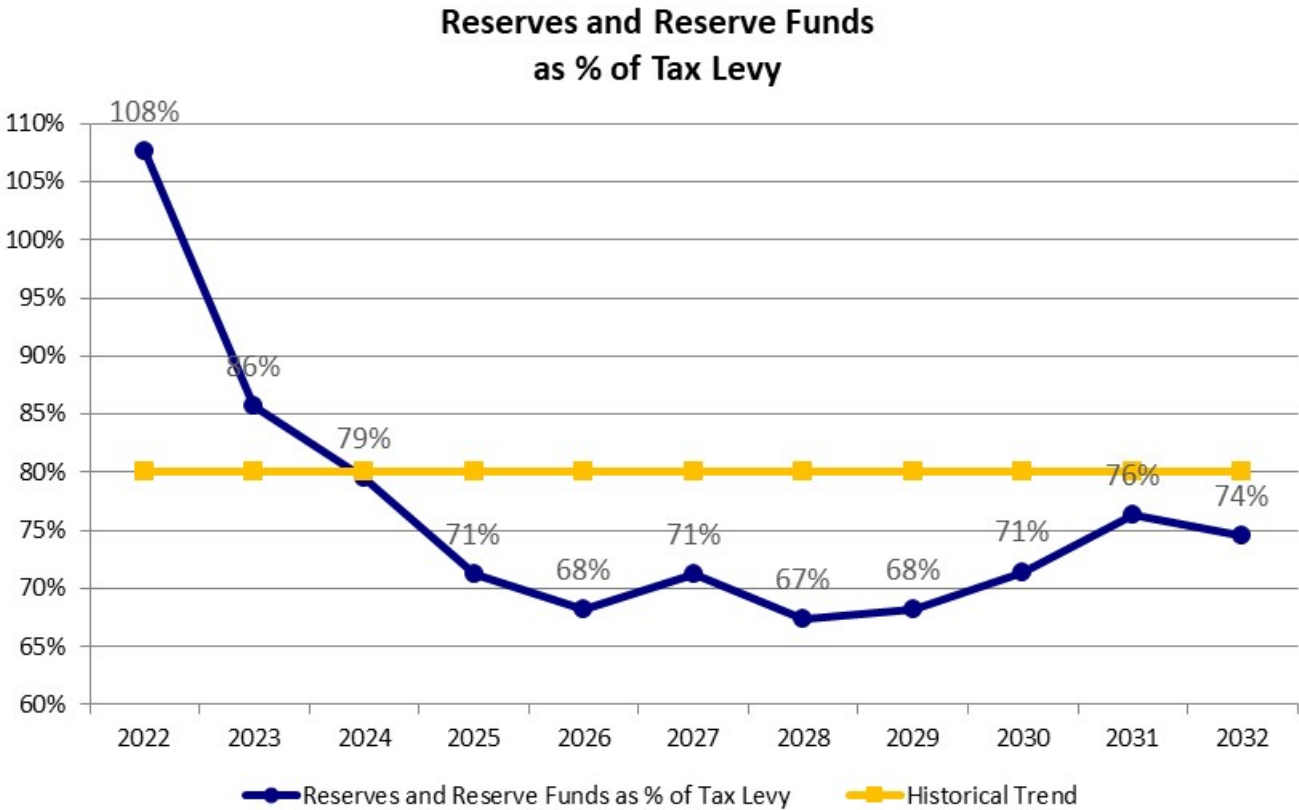
Debt service is the amount of principal and interest that a municipality must pay each year to service their debt. The greater the debt servicing required each year, the less flexibility there is for other expenses. As per the BMA Municipal Study 2022, credit rating agencies consider that principal and interest should be below 10% of own source revenue.




# Corporate Performance Measures

## Reserves and Reserve Funds as a Percentage of the Tax Levy

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



	<b>The County Of Wellington 2023 Operating Budget</b>						
	2021 Net Budget	2022 Net Budget	2023 Expenditure	2023 Revenue	2023 Net Budget	Net Change \$	Net Change %
<b>Programmes and Services</b>							
Roads and Bridges	30,240,300	32,545,500	39,590,300	4,272,700	35,317,600	2,772,100	8.5%
Police Services	17,724,700	18,071,100	18,677,900	680,600	17,997,300	(73,800)	-0.4%
Wellington Terrace Long-Term Care	9,452,000	8,827,500	26,837,400	17,062,000	9,775,400	947,900	10.7%
Solid Waste Services	8,597,300	8,642,200	16,949,600	7,179,500	9,770,100	1,127,900	13.1%
County Library System	7,435,000	7,848,600	8,340,100	245,000	8,095,100	246,500	3.1%
Ambulance Services	5,305,500	5,709,700	5,887,000	75,000	5,812,000	102,300	1.8%
Social Housing	4,679,000	4,807,800	37,714,600	32,623,500	5,091,100	283,300	5.9%
Public Health	2,196,800	2,513,100	2,855,500	199,000	2,656,500	143,400	5.7%
Museum and Archives at Wellington Place	2,773,600	2,829,300	2,564,400	0	2,564,400	(264,900)	-9.4%
Planning and Development	2,152,400	2,433,000	3,920,200	1,619,300	2,300,900	(132,100)	-5.4%
Children's Early Years	1,573,600	1,777,400	52,428,200	50,356,000	2,072,200	294,800	16.6%
Economic Development	1,962,400	2,034,500	2,060,800	469,000	1,591,800	(442,700)	-21.8%
Property Assessment	1,519,100	1,520,200	1,522,400	0	1,522,400	2,200	0.1%
Ontario Works	1,308,900	1,369,400	28,420,100	26,941,000	1,479,100	109,700	8.0%
Affordable Housing	1,000,000	1,200,000	2,719,700	1,519,700	1,200,000	0	0.0%
Green Legacy	874,700	889,400	966,900	37,000	929,900	40,500	4.6%
Emergency Management	738,000	786,100	855,200	0	855,200	69,100	8.8%
Community Grants and Hospital Funding	458,800	459,700	461,300	0	461,300	1,600	0.3%
Provincial Offences	(186,400)	(193,900)	120,000	288,900	(168,900)	25,000	-12.9%
<b>Subtotal</b>	<b>99,805,700</b>	<b>104,070,600</b>	<b>252,891,600</b>	<b>143,568,200</b>	<b>109,323,400</b>	<b>\$5,252,800</b>	<b>5.0%</b>
<b>General Government</b>							
Office of the CAO and Clerk	4,543,100	5,449,800	8,348,500	1,835,600	6,512,900	1,063,100	19.5%
Treasury	2,115,700	2,280,400	3,252,700	577,700	2,675,000	394,600	17.3%
County Property	1,223,500	1,254,100	3,841,400	2,347,400	1,494,000	239,900	19.1%
County Council	1,271,100	1,315,100	1,356,800	0	1,356,800	41,700	3.2%
Human Resources	1,103,500	1,252,500	2,688,700	1,183,300	1,505,400	252,900	20.2%
<b>Subtotal</b>	<b>10,256,900</b>	<b>11,551,900</b>	<b>19,488,100</b>	<b>5,944,000</b>	<b>13,544,100</b>	<b>\$1,992,200</b>	<b>17.2%</b>
<b>Non-Programme Expenditures and Revenues</b>							
General Expenses and Revenues	1,098,300	779,300	5,499,500	4,442,400	1,057,100	277,800	35.6%
PIs and Supplementary Taxes	(2,332,800)	(2,911,300)	0	3,433,300	(3,433,300)	(522,000)	17.9%
<b>Subtotal</b>	<b>(1,234,500)</b>	<b>(2,132,000)</b>	<b>5,499,500</b>	<b>7,875,700</b>	<b>(2,376,200)</b>	<b>(\$244,200)</b>	<b>11.5%</b>
<b>TOTAL</b>	<b>108,828,100</b>	<b>113,490,500</b>	<b>277,879,200</b>	<b>157,387,900</b>	<b>120,491,300</b>	<b>7,000,800</b>	<b>6.2%</b>

**TAX RATE CALCULATION AND IMPACT**

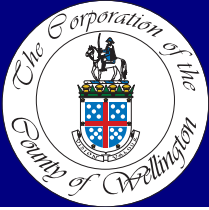
	2021	2022	2023	\$ change	% change
Weighted Assessment (\$M)	\$17,497	\$17,882	\$ 18,286	\$ 404	2.26%
Real growth % from new properties					2.26%
<b>County tax summary</b>					
Residential tax rate	0.621981%	0.634655%	0.658913%		
Per \$100,000 of Assessment (2020)	\$ 100,000	\$ 100,000	\$ 100,000		
Taxes per \$100,000 of Assessment	\$ 622	\$ 635	\$ 659	\$24	3.8%



# County of Wellington

## 10 Year Operating Budget And Tax Rate Forecast

	Approved	Projected				
	2022	2023	2024	2025	2026	2027
<b>EXPENDITURE (\$000's)</b>						
Salaries, Wages and Benefits	\$70,363	\$76,516	\$81,466	\$85,907	\$89,336	\$92,864
Supplies, Materials and Equipment	\$12,427	\$13,316	\$13,458	\$13,761	\$14,107	\$14,503
Purchased Services	\$32,481	\$34,027	\$34,566	\$32,782	\$31,124	\$32,133
Social Assistance	\$61,964	\$81,318	\$79,234	\$79,480	\$80,350	\$81,241
Transfer Payments	\$27,167	\$27,421	\$27,681	\$28,670	\$30,395	\$31,499
Minor Capital Expenses	\$579	\$509	\$526	\$530	\$674	\$681
Insurance and Financial	\$4,385	\$4,842	\$5,074	\$5,294	\$5,528	\$5,776
Internal Charges	\$7,262	\$8,133	\$8,318	\$8,635	\$8,823	\$9,130
<b>Total Expenditures</b>	<b>\$216,629</b>	<b>\$246,082</b>	<b>\$250,323</b>	<b>\$255,059</b>	<b>\$260,336</b>	<b>\$267,827</b>
yr/yr % change		13.6%	1.7%	1.9%	2.1%	2.9%
<b>TRANSFERS (\$000's)</b>						
Debt Charges	\$5,632	\$8,108	\$4,643	\$4,930	\$3,929	\$3,781
Transfer from Reserves	(\$4,564)	(\$8,225)	(\$4,133)	(\$4,629)	(\$4,971)	(\$4,698)
Transfer to Capital	\$143	\$0	\$0	\$0	\$0	\$0
Transfer to Reserves	\$31,026	\$31,914	\$33,051	\$34,850	\$37,459	\$38,593
<b>Total Transfers</b>	<b>\$32,237</b>	<b>\$31,797</b>	<b>\$33,561</b>	<b>\$35,151</b>	<b>\$36,416</b>	<b>\$37,676</b>
yr/yr % change		-1.4%	5.5%	4.7%	3.6%	3.5%
<b>REVENUE (\$000's)</b>						
Grants and Subsidies	\$76,538	\$95,431	\$92,474	\$90,956	\$89,538	\$90,173
Municipal Recoveries	\$22,003	\$24,229	\$26,610	\$28,038	\$29,211	\$30,263
Licences, Permits and Rents	\$8,552	\$8,803	\$8,866	\$8,957	\$9,039	\$9,130
User Fees and Charges	\$11,369	\$11,162	\$11,308	\$11,433	\$11,589	\$11,760
Sales Revenue	\$1,364	\$1,963	\$1,966	\$1,453	\$932	\$935
Other Revenue	\$5,255	\$4,137	\$4,241	\$4,363	\$4,490	\$4,623
Internal Recoveries	\$7,383	\$8,229	\$8,414	\$8,731	\$8,918	\$9,226
PILs and Supplementary Taxes	\$2,911	\$3,433	\$3,556	\$3,679	\$3,803	\$3,928
<b>Total Revenue</b>	<b>\$135,375</b>	<b>\$157,388</b>	<b>\$157,435</b>	<b>\$157,610</b>	<b>\$157,521</b>	<b>\$160,039</b>
yr/yr % change		16.3%	0.0%	0.1%	-0.1%	1.6%
<b>TAX LEVY REQUIREMENT</b>						
yr/yr % change	\$113,491	\$120,491	\$126,450	\$132,601	\$139,231	\$145,463
		6.2%	4.9%	4.9%	5.0%	4.5%
Weighted Assessment (\$ Millions)	\$17,882	\$18,286	\$19,070	\$19,887	\$20,740	\$21,629
yr/yr % change	2.20%	2.26%	4.29%	4.29%	4.29%	4.29%
Phase in growth %	3.00%	2.26%	3.00%	3.00%	3.00%	3.00%
Real growth % from new properties	2.20%	2.26%	1.25%	1.25%	1.25%	1.25%
<b>County tax summary</b>						
Residential tax rate	0.6347%	0.6589%	0.6631%	0.6668%	0.6713%	0.6725%
Per \$100,000 of Assessment	\$ 100,000	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551
Taxes per \$100,000 of Assessment	\$ 635	\$ 659	\$ 683	\$ 707	\$ 734	\$ 757
yr/yr \$ change		\$ 24	\$ 24	\$ 24	\$ 26	\$ 23
yr/yr % residential impact		3.8%	3.6%	3.6%	3.7%	3.2%
yr/yr % budget impact		3.8%	3.6%	3.6%	3.7%	3.2%



# County of Wellington

## 10 Year Operating Budget And Tax Rate Forecast

	Projected				
	2028	2029	2030	2031	2032
<b>EXPENDITURE (\$000's)</b>					
Salaries, Wages and Benefits	\$96,859	\$100,645	\$104,224	\$108,664	\$112,738
Supplies, Materials and Equipment	\$14,918	\$15,336	\$15,783	\$16,101	\$16,420
Purchased Services	\$32,817	\$33,821	\$34,518	\$35,213	\$35,869
Social Assistance	\$82,207	\$83,222	\$84,273	\$85,359	\$86,486
Transfer Payments	\$32,736	\$33,874	\$35,149	\$36,095	\$37,455
Minor Capital Expenses	\$462	\$559	\$685	\$613	\$309
Insurance and Financial	\$6,049	\$6,327	\$6,618	\$6,918	\$7,020
Internal Charges	\$9,216	\$9,369	\$9,605	\$9,630	\$9,805
<b>Total Expenditures</b>	<b>\$275,264</b>	<b>\$283,153</b>	<b>\$290,855</b>	<b>\$298,593</b>	<b>\$306,103</b>
yr/yr % change	2.8%	2.9%	2.7%	2.7%	2.5%
<b>TRANSFERS (\$000's)</b>					
Debt Charges	\$4,427	\$5,644	\$5,681	\$5,687	\$5,891
Transfer from Reserves	(\$4,365)	(\$4,944)	(\$5,059)	(\$5,048)	(\$5,023)
Transfer to Capital	\$0	\$0	\$0	\$0	\$0
Transfer to Reserves	\$39,024	\$39,707	\$41,331	\$42,782	\$44,594
<b>Total Transfers</b>	<b>\$39,087</b>	<b>\$40,407</b>	<b>\$41,953</b>	<b>\$43,422</b>	<b>\$45,461</b>
yr/yr % change	3.7%	3.4%	3.8%	3.5%	4.7%
<b>REVENUE (\$000's)</b>					
Grants and Subsidies	\$90,019	\$90,711	\$90,607	\$91,096	\$91,926
Municipal Recoveries	\$31,927	\$33,067	\$35,003	\$36,144	\$37,297
Licences, Permits and Rents	\$9,217	\$9,307	\$9,403	\$9,494	\$9,588
User Fees and Charges	\$11,938	\$12,137	\$12,339	\$12,498	\$12,657
Sales Revenue	\$940	\$944	\$949	\$954	\$960
Other Revenue	\$4,636	\$4,649	\$4,663	\$4,677	\$4,685
Internal Recoveries	\$9,311	\$9,464	\$9,700	\$9,833	\$10,003
PILs and Supplementary Taxes	\$4,028	\$4,128	\$4,228	\$4,328	\$4,428
<b>Total Revenue</b>	<b>\$162,017</b>	<b>\$164,406</b>	<b>\$166,890</b>	<b>\$169,023</b>	<b>\$171,544</b>
yr/yr % change	1.2%	1.5%	1.5%	1.3%	1.5%
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	4.7%	4.5%	4.2%	4.3%	4.1%
Weighted Assessment (\$ Millions)	\$22,556	\$23,524	\$24,532	\$25,584	\$26,681
yr/yr % change	4.29%	4.29%	4.29%	4.29%	4.29%
Phase in growth %	3.00%	3.00%	3.00%	3.00%	3.00%
Real growth % from new properties	1.25%	1.25%	1.25%	1.25%	1.25%
<b>County tax summary</b>					
Residential tax rate	0.6753%	0.6766%	0.6763%	0.6762%	0.6747%
Per \$100,000 of Assessment	\$ 115,927	\$ 119,405	\$ 122,987	\$ 126,677	\$ 130,477
Taxes per \$100,000 of Assessment	\$ 26	\$ 25	\$ 24	\$ 25	\$ 24
yr/yr \$ change	\$ 26	\$ 25	\$ 24	\$ 25	\$ 24
yr/yr % residential impact	3.4%	3.2%	3.0%	3.0%	2.8%
yr/yr % budget impact	3.4%	3.2%	3.0%	3.0%	2.8%



# County of Wellington

## 2023-2032 Capital Budget Summary

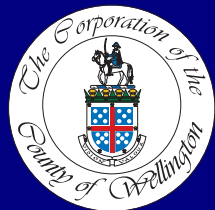
	2023	2024	2025	2026	2027	5 Year Total	% of Total
<b>Programme / Service</b>							
<b>Project Expenditure</b>							
Roadways	\$33,385,000	\$36,265,000	\$50,365,000	\$31,485,000	\$31,195,000	\$182,695,000	64.8%
Solid Waste Services	2,945,000	1,070,000	200,000	1,280,000	560,000	\$6,055,000	2.1%
County Property	630,000	151,000	474,000	294,000	145,000	\$1,694,000	0.6%
Planning	1,025,000	480,000	1,770,000	0	0	\$3,275,000	1.2%
Green Legacy	160,000	90,000	0	0	0	\$250,000	0.1%
Emergency Management	125,000	0	0	45,000	0	\$170,000	0.1%
CAO and Clerks	1,790,000	1,640,000	1,025,000	585,000	665,000	\$5,705,000	2.0%
Police Services	160,000	0	50,000	245,000	130,000	\$585,000	0.2%
Museum	1,810,000	3,335,000	1,536,000	1,365,000	291,000	\$8,337,000	3.0%
Library Services	4,250,000	2,895,000	280,000	220,000	140,000	\$7,785,000	2.8%
Housing Services	14,205,000	14,040,000	5,212,000	4,712,000	4,985,000	\$43,154,000	15.3%
Affordable Housing	76,000	682,000	6,057,000	6,147,000	49,000	\$13,011,000	4.6%
Wellington Terrace	485,000	200,000	1,015,000	420,000	515,000	\$2,635,000	0.9%
Ambulance Services	324,000	1,914,000	1,200,000	1,734,000	483,000	\$5,655,000	2.0%
Ontario Works	0	0	170,000	0	250,000	\$420,000	0.1%
Child Care	75,000	50,000	0	0	0	\$125,000	0.0%
Provincial Offences Act	114,000	102,000	121,000	83,000	75,000	\$495,000	0.2%
<b>Total Expenditure</b>	<b>\$61,559,000</b>	<b>\$62,914,000</b>	<b>\$69,475,000</b>	<b>\$48,615,000</b>	<b>\$39,483,000</b>	<b>\$282,046,000</b>	<b>100.0%</b>
<b>Project Financing</b>							
Recoveries	5,449,000	6,000,000	5,087,200	4,969,000	4,143,000	\$25,648,200	9.1%
Subsidy	6,957,000	12,675,000	3,053,000	2,000,000	0	\$24,685,000	8.8%
CCBF	4,457,500	2,800,000	3,170,000	1,800,000	4,300,000	\$16,527,500	5.9%
OCIF	0	3,080,000	3,400,000	3,180,000	3,340,000	\$13,000,000	4.6%
Reserves	38,967,500	33,685,000	38,614,800	34,376,000	26,760,000	\$172,403,300	61.1%
Development Charges	2,028,000	2,874,000	2,360,000	2,290,000	940,000	\$10,492,000	3.7%
Growth Related Debentures	3,700,000	1,800,000	7,790,000	0	0	\$13,290,000	4.7%
Debentures	0	0	6,000,000	0	0	\$6,000,000	2.1%
<b>Total Financing</b>	<b>\$61,559,000</b>	<b>\$62,914,000</b>	<b>\$69,475,000</b>	<b>\$48,615,000</b>	<b>\$39,483,000</b>	<b>\$282,046,000</b>	<b>100.0%</b>



# County of Wellington

## 2023-2032 Capital Budget Summary

Programme / Service	2028	2029	2030	2031	2032	10 Year Total	% of Total
<b>Project Expenditure</b>							
Roadways	\$38,000,000	\$29,955,000	\$31,570,000	\$30,700,000	\$37,910,000	\$350,830,000	63.2%
Solid Waste Services	2,710,000	870,000	550,000	0	340,000	\$10,525,000	1.9%
County Property	28,356,000	100,000	276,000	642,000	1,650,000	\$32,718,000	5.9%
Planning	250,000	0	0	0	0	\$3,525,000	0.6%
Green Legacy	130,000	0	110,000	175,000	210,000	\$875,000	0.2%
Emergency Management	190,000	0	0	0	0	\$360,000	0.1%
CAO and Clerks	2,145,000	1,210,000	905,000	940,000	1,460,000	\$12,365,000	2.2%
Police Services	100,000	380,000	230,000	840,000	25,000	\$2,160,000	0.4%
Museum	120,000	64,000	33,000	204,000	0	\$8,758,000	1.6%
Library Services	385,000	695,000	1,030,000	435,000	1,075,000	\$11,405,000	2.1%
Housing Services	5,210,000	5,290,000	5,025,000	4,994,000	5,554,000	\$69,227,000	12.5%
Affordable Housing	54,000	6,097,000	61,000	89,000	6,069,000	\$25,381,000	4.6%
Wellington Terrace	840,000	390,000	330,000	230,000	340,000	\$4,765,000	0.9%
Ambulance Services	6,106,000	1,023,000	1,822,000	1,158,000	2,098,000	\$17,862,000	3.2%
Ontario Works	120,000	0	0	580,000	1,110,000	\$2,230,000	0.4%
Child Care	0	80,000	370,000	115,000	110,000	\$800,000	0.1%
Provincial Offences Act (POA)	66,000	185,000	319,000	143,000	132,000	\$1,340,000	0.2%
<b>Total Expenditure</b>	<b>\$84,782,000</b>	<b>\$46,339,000</b>	<b>\$42,631,000</b>	<b>\$41,245,000</b>	<b>\$58,083,000</b>	<b>\$555,126,000</b>	<b>100.0%</b>
<b>Project Financing</b>							
Recoveries	6,731,000	4,554,000	4,948,000	4,664,000	6,358,000	\$52,903,200	9.5%
Subsidy	0	2,000,000	0	0	2,000,000	\$28,685,000	5.2%
CCBF	2,900,000	3,000,000	3,000,000	3,000,000	1,800,000	\$30,227,500	5.4%
OCIF	3,260,000	3,250,000	3,260,000	3,200,000	3,300,000	\$29,270,000	5.3%
Reserves	38,636,000	31,240,000	28,393,000	26,381,000	39,905,000	\$336,958,300	60.7%
Development Charges	1,955,000	2,295,000	1,310,000	0	4,720,000	\$20,772,000	3.7%
Growth Related Debentures	4,300,000	0	1,720,000	4,000,000	0	\$23,310,000	4.2%
Debentures	27,000,000	0	0	0	0	\$33,000,000	5.9%
<b>Total Financing</b>	<b>\$84,782,000</b>	<b>\$46,339,000</b>	<b>\$42,631,000</b>	<b>\$41,245,000</b>	<b>\$58,083,000</b>	<b>\$555,126,000</b>	<b>100.0%</b>



# County of Wellington

## 2021-2023 Capital Budget Summary

(All figures in \$000's)

### PROJECT EXPENDITURE

Programme / Service	2021 Actuals	2021 Adjusted Budget	2022 Actuals	2022 Adjusted Budget	2023 Budget	\$ Change Budget	% Change Budget
Roadways	\$ 18,903	\$ 23,745	\$ 20,089	\$ 36,620	\$ 33,385	(3,235)	-9%
Solid Waste Services	174	2,440	478	1,940	2,945	1,005	52%
County Property	1,173	973	519	1,040	630	(410)	-39%
Planning	133	215	173	410	1,025	615	150%
Green Legacy	0	0	14	95	160	65	100%
Emergency Management	59	30	0	110	125	15	100%
CAO and Clerks	265	430	1,104	1,590	1,790	735	70%
County Council	0	0	16	100	0	(100)	100%
Police Services	106	140	62	25	160	135	100%
Museum and Wellington Place	202	230	1,036	940	1,810	870	93%
County Library System	234	720	262	1,270	4,250	2,980	235%
Housing Services	5,236	5,979	5,218	5,998	14,205	8,207	137%
Affordable Housing	112	649	4,508	4,980	76	(4,904)	-98%
Wellington Terrace	221	890	549	395	485	90	23%
Economic Development	32	800	0	800	0	(800)	-100%
Hospital and Other Capital Grants	0	0	0	0	0	0	100%
Ambulance Service	360	566	319	320	324	4	1%
Ontario Works	171	140	293	635	0	(635)	-100%
Child Care	62	100	0	0	75	75	100%
Provincial Offences Act (POA)	55	63	17	112	114	2	2%
<b>Total Expenditure</b>	<b>\$ 27,498</b>	<b>\$ 38,110</b>	<b>\$ 34,657</b>	<b>\$ 57,380</b>	<b>\$ 61,559</b>	<b>4,714</b>	<b>8%</b>

### PROJECT FINANCING

Source of Financing	2021 Actuals	2021 Adjusted Budget	2022 Actuals	2022 Adjusted Budget	2023 Budget	\$ Change Budget	% Change Budget
Recoveries	\$ 2,475	\$ 3,245	\$ 2,923	\$ 4,213	\$ 5,449	1,236	29%
Subsidy	3,380	3,370	1,329	3,074	6,957	3,883	126%
OCIF	3,170	1,860	2,954	3,780	0	(3,780)	-100%
CCBF	4,588	5,340	1,800	5,380	4,458	(923)	-17%
Current Revenues	10,691	10,691	143	143	0	(143)	-100%
Reserves	13,358	9,063	33,921	33,233	38,968	5,735	17%
Development Charges	1,279	692	271	1,057	2,028	971	92%
Growth Related Debentures	1,825	750	6,500	6,500	3,700	(2,800)	-43%
Debentures	0	3,100	0	0	0	0	
<b>Total Financing</b>	<b>\$ 40,766</b>	<b>\$ 38,110</b>	<b>\$ 49,841</b>	<b>\$ 57,380</b>	<b>\$ 61,559</b>	<b>4,179</b>	<b>7%</b>



# County of Wellington 2021-2023 Operating Budget Summary

	2021 Actuals	2021 Budget	2022 Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<b>Revenue</b>							
Property Taxation	\$112,549,147	\$111,160,900	\$117,618,873	\$116,401,800	\$123,924,600	\$7,522,800	6.5%
Grants and Subsidies	\$73,218,114	\$67,537,100	\$88,458,274	\$76,538,200	\$95,430,600	\$18,892,400	24.7%
Municipal Recoveries	\$20,439,984	\$21,335,900	\$22,306,451	\$22,003,000	\$24,229,300	\$2,226,300	10.1%
Licenses, Permits and Rents	\$8,319,951	\$8,439,300	\$8,781,611	\$8,552,000	\$8,803,100	\$251,100	2.9%
Fines and Penalties	\$105,987	\$52,000	\$126,606	\$52,000	\$132,000	\$80,000	153.8%
User Fees and Charges	\$10,962,212	\$11,398,000	\$11,137,356	\$11,316,500	\$11,030,300	(\$286,200)	(2.5%)
Sales Revenue	\$1,942,547	\$1,006,000	\$2,326,172	\$1,363,800	\$1,963,100	\$599,300	43.9%
Other Revenue	\$4,432,911	\$3,302,600	\$6,828,438	\$5,254,600	\$4,137,300	(\$1,117,300)	(21.3%)
Internal Recoveries	\$7,221,400	\$7,534,800	\$7,618,970	\$7,383,100	\$8,228,900	\$845,800	11.5%
<b>Total Revenue</b>	<b>\$239,192,253</b>	<b>\$231,766,600</b>	<b>\$264,932,752</b>	<b>\$248,865,000</b>	<b>\$277,879,200</b>	<b>\$29,014,200</b>	<b>11.7%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$66,990,779	\$66,542,600	\$70,788,881	\$70,363,400	\$76,515,600	\$6,010,400	8.5%
Supplies, Material and Equipment	\$12,204,880	\$12,828,900	\$13,587,074	\$12,427,200	\$13,316,100	\$888,900	7.2%
Purchased Services	\$27,858,630	\$29,688,200	\$31,451,015	\$32,480,700	\$34,027,200	\$1,690,800	5.2%
Social Assistance	\$58,305,431	\$55,799,100	\$70,451,889	\$61,964,100	\$81,318,200	\$19,354,100	31.2%
Transfer Payments	\$26,334,180	\$26,546,100	\$26,703,392	\$27,166,700	\$27,421,300	\$254,600	0.9%
Insurance and Financial	\$3,703,339	\$4,209,200	\$5,125,330	\$4,385,300	\$4,841,500	\$453,700	10.3%
Minor Capital Expenses	\$390,639	\$676,500	\$181,084	\$579,000	\$509,000	(\$70,000)	(12.1%)
Internal Charges	\$7,109,222	\$7,385,400	\$7,571,121	\$7,262,100	\$8,133,200	\$871,100	12.0%
<b>Total Expenditure</b>	<b>\$202,897,100</b>	<b>\$203,676,000</b>	<b>\$225,860,366</b>	<b>\$216,628,500</b>	<b>\$246,082,100</b>	<b>\$29,453,600</b>	<b>13.6%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$36,295,153)</b>	<b>(\$28,090,600)</b>	<b>(\$39,072,386)</b>	<b>(\$32,236,500)</b>	<b>(\$31,797,100)</b>	<b>\$439,400</b>	<b>(1.4%)</b>
<b>Debt and Transfers</b>							
Debt Charges	\$4,868,679	\$4,968,000	\$5,591,348	\$5,632,100	\$8,107,600	\$2,475,500	44.0%
Transfer from Reserve	(\$4,227,257)	(\$3,889,900)	(\$4,700,240)	(\$4,564,300)	(\$8,224,600)	(\$3,660,300)	80.2%
Transfer to Capital	\$10,691,000	\$10,691,000	\$143,000	\$143,000	\$ -	(\$143,000)	(100.0%)
Transfers to Reserve	\$24,962,736	\$16,321,500	\$38,038,277	\$31,025,700	\$31,914,100	\$888,400	2.9%
<b>Total Debt and Transfers</b>	<b>\$36,295,158</b>	<b>\$28,090,600</b>	<b>\$39,072,386</b>	<b>\$32,236,500</b>	<b>\$31,797,100</b>	<b>(\$439,400)</b>	<b>(1.4%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>



# County of Wellington

## 2023 Operating Budget Impacts From Capital

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

The table below summarizes the projected operating impact of capital projects scheduled to become operational in 2023, and projects that became operational during 2022 for a partial year.

Capital Project	Revenue Impacts	Expenditure Impacts	Net Cost / (Revenue)
HRIS Information Management System		\$13,000	\$13,000

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

- The ambulance station feasibility study approved in 2018 identified the optimal location for construction of six new facilities throughout the County. Potential impacts include increased leasing revenue and increased operational expenses.
- The WT Development feasibility study and Phase 1 business plan will explore potential development of a continuum of care model at Wellington Place which may include retirement home beds, life lease housing and other services to support seniors of Wellington County. Work continues to find sources of funding to move this project forward, which could have future operating impacts.
- In 2019 the County of Wellington undertook a Service Efficiency Review and developed a Strategic Action Plan. The initiative of the plan is to focus attention and provide direction on those items and actions that are most important to County Council and the Senior Management Team. The plan is currently being reviewed and updated in this new term of Council. Future budgets may result in future operating impacts as the County aligns the 10 year budget forecast with the priorities identified in the plan.
- The Roads Master Action Plan that was completed in early 2022 will provide the County direction for future planning of its transportation network and includes a number of actions to address current road needs and future growth. Potential impacts to both the operating and capital budgets are anticipated.
- In 2022 the County completed the Climate Change Mitigation Plan which lays out a pathway to a more sustainable future by empowering our community to act on climate change now. The plan focuses on four main sources of greenhouse gas emissions; Buildings, Transportation and Streetlights, Agriculture and Solid Waste. As the recommendations from the plan begin to be implemented operating impacts to these service areas are likely to emerge.

Corporation of the County of Wellington

# Programme Details

2023 BUDGET AND TEN YEAR PLAN





## Programme Overview

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

## 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

## 2023 Budget Highlights

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- The Ontario Municipal Partnership Fund (OMPF) grant is budgeted at \$787,400 which is a drop in funding of \$138,900 (15%) from 2022
- Tax write-off estimates have been maintained at \$1 million
- Payment-in-lieu (PIL) and supplementary taxes have been estimated at \$3.4 million
- The County's share of MPAC's budget for property assessment services is estimated to be \$1,522,400
- Estimated investment interest of \$3.6 million is transferred to reserves and reserve funds



## Performance Measures

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

### Programme Goals and Objectives

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

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

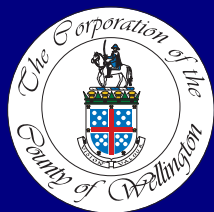
The Wellington County Cash and Investment Management Policy identifies the following goals and objectives:

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

### Performance Measures

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

	Projected 2023	Actual 2022	Actual 2021	Actual 2020
County Tax Levy (\$000's)	\$120,491	\$113,490	\$108,828	\$105,643
% of Property Taxes Paid by Residential Property Owners	77.4%	77.3%	77.5%	77.5%
Supplementary/Omitted Taxes Received as a % of Tax Levy	2.6%	2.81%	2.58%	2.38%
Value of Taxes Written-Off as a % of Tax Levy	0.93%	1.23%	0.64%	0.62%
Property Assessment Services Cost (MPAC) as a % of Tax Levy	1.26%	1.34%	1.40%	1.43%
OMPF Grant Funding Received as a % of Tax Levy	0.65%	0.82%	1.00%	1.21%
Investment and Bank Interest Earned	\$3,600,000	\$3,978,000*	\$3,121,020	\$3,219,082
Investment Portfolio Book Value and Cash & Cash Equivalents Balance (\$000's) on December 31	\$147,000	\$189,833*	\$169,685	\$143,387
Investment and Bank Interest Earned as a % of Investment Portfolio Book Value and Cash & Cash Equivalents Balance	2.45%	2.10%*	1.84%	2.25%



## County Of Wellington

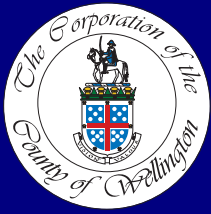
### 2023 Operating Budget

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Property Taxation	\$112,549,147	\$111,160,900	\$114,408,003	\$116,401,800	\$123,924,600	\$7,522,800	6.5%
Grants & Subsidies	\$1,089,700	\$1,089,700	\$926,300	\$926,300	\$787,400	(\$138,900)	(15.0%)
Sales Revenue	\$11,025	\$19,200	\$11,450	\$19,600	\$20,000	\$400	2.0%
Other Revenue	\$3,774,284	\$2,837,000	\$3,937,312	\$4,775,000	\$3,600,000	(\$1,175,000)	(24.6%)
Internal Recoveries	\$28,289	\$42,500	\$32,959	\$35,000	\$35,000	\$ -	-
<b>Total Revenue</b>	<b>\$117,452,445</b>	<b>\$115,149,300</b>	<b>\$119,316,024</b>	<b>\$122,157,700</b>	<b>\$128,367,000</b>	<b>\$6,209,300</b>	<b>5.1%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$40,900	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$4,369	\$29,300	\$20,207	\$30,100	\$30,100	\$ -	-
Purchased Services	\$2,103,297	\$2,380,600	\$2,141,456	\$2,405,200	\$2,461,700	\$56,500	2.3%
Insurance & Financial	\$999,170	\$1,365,600	\$343,433	\$1,395,100	\$1,430,100	\$35,000	2.5%
<b>Total Expenditure</b>	<b>\$3,147,736</b>	<b>\$3,775,500</b>	<b>\$2,505,096</b>	<b>\$3,830,400</b>	<b>\$3,921,900</b>	<b>\$91,500</b>	<b>2.4%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$114,304,709)</b>	<b>(\$111,373,800)</b>	<b>(\$116,810,928)</b>	<b>(\$118,327,300)</b>	<b>(\$124,445,100)</b>	<b>(\$6,117,800)</b>	<b>5.2%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$806,700)	(\$806,700)	(\$700,000)	(\$700,000)	(\$500,000)	\$200,000	(28.6%)
Transfers to Reserve	\$10,202,322	\$3,637,000	\$1,725,000	\$4,925,000	\$3,600,000	(\$1,325,000)	(26.9%)
<b>Total Debt and Transfers</b>	<b>\$9,395,622</b>	<b>\$2,830,300</b>	<b>\$1,025,000</b>	<b>\$4,225,000</b>	<b>\$3,100,000</b>	<b>(\$1,125,000)</b>	<b>(26.6%)</b>
<b>NET COST / (REVENUE)</b>	<b>(\$104,909,087)</b>	<b>(\$108,543,500)</b>	<b>(\$115,785,928)</b>	<b>(\$114,102,300)</b>	<b>(\$121,345,100)</b>	<b>(\$7,242,800)</b>	<b>6.3%</b>



## County Of Wellington

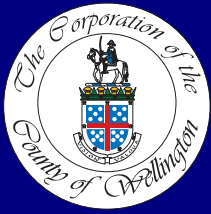
### 2023 –2032 Operating Budget

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants & Subsidies	\$787,400	\$590,600	\$393,800	\$197,000	
Sales Revenue	\$20,000	\$20,400	\$20,800	\$21,200	\$21,200
Other Revenue	\$3,600,000	\$3,705,000	\$3,815,000	\$3,930,000	\$4,050,000
Internal Recoveries	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
PILs and Supplementary Taxes	\$123,924,600	\$130,005,800	\$136,279,800	\$143,034,500	\$149,391,400
<b>Total Revenue</b>	<b>\$128,367,000</b>	<b>\$134,356,800</b>	<b>\$140,544,400</b>	<b>\$147,217,700</b>	<b>\$153,497,600</b>
<b>EXPENDITURES</b>					
Supplies, Material & Equipment	\$30,100	\$30,900	\$31,800	\$32,700	\$33,600
Purchased Services	\$2,461,700	\$2,516,600	\$2,594,000	\$2,673,700	\$2,756,200
Insurance & Financial	\$1,430,100	\$1,455,200	\$1,481,500	\$1,510,800	\$1,542,200
<b>Total Expenditures</b>	<b>\$3,921,900</b>	<b>\$4,002,700</b>	<b>\$4,107,300</b>	<b>\$4,217,200</b>	<b>\$4,332,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$124,445,100)</b>	<b>(\$130,354,100)</b>	<b>(\$136,437,100)</b>	<b>(\$143,000,500)</b>	<b>(\$149,165,600)</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves	(\$500,000)	(\$900,000)	(\$900,000)	(\$600,000)	(\$300,000)
Transfer to Reserves	\$3,600,000	\$3,705,000	\$3,815,000	\$3,930,000	\$4,050,000
<b>Total Debt and Transfers</b>	<b>\$3,100,000</b>	<b>\$2,805,000</b>	<b>\$2,915,000</b>	<b>\$3,330,000</b>	<b>\$3,750,000</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	6.3%	5.1%	4.7%	4.6%	4.1%



## County Of Wellington

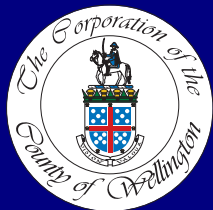
### 2023 –2032 Operating Budget

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	Projected				
	2028	2029	2030	2031	2032
<b>REVENUE</b>					
Grants & Subsidies					
Sales Revenue	\$21,800	\$22,500	\$23,200	\$23,700	\$24,200
Other Revenue	\$4,050,000	\$4,050,000	\$4,050,000	\$4,050,000	\$4,050,000
Internal Recoveries	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
PIIs and Supplementary Taxes	\$156,362,400	\$163,281,700	\$170,145,400	\$177,318,900	\$184,449,100
<b>Total Revenue</b>	<b>\$160,469,200</b>	<b>\$167,389,200</b>	<b>\$174,253,600</b>	<b>\$181,427,600</b>	<b>\$188,558,300</b>
<b>EXPENDITURES</b>					
Supplies, Material & Equipment	\$34,900	\$35,800	\$36,900	\$37,700	\$38,500
Purchased Services	\$2,840,600	\$2,929,700	\$3,021,100	\$3,083,100	\$3,146,000
Insurance & Financial	\$1,578,700	\$1,617,500	\$1,658,400	\$1,699,800	\$1,703,100
<b>Total Expenditures</b>	<b>\$4,454,200</b>	<b>\$4,583,000</b>	<b>\$4,716,400</b>	<b>\$4,820,600</b>	<b>\$4,887,600</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$156,015,000)</b>	<b>(\$162,806,200)</b>	<b>(\$169,537,200)</b>	<b>(\$176,607,000)</b>	<b>(\$183,670,700)</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves		(\$300,000)	(\$200,000)		
Transfer to Reserves	\$4,050,000	\$4,050,000	\$4,050,000	\$4,050,000	\$4,050,000
<b>Total Debt and Transfers</b>	<b>\$4,050,000</b>	<b>\$3,750,000</b>	<b>\$3,850,000</b>	<b>\$4,050,000</b>	<b>\$4,050,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>(\$151,965,000)</b>	<b>(\$159,056,200)</b>	<b>(\$165,687,200)</b>	<b>(\$172,557,000)</b>	<b>(\$179,620,700)</b>
yr/yr % change	4.5%	4.7%	4.2%	4.1%	4.1%



## Programme Overview

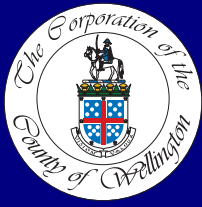
<b>Programme/Service:</b>	<b>County Council</b>
<b>Department:</b>	<b>Administered by the Chief Administrative Officer</b>
<b>Governance:</b>	<b>Administration, Finance and Human Resources Committee</b>

### 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.

### 2023 Budget Highlights

- The 2023 budget provides for the salaries and benefits for Council members and various Council and Committee expenses.



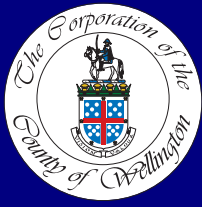
**County Of Wellington**  
**2023 Operating Budget**

**Programme/Service: County Council**

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

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

	2021		2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	Budget			
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$994,039	\$972,200	\$953,053	\$996,800	\$1,054,400	\$57,600	5.8%
Supplies, Material and Equipment	\$22,850	\$56,000	\$44,067	\$74,800	\$51,500	(\$23,300)	(31.1%)
Purchased Services	\$131,349	\$232,800	\$199,321	\$232,800	\$238,200	\$5,400	2.3%
Insurance and Financial	\$11,083	\$10,100	\$11,671	\$10,700	\$12,700	\$2,000	18.7%
<b>Total Expenditure</b>	<b>\$1,159,321</b>	<b>\$1,271,100</b>	<b>\$1,208,112</b>	<b>\$1,315,100</b>	<b>\$1,356,800</b>	<b>\$41,700</b>	<b>3.2%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,159,321</b>	<b>\$1,271,100</b>	<b>\$1,208,112</b>	<b>\$1,315,100</b>	<b>\$1,356,800</b>	<b>\$41,700</b>	<b>3.2%</b>
<b>Debt and Transfers</b>							
<b>NET COST / (REVENUE)</b>	<b>\$1,159,321</b>	<b>\$1,271,100</b>	<b>\$1,208,112</b>	<b>\$1,315,100</b>	<b>\$1,356,800</b>	<b>\$41,700</b>	<b>3.2%</b>



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service: County Council

Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	Projected				
	2023	2024	2025	2026	2027
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$1,054,400	\$1,096,800	\$1,135,900	\$1,171,200	\$1,207,700
Supplies, Material and Equipment	\$51,500	\$53,200	\$55,000	\$56,900	\$58,800
Purchased Services	\$238,200	\$245,900	\$253,800	\$262,000	\$270,300
Insurance and Financial	\$12,700	\$13,300	\$13,900	\$14,500	\$15,100
<b>Total Expenditures</b>	<b>\$1,356,800</b>	<b>\$1,409,200</b>	<b>\$1,458,600</b>	<b>\$1,504,600</b>	<b>\$1,551,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,356,800</b>	<b>\$1,409,200</b>	<b>\$1,458,600</b>	<b>\$1,504,600</b>	<b>\$1,551,900</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	3.2%	3.9%	3.5%	3.2%	3.1%



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service: County Council

Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	Projected				
	2028	2029	2030	2031	2032
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$1,245,200	\$1,284,000	\$1,323,900	\$1,365,100	\$1,407,700
Supplies, Material and Equipment	\$60,900	\$63,000	\$65,000	\$66,300	\$67,500
Purchased Services	\$278,800	\$287,200	\$296,300	\$302,400	\$308,500
Insurance and Financial	\$15,800	\$16,500	\$17,200	\$18,000	\$18,800
<b>Total Expenditures</b>	<b>\$1,600,700</b>	<b>\$1,650,700</b>	<b>\$1,702,400</b>	<b>\$1,751,800</b>	<b>\$1,802,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,600,700</b>	<b>\$1,650,700</b>	<b>\$1,702,400</b>	<b>\$1,751,800</b>	<b>\$1,802,500</b>
<b>TAX LEVY REQUIREMENT</b>	<b>\$1,600,700</b>	<b>\$1,650,700</b>	<b>\$1,702,400</b>	<b>\$1,751,800</b>	<b>\$1,802,500</b>
yr/yr % change	3.1%	3.1%	3.1%	2.9%	2.9%



## 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

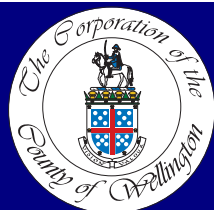
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- 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

## 2023 Budget Highlights

- New staffing includes a Cyber Security Analyst to improve the County's overall security position.
- The budget includes increases to software and licenses (\$167,000) as well as cyber security insurance (\$69,000).
- The 2023-32 capital forecast includes lifecycle replacement activities and new initiatives for technical services, application services and information management. In the 2023 application services budget the implementation of the Human Resources Information System continues which will provide efficiencies in current corporate practices. Information Management plans for lifecycle upgrades to the Intranet and City website.

Staff Complement (Full time equivalents)	2022	2023
CAO	1.0	1.0
Clerk's Office	7.4	7.6
Corporate Communications	6.2	6.3
Information Technology	23.7	24.8
<b>Total</b>	<b>38.3</b>	<b>39.8</b>
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

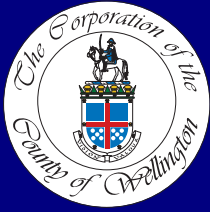
The goals and objectives for the Office of the CAO and Clerk are broad and cover several services at the County, including information management, corporate communications, and information technology:

- 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 2023	Actual 2022	Actual 2021	Actual 2020
Meeting hours- all bodies supported by the County Clerk	160	145.5	190	163.5
Agreements/documents executed	250	241	250	245
Freedom of Information requests	15	14	13	18
Total visitors to wellington.ca	615,000	614,465	535,178	526,225
Total page views on wellington.ca	2,900,000	2,810,385	2,631,397	2,469,638
Privacy impact statements completed	15	13	14	12
User accounts to manage (reflects support load)	1,520	1,477	1,146	990
Helpdesk requests closed	6,200	5,945	5,463	5,464
Devices managed by IT (laptops, desktops, phones and tablets)	1,830	1,755	1,287	1,166



## Performance Measures

**Programme/Service:** Communications Division

**Department:** Office of the CAO

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

### Programme Goals and Objectives

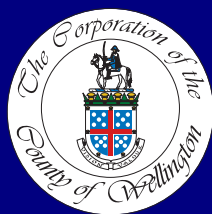
The Communications Division is responsible for overseeing all County of Wellington brand and style standards, media relations, graphic design, communications strategies, and public engagement.

- 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 2023	Actual 2022	Actual 2021	Actual 2020
Graphic Design Projects (County & External)*	680	671	678	421
Photo Shoots (photos, editing, etc. )	45	41	38	16
Media Releases	80	75	52	75
Radio Plays – Regular Subscription	5,438	4,194	5,438	2,060
Newspaper Ads (52 County pages & Print Ads)	175	258	161	145
Total Social Media Followers	23,150	20,892	12,933	10,664
Number of Social Media Posts	2,713	2,523	1,147	992
Social Media Reach - # of users who saw content	1,500,000	1,965,845	1,660,397	1,971,749
Social Media Engagement - # of users who interacted with content	180,000	166,363	109,360	173,734



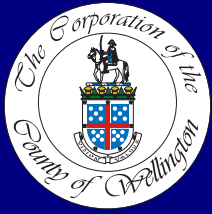
## County of Wellington 2023 Operating Budget

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2021		2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	Budget			
<b>Revenue</b>							
User Fees and Charges	\$151	\$600	\$364	\$600	\$600	\$ -	-
Sales Revenue	\$15,907	\$20,000	\$16,494	\$20,000	\$20,000	\$ -	-
Other Revenue	\$22,109	\$22,000	\$22,400	\$24,200	\$29,800	\$5,600	23.1%
Internal Recoveries	\$1,605,800	\$1,605,800	\$1,585,700	\$1,585,700	\$1,785,200	\$199,500	12.6%
<b>Total Revenue</b>	<b>\$1,643,967</b>	<b>\$1,648,400</b>	<b>\$1,624,958</b>	<b>\$1,630,500</b>	<b>\$1,835,600</b>	<b>\$205,100</b>	<b>12.6%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$3,987,649	\$4,028,000	\$3,878,638	\$4,540,200	\$5,006,100	\$465,900	10.3%
Supplies, Material and Equipment	\$157,334	\$194,900	\$153,882	\$170,300	\$168,100	(\$2,200)	(1.3%)
Purchased Services	\$1,227,878	\$1,543,300	\$1,471,798	\$1,880,700	\$2,050,100	\$169,400	9.0%
Insurance and Financial	\$137,279	\$123,200	\$165,959	\$142,000	\$222,100	\$80,100	56.4%
Internal Charges	\$1,743	\$2,100	\$824	\$2,100	\$2,100	\$ -	-
<b>Total Expenditure</b>	<b>\$5,511,883</b>	<b>\$5,891,500</b>	<b>\$5,671,101</b>	<b>\$6,735,300</b>	<b>\$7,448,500</b>	<b>\$713,200</b>	<b>10.6%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$3,867,916</b>	<b>\$4,243,100</b>	<b>\$4,046,143</b>	<b>\$5,104,800</b>	<b>\$5,612,900</b>	<b>\$508,100</b>	<b>10.0%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	\$ -	\$ -	\$ -	(\$105,000)	\$ -	\$105,000	(100.0%)
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$300,000	\$300,000	\$450,000	\$450,000	\$900,000	\$450,000	100.0%
<b>Total Debt and Transfers</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$450,000</b>	<b>\$345,000</b>	<b>\$900,000</b>	<b>\$555,000</b>	<b>160.9%</b>
<b>NET COST / (REVENUE)</b>	<b>\$4,167,916</b>	<b>\$4,543,100</b>	<b>\$4,496,143</b>	<b>\$5,449,800</b>	<b>\$6,512,900</b>	<b>\$1,063,100</b>	<b>19.5%</b>



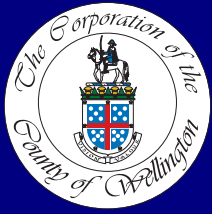
## County of Wellington 2023 –2032 Operating Budget

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

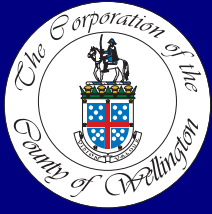
	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
User Fees and Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Other Revenue	\$29,800	\$30,500	\$31,200	\$31,900	\$32,600
Internal Recoveries	\$1,785,200	\$1,838,800	\$1,894,000	\$1,950,800	\$2,009,400
<b>Total Revenue</b>	<b>\$1,835,600</b>	<b>\$1,889,900</b>	<b>\$1,945,800</b>	<b>\$2,003,300</b>	<b>\$2,062,600</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$5,006,100	\$5,328,100	\$5,610,100	\$5,855,500	\$6,084,500
Supplies, Material and Equipment	\$168,100	\$154,500	\$161,200	\$167,900	\$174,700
Purchased Services	\$2,050,100	\$2,054,100	\$2,096,900	\$2,141,000	\$2,186,000
Insurance and Financial	\$222,100	\$233,600	\$244,700	\$256,500	\$269,100
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
<b>Total Expenditures</b>	<b>\$7,448,500</b>	<b>\$7,772,400</b>	<b>\$8,115,000</b>	<b>\$8,423,000</b>	<b>\$8,716,400</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$5,612,900</b>	<b>\$5,882,500</b>	<b>\$6,169,200</b>	<b>\$6,419,700</b>	<b>\$6,653,800</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves					
Transfer to Reserves	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000
<b>Total Debt and Transfers</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>
<b>TAX LEVY REQUIREMENT</b>					
	<b>\$6,512,900</b>	<b>\$6,782,500</b>	<b>\$7,069,200</b>	<b>\$7,319,700</b>	<b>\$7,553,800</b>
yr/yr % change	19.5%	4.1%	4.2%	3.5%	3.2%



## County of Wellington 2023 –2032 Operating Budget

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

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
User Fees and Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Other Revenue	\$33,400	\$34,200	\$35,000	\$35,800	\$35,800
Internal Recoveries	\$2,069,700	\$2,131,700	\$2,195,600	\$2,261,500	\$2,329,300
<b>Total Revenue</b>	<b>\$2,123,700</b>	<b>\$2,186,500</b>	<b>\$2,251,200</b>	<b>\$2,317,900</b>	<b>\$2,385,700</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$6,283,200	\$6,487,700	\$6,699,800	\$6,919,600	\$7,155,700
Supplies, Material and Equipment	\$180,400	\$185,800	\$191,100	\$194,800	\$198,100
Purchased Services	\$2,236,400	\$2,284,200	\$2,335,600	\$2,375,000	\$2,419,000
Insurance and Financial	\$281,400	\$295,000	\$308,500	\$323,500	\$338,000
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
<b>Total Expenditures</b>	<b>\$8,983,500</b>	<b>\$9,254,800</b>	<b>\$9,537,100</b>	<b>\$9,815,000</b>	<b>\$10,112,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$6,859,800</b>	<b>\$7,068,300</b>	<b>\$7,285,900</b>	<b>\$7,497,100</b>	<b>\$7,727,200</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves					
Transfer to Reserves	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000
<b>Total Debt and Transfers</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>
<b>TAX LEVY REQUIREMENT</b>					
	<b>\$7,759,800</b>	<b>\$7,968,300</b>	<b>\$8,185,900</b>	<b>\$8,397,100</b>	<b>\$8,627,200</b>
yr/yr % change	2.7%	2.7%	2.7%	2.6%	2.7%



## County Of Wellington

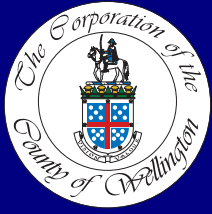
### 2023-2032 Capital Budget

Programme/Service: Information Technology

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2023	2024	2025	2026	2027	5 Year Total
Office of the CAO/Clerk						
Technical Services						
Archive Storage Replacement	\$45,000		\$45,000			\$90,000
A/C Cooling 138 Wyndham St.						
Computer Hardware L/C Replace	\$130,000	\$150,000	\$75,000	\$120,000	\$150,000	\$625,000
Disaster Recovery A/C Replacement		\$55,000				\$55,000
Disaster Recovery UPS Replacement			\$55,000			\$55,000
IT Van Replacement			\$100,000			\$100,000
Main Core Switches	\$60,000					\$60,000
Main Core Switches						
Network Equipment UPS Replacement					\$60,000	\$60,000
Network Perimeter Security	\$600,000					\$600,000
Network Replacement		\$200,000	\$270,000		\$90,000	\$560,000
Phone Gateway Replacement		\$100,000				\$100,000
Phone Set Replacement			\$230,000			\$230,000
Point to Point Radios Guelph					\$65,000	\$65,000
Server Replacement	\$160,000	\$480,000				\$640,000
Storage Replacement	\$250,000	\$250,000				\$500,000
UPS Data Centre 138 Wyndham St				\$95,000		\$95,000
Video Security Recorder Replace	\$40,000					\$40,000
Wifi Unit Replacement				\$120,000		\$120,000
<b>Total Technical Services</b>	<b>\$1,285,000</b>	<b>\$1,235,000</b>	<b>\$775,000</b>	<b>\$335,000</b>	<b>\$365,000</b>	<b>\$3,995,000</b>
Application Services						
Future Application System Enhancements		\$200,000	\$250,000	\$250,000	\$250,000	\$950,000
HR Information Management System	\$420,000					\$420,000
HRIS: Health and Safety Module		\$130,000				\$130,000
<b>Total Application Services</b>	<b>\$420,000</b>	<b>\$330,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,500,000</b>
Information Management						
County Website Upgrade	\$85,000					\$85,000
Intranet Upgrade		\$75,000				\$75,000
<b>Total Information Management</b>	<b>\$85,000</b>	<b>\$75,000</b>				<b>\$160,000</b>
<b>Total</b>	<b>\$1,790,000</b>	<b>\$1,640,000</b>	<b>\$1,025,000</b>	<b>\$585,000</b>	<b>\$615,000</b>	<b>\$5,655,000</b>
<b>Sources of Financing</b>						
Recoveries	\$421,000	\$116,000	\$120,000	\$43,000	\$43,000	\$743,000
Subsidies	\$104,250					\$104,250
Reserves	\$1,227,150	\$1,414,000	\$905,000	\$542,000	\$572,000	\$4,660,750
<b>Total Financing</b>	<b>\$1,790,000</b>	<b>\$1,640,000</b>	<b>\$1,025,000</b>	<b>\$585,000</b>	<b>\$615,000</b>	<b>\$5,655,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Information Technology

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2028	2029	2030	2031	2032	10 Year Total
Office of the CAO/Clerk						
Technical Services						
Archive Storage Replacement	\$55,000		\$60,000			\$205,000
A/C Cooling 138 Wyndham St.					\$100,000	\$100,000
Computer Hardware L/C Replace	\$220,000	\$120,000	\$190,000	\$240,000	\$280,000	\$1,675,000
Disaster Recovery A/C Replacement						\$55,000
Disaster Recovery UPS Replacement			\$70,000			\$125,000
IT Van Replacement					\$120,000	\$220,000
Main Core Switches						\$60,000
Main Core Switches			\$240,000	\$70,000	\$70,000	\$380,000
Network Equipment UPS Replacement						\$60,000
Network Perimeter Security	\$700,000					\$1,300,000
Network Replacement				\$240,000	\$320,000	\$1,120,000
Phone Gateway Replacement						\$100,000
Phone Set Replacement					\$250,000	\$480,000
Point to Point Radios Guelph					\$70,000	\$135,000
Server Replacement	550,000	570,000				\$1,760,000
Storage Replacement	\$270,000	\$270,000				\$1,040,000
UPS Data Centre 138 Wyndham St						\$95,000
Video Security Recorder Rplace						\$40,000
Wifi Unit Replacement				\$140,000		\$260,000
<b>Total Technical Services</b>	<b>\$1,795,000</b>	<b>\$960,000</b>	<b>\$560,000</b>	<b>\$690,000</b>	<b>\$1,210,000</b>	<b>\$9,210,000</b>
Application Services						
Future Application System Enhancements	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,200,000
HR Information Management Syst						\$420,000
HRIS: Health and Safety Module						\$130,000
<b>Total Application Services</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$2,750,000</b>
Information Management						
Intranet Upgrade			\$95,000			\$170,000
County Website Upgrade	\$100,000					\$185,000
<b>Total Information Management</b>	<b>\$100,000</b>		<b>\$95,000</b>			<b>\$355,000</b>
<b>Total</b>	<b>\$2,145,000</b>	<b>\$1,210,000</b>	<b>\$905,000</b>	<b>\$940,000</b>	<b>\$1,460,000</b>	<b>\$12,315,000</b>
<b>Sources of Financing</b>						
Recoveries	\$370,000	\$185,000	\$93,000	\$90,000	\$164,000	\$1,792,000
Subsidies						\$104,250
Reserves	\$1,775,000	\$1,025,000	\$812,000	\$850,000	\$1,296,000	\$10,418,750
<b>Total Financing</b>	<b>\$2,145,000</b>	<b>\$1,210,000</b>	<b>\$905,000</b>	<b>\$940,000</b>	<b>\$1,460,000</b>	<b>\$12,315,000</b>



## Programme Overview

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

## 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.

## 2023 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
- New staffing includes a Budget and Accounting Coordinator to assist with the development and preparation of the County's annual operating budget as well as Annual Budget and Financial Reporting documents including departmental performance measures.
- Transfer from reserves shows a reduction of \$80,000 in 2023. The modernization grant utilized to expand Asset Management activities in the County ended in 2022.

Staff Complement (Full time equivalents)	2022	2023
Financial Services	11.9	12.7
Asset Management	4.0	4.0
Purchasing and Risk Management	2.3	2.3
<b>Total</b>	<b>18.2</b>	<b>19.0</b>
Current employee count: 25		
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

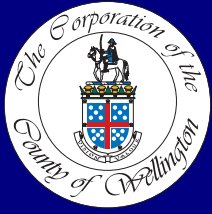
The following goals and objectives have been adapted from the Financial Principles developed for the County of Wellington Long-Term Financial Sustainability Strategy:

- 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 2023	Actual 2022	Actual 2021	Actual 2020
Credit rating of the County	AAA	AAA	AA+	AA+
Debt Outstanding to Reserve Ratio	30%	28%	27%	33%
Debt Outstanding as a % of Adjusted Operating Revenue	14%	15%	14%	16%
Debt Interest as a % of Adjusted Operating Revenue	0.5%	0.5%	0.5%	0.6%
Reserve and Reserve Funds as % of Tax Levy	85%	107%	109%	98%
# of Parking Tickets issued	3,600	3,970	3,226	1,396
# of False Alarms billed	250	296	272	189
Number of tenders completed	44	57	40	35



## County Of Wellington

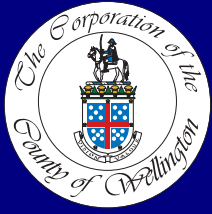
### 2023 Operating Budget

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	2021		2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	2022 Budget			
<b>Revenue</b>							
Other Revenue	\$1,816	\$1,700	\$6	\$1,800	\$1,900	\$100	5.6%
Internal Recoveries	\$561,000	\$561,000	\$581,200	\$581,200	\$575,800	(\$5,400)	(0.9%)
<b>Total Revenue</b>	<b>\$562,816</b>	<b>\$562,700</b>	<b>\$581,206</b>	<b>\$583,000</b>	<b>\$577,700</b>	<b>(\$5,300)</b>	<b>(0.9%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$2,063,599	\$2,077,600	\$2,103,386	\$2,199,300	\$2,466,300	\$267,000	12.1%
Supplies, Material and Equipment	\$43,198	\$51,600	\$34,389	\$50,500	\$45,400	(\$5,100)	(10.1%)
Purchased Services	\$424,599	\$565,700	\$466,676	\$538,000	\$529,000	(\$9,000)	(1.7%)
Insurance and Financial	\$103,005	\$207,300	\$105,143	\$205,800	\$214,800	\$9,000	4.4%
Internal Charges	\$1,202	\$3,000	\$985	\$3,000	\$3,000	\$ -	-
<b>Total Expenditure</b>	<b>\$2,635,603</b>	<b>\$2,905,200</b>	<b>\$2,710,579</b>	<b>\$2,996,600</b>	<b>\$3,258,500</b>	<b>\$261,900</b>	<b>8.7%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,072,787</b>	<b>\$2,342,500</b>	<b>\$2,129,373</b>	<b>\$2,413,600</b>	<b>\$2,680,800</b>	<b>\$267,200</b>	<b>11.1%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$224,121)	(\$401,800)	(\$51,861)	(\$308,200)	(\$180,800)	\$127,400	(41.3%)
Transfers to Reserve	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>(\$49,121)</b>	<b>(\$226,800)</b>	<b>\$123,139</b>	<b>(\$133,200)</b>	<b>(\$5,800)</b>	<b>\$127,400</b>	<b>(95.6%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$2,023,666</b>	<b>\$2,115,700</b>	<b>\$2,252,512</b>	<b>\$2,280,400</b>	<b>\$2,675,000</b>	<b>\$394,600</b>	<b>17.3%</b>



## County Of Wellington

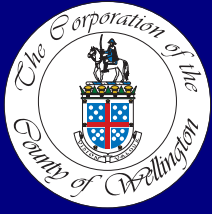
### 2023 –2032 Operating Budget

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	Projected				
	2023	2024	2025	2026	2027
<b>REVENUE</b>					
Other Revenue	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900
Internal Recoveries	\$575,800	\$593,000	\$610,700	\$629,000	\$647,800
<b>Total Revenue</b>	<b>\$577,700</b>	<b>\$594,900</b>	<b>\$612,600</b>	<b>\$630,900</b>	<b>\$649,700</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$2,466,300	\$2,642,000	\$2,773,400	\$2,883,800	\$2,984,000
Supplies, Material and Equipment	\$45,400	\$45,900	\$46,400	\$46,900	\$47,400
Purchased Services	\$529,000	\$540,000	\$551,100	\$612,700	\$624,500
Insurance and Financial	\$214,800	\$220,600	\$225,900	\$231,000	\$235,900
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
<b>Total Expenditures</b>	<b>\$3,258,500</b>	<b>\$3,451,500</b>	<b>\$3,599,800</b>	<b>\$3,777,400</b>	<b>\$3,894,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,680,800</b>	<b>\$2,856,600</b>	<b>\$2,987,200</b>	<b>\$3,146,500</b>	<b>\$3,245,100</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves	(\$180,800)	(\$184,000)	(\$187,300)	(\$235,600)	(\$238,900)
Transfer to Reserves	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
<b>Total Debt and Transfers</b>	<b>(\$5,800)</b>	<b>(\$9,000)</b>	<b>(\$12,300)</b>	<b>(\$60,600)</b>	<b>(\$63,900)</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	17.3%	6.5%	4.5%	3.7%	3.1%



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	Projected				
	2028	2029	2030	2031	2032
<b>REVENUE</b>					
Other Revenue	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900
Internal Recoveries	\$667,200	\$687,200	\$707,800	\$729,000	\$750,300
<b>Total Revenue</b>	<b>\$669,100</b>	<b>\$689,100</b>	<b>\$709,700</b>	<b>\$730,900</b>	<b>\$752,200</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$3,083,200	\$3,184,200	\$3,289,500	\$3,397,800	\$3,512,400
Supplies, Material and Equipment	\$48,200	\$49,300	\$50,400	\$51,000	\$51,600
Purchased Services	\$587,200	\$600,400	\$616,500	\$628,600	\$640,700
Insurance and Financial	\$241,100	\$246,400	\$250,500	\$254,300	\$257,500
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
<b>Total Expenditures</b>	<b>\$3,962,700</b>	<b>\$4,083,300</b>	<b>\$4,209,900</b>	<b>\$4,334,700</b>	<b>\$4,465,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$3,293,600</b>	<b>\$3,394,200</b>	<b>\$3,500,200</b>	<b>\$3,603,800</b>	<b>\$3,713,000</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves	(\$197,400)	(\$201,100)	(\$203,900)	(\$206,000)	(\$207,300)
Transfer to Reserves	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
<b>Total Debt and Transfers</b>	<b>(\$22,400)</b>	<b>(\$26,100)</b>	<b>(\$28,900)</b>	<b>(\$31,000)</b>	<b>(\$32,300)</b>
<b>TAX LEVY REQUIREMENT</b>					
	<b>\$3,271,200</b>	<b>\$3,368,100</b>	<b>\$3,471,300</b>	<b>\$3,572,800</b>	<b>\$3,680,700</b>
yr/yr % change	2.8%	3.0%	3.1%	2.9%	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

### 2023 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
- Here4Hope partnership changes with Canadian Mental Health Association (CMHA), programme enhancements and structural changes resulting in an increase of \$80,000 in 2023

Staff Complement (Full time equivalents)	2022	2023
Human Resources	10.3	10.3
Health and Safety	1.8	2.0
Accessibility Advisory Committee	1.0	1.0
<b>Total</b>	<b>13.1</b>	<b>13.4</b>
Current employee count: 19		
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.

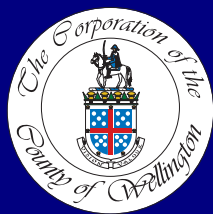
- Optimize recruitment efforts and continue to be an Employer of Choice. **(Providing the highest level and best quality services)**
- Creating opportunities to build openness, inclusion and enhance the understanding of diversity and cultural competency into the County's corporate culture. **(People 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 2023	Actual 2022	Actual 2021	Actual 2020
Number of Workplace Safety and Insurance Board (WSIB) approved claims.	24	31	21	20
Number of staff that participated in training sessions offered through Be Well initiative and Canadian Mental Health Association (CMHA).	175	109*	95*	363
Number of interim off-cycle payrolls completed in a year – indicator of possible coding errors.	4	5	4	3
Number of students hired (Co-op, Terrace Nursing Students and Summer Students).	55	52	70	15*

\* Affected by COVID-19 Pandemic



## County Of Wellington

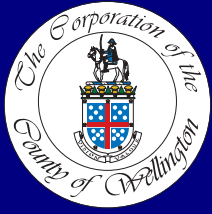
### 2023 Operating Budget

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2021 Actuals	2021 Budget	2022 Preliminary Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<b>Revenue</b>							
Grants and Subsidies	\$ -	\$ -	\$63,955	\$65,000	\$ -	(\$65,000)	(100.0%)
Other Revenue	\$26,800	\$26,800	\$25,200	\$25,200	\$57,100	\$31,900	126.6%
Internal Recoveries	\$944,000	\$944,000	\$996,200	\$996,200	\$1,126,200	\$130,000	13.0%
<b>Total Revenue</b>	<b>\$970,800</b>	<b>\$970,800</b>	<b>\$1,085,355</b>	<b>\$1,086,400</b>	<b>\$1,183,300</b>	<b>\$96,900</b>	<b>8.9%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,433,133	\$1,447,100	\$1,598,201	\$1,618,700	\$1,737,700	\$119,000	7.4%
Supplies, Material and Equipment	\$80,889	\$156,100	\$115,122	\$146,500	\$155,900	\$9,400	6.4%
Purchased Services	\$517,838	\$678,500	\$708,259	\$750,800	\$946,400	\$195,600	26.1%
Transfer Payments	\$88,395	\$90,000	\$59,255	\$95,000	\$95,000	\$ -	-
Insurance and Financial	\$292,043	\$283,300	\$306,631	\$308,400	\$326,300	\$17,900	5.8%
Internal Charges	\$1,139	\$1,500	\$1,964	\$1,500	\$1,500	\$ -	-
<b>Total Expenditure</b>	<b>\$2,413,437</b>	<b>\$2,656,500</b>	<b>\$2,789,432</b>	<b>\$2,920,900</b>	<b>\$3,262,800</b>	<b>\$341,900</b>	<b>11.7%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,442,637</b>	<b>\$1,685,700</b>	<b>\$1,704,077</b>	<b>\$1,834,500</b>	<b>\$2,079,500</b>	<b>\$245,000</b>	<b>13.4%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$510,714)	(\$582,200)	(\$513,572)	(\$582,000)	(\$574,100)	\$7,900	(1.4%)
<b>Total Debt and Transfers</b>	<b>(\$510,714)</b>	<b>(\$582,200)</b>	<b>(\$513,572)</b>	<b>(\$582,000)</b>	<b>(\$574,100)</b>	<b>\$7,900</b>	<b>(1.4%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$931,923</b>	<b>\$1,103,500</b>	<b>\$1,190,505</b>	<b>\$1,252,500</b>	<b>\$1,505,400</b>	<b>\$252,900</b>	<b>20.2%</b>



## County Of Wellington

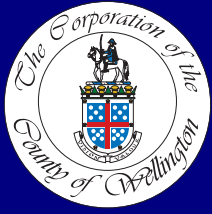
### 2023 –2032 Operating Budget

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies					
Other Revenue	\$57,100	\$66,900	\$69,700	\$72,500	\$75,400
Internal Recoveries	\$1,126,200	\$1,159,900	\$1,194,600	\$1,230,400	\$1,267,300
<b>Total Revenue</b>	<b>\$1,183,300</b>	<b>\$1,226,800</b>	<b>\$1,264,300</b>	<b>\$1,302,900</b>	<b>\$1,342,700</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$1,737,700	\$2,024,400	\$2,187,800	\$2,310,100	\$2,410,200
Supplies, Material and Equipment	\$155,900	\$135,400	\$139,100	\$142,900	\$146,800
Purchased Services	\$946,400	\$945,900	\$1,036,100	\$1,061,600	\$1,087,400
Transfer Payments	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000
Insurance and Financial	\$326,300	\$346,500	\$364,400	\$381,500	\$398,300
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
<b>Total Expenditures</b>	<b>\$3,262,800</b>	<b>\$3,548,700</b>	<b>\$3,823,900</b>	<b>\$3,992,600</b>	<b>\$4,139,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,079,500</b>	<b>\$2,321,900</b>	<b>\$2,559,600</b>	<b>\$2,689,700</b>	<b>\$2,796,500</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves	(\$574,100)	(\$715,600)	(\$850,300)	(\$885,900)	(\$919,300)
<b>Total Debt and Transfers</b>	<b>(\$574,100)</b>	<b>(\$715,600)</b>	<b>(\$850,300)</b>	<b>(\$885,900)</b>	<b>(\$919,300)</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	20.2%	6.7%	6.4%	5.5%	4.1%



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies					
Other Revenue	\$78,300	\$81,200	\$84,100	\$87,100	\$89,100
Internal Recoveries	\$1,305,300	\$1,344,500	\$1,384,800	\$1,426,400	\$1,469,000
<b>Total Revenue</b>	<b>\$1,383,600</b>	<b>\$1,425,700</b>	<b>\$1,468,900</b>	<b>\$1,513,500</b>	<b>\$1,558,100</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$2,500,800	\$2,585,700	\$2,670,500	\$2,758,800	\$2,854,100
Supplies, Material and Equipment	\$150,600	\$154,400	\$158,600	\$161,500	\$164,600
Purchased Services	\$1,113,700	\$1,140,100	\$1,169,300	\$1,198,100	\$1,225,500
Transfer Payments	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000
Insurance and Financial	\$415,000	\$431,600	\$448,300	\$465,000	\$481,800
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
<b>Total Expenditures</b>	<b>\$4,276,600</b>	<b>\$4,408,300</b>	<b>\$4,543,200</b>	<b>\$4,679,900</b>	<b>\$4,822,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,893,000</b>	<b>\$2,982,600</b>	<b>\$3,074,300</b>	<b>\$3,166,400</b>	<b>\$3,264,400</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves	(\$958,400)	(\$993,400)	(\$1,027,300)	(\$1,060,700)	(\$1,096,900)
<b>Total Debt and Transfers</b>	<b>(\$958,400)</b>	<b>(\$993,400)</b>	<b>(\$1,027,300)</b>	<b>(\$1,060,700)</b>	<b>(\$1,096,900)</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	3.1%	2.8%	2.9%	2.9%	2.9%



## Programme Overview

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

### 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

### 2023 Budget Highlights

- Staffing changes include:
  - Property Services Coordinator for Asset Management one-year contract ended March 2022
- The budget provides for rent and operating expenses associated with the above noted properties
- The capital budget includes provisions for improvements at County Facilities, such as
  - Residential kitchen and bath refurbishments at 133 Wyndham (\$190,000)
  - Exterior refurbishments at Admin Centre (\$85,000)
  - Elevator and alarm systems upgrades at the Gaol (\$150,000)
  - Provision for property retrofits required during the year (\$100,000)
- Vehicle lifecycle replacements are included in the capital budget , with electric vehicles planned for future years
- A provision for the expansion of the 21 Douglas: Reconstruction and Parking is included in 2028.

<b>Staff Complement (Full time equivalents)</b>	<b>2022</b>	<b>2023</b>
Property Maintenance	6.9	6.6
Office Cleaning	6.5	6.5
Construction and Property Manager	1.0	1.0
<b>Total</b>	<b>14.4</b>	<b>14.1</b>
Current employee count: 19		



## 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 and 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 2023	Actual 2022	Actual 2021	Actual 2020
Number of Customer request forms handled*	N/A	1,100	835	961
Average condition of County facilities per BCA's**	Good	Good	Good	Good
% New construction projects managed by Property Services completed on or under budget	100%	100%	100%	100%

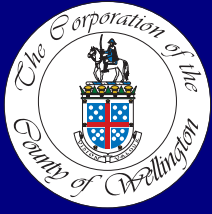
\*Note: actual numbers are lower due to impact of COVID and working from home rather than in facilities.

\*\*Ratings (per Stonewell Group BCA's)

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

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

Poor - observable deterioration requiring immediate capital care



## County Of Wellington

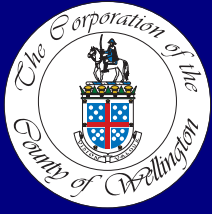
### 2023 Operating Budget

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2021	2021	2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	2022 Budget			
<b>Revenue</b>							
Licenses, Permits and Rents	\$1,306,746	\$1,242,700	\$1,197,455	\$1,245,800	\$1,317,000	\$71,200	5.7%
User Fees and Charges	\$160,585	\$158,000	\$150,257	\$158,000	\$158,000	\$ -	-
Other Revenue	\$31,243	\$27,500	\$37,217	\$34,100	\$37,100	\$3,000	8.8%
Internal Recoveries	\$779,400	\$828,300	\$855,500	\$855,500	\$835,300	(\$20,200)	(2.4%)
<b>Total Revenue</b>	<b>\$2,277,974</b>	<b>\$2,256,500</b>	<b>\$2,240,429</b>	<b>\$2,293,400</b>	<b>\$2,347,400</b>	<b>\$54,000</b>	<b>2.4%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,240,792	\$1,231,100	\$1,139,168	\$1,212,400	\$1,315,100	\$102,700	8.5%
Supplies, Material and Equipment	\$278,639	\$217,500	\$246,699	\$223,800	\$237,600	\$13,800	6.2%
Purchased Services	\$924,255	\$955,800	\$960,081	\$965,400	\$1,038,900	\$73,500	7.6%
Transfer Payments	\$5,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Insurance and Financial	\$71,033	\$70,700	\$70,165	\$71,300	\$79,500	\$8,200	11.5%
Minor Capital Expenses	\$24,750	\$86,500	\$11,964	\$54,500	\$125,500	\$71,000	130.3%
Internal Charges	\$7,458	\$ -	\$3,919	\$2,600	\$8,700	\$6,100	234.6%
<b>Total Expenditure</b>	<b>\$2,551,927</b>	<b>\$2,561,600</b>	<b>\$2,431,996</b>	<b>\$2,530,000</b>	<b>\$2,805,300</b>	<b>\$275,300</b>	<b>10.9%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$273,953</b>	<b>\$305,100</b>	<b>\$191,567</b>	<b>\$236,600</b>	<b>\$457,900</b>	<b>\$221,300</b>	<b>93.5%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$289,974	\$292,100	\$289,056	\$291,300	\$291,200	(\$100)	(0.0%)
Transfer from Reserve	(\$71,777)	(\$128,000)	\$ -	(\$22,000)	(\$102,500)	(\$80,500)	365.9%
Transfers to Reserve	\$759,912	\$754,300	\$650,000	\$748,200	\$847,400	\$99,200	13.3%
<b>Total Debt and Transfers</b>	<b>\$978,109</b>	<b>\$918,400</b>	<b>\$939,056</b>	<b>\$1,017,500</b>	<b>\$1,036,100</b>	<b>\$18,600</b>	<b>1.8%</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,252,062</b>	<b>\$1,223,500</b>	<b>\$1,130,623</b>	<b>\$1,254,100</b>	<b>\$1,494,000</b>	<b>\$239,900</b>	<b>19.1%</b>



## County Of Wellington

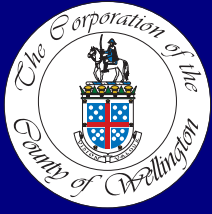
### 2023 –2032 Operating Budget

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Licenses, Permits and Rents	\$1,317,000	\$1,315,500	\$1,322,200	\$1,317,700	\$1,322,100
User Fees and Charges	\$158,000	\$158,000	\$158,000	\$158,000	\$158,000
Other Revenue	\$37,100	\$38,000	\$38,900	\$39,800	\$40,800
Internal Recoveries	\$835,300	\$865,800	\$985,000	\$965,700	\$1,060,700
<b>Total Revenue</b>	<b>\$2,347,400</b>	<b>\$2,377,300</b>	<b>\$2,504,100</b>	<b>\$2,481,200</b>	<b>\$2,581,600</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$1,315,100	\$1,376,200	\$1,431,200	\$1,478,300	\$1,525,900
Supplies, Material and Equipment	\$237,600	\$242,000	\$254,300	\$251,000	\$260,600
Purchased Services	\$1,038,900	\$1,071,100	\$1,140,100	\$1,149,200	\$1,210,500
Insurance and Financial	\$79,500	\$85,000	\$90,200	\$96,300	\$102,800
Minor Capital Expenses	\$125,500	\$120,400	\$131,900	\$140,900	\$205,000
Internal Charges	\$8,700	\$8,700	\$8,700	\$8,700	\$8,700
<b>Total Expenditures</b>	<b>\$2,805,300</b>	<b>\$2,903,400</b>	<b>\$3,056,400</b>	<b>\$3,124,400</b>	<b>\$3,313,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$457,900</b>	<b>\$526,100</b>	<b>\$552,300</b>	<b>\$643,200</b>	<b>\$731,900</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$291,200	\$291,900	\$189,000	\$188,200	\$188,300
Transfer from Reserves	(\$102,500)	(\$89,700)	(\$50,400)	(\$105,100)	(\$141,200)
Transfer to Reserves	\$847,400	\$847,000	\$846,700	\$846,200	\$845,800
<b>Total Debt and Transfers</b>	<b>\$1,036,100</b>	<b>\$1,049,200</b>	<b>\$985,300</b>	<b>\$929,300</b>	<b>\$892,900</b>
<b>TAX LEVY REQUIREMENT</b>					
<b>yr/yr % change</b>	<b>19.1%</b>	<b>5.4%</b>	<b>(2.4%)</b>	<b>2.3%</b>	<b>3.3%</b>



## County Of Wellington

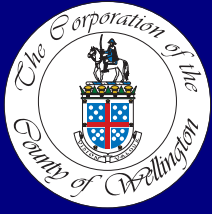
### 2023–2032 Operating Budget

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Licenses, Permits and Rents	\$1,319,200	\$1,317,500	\$1,320,600	\$1,318,000	\$1,318,200
User Fees and Charges	\$158,000	\$158,000	\$158,000	\$158,000	\$158,000
Other Revenue	\$41,800	\$42,800	\$43,900	\$45,000	\$45,000
Internal Recoveries	\$994,800	\$992,500	\$1,069,600	\$1,039,000	\$1,060,600
<b>Total Revenue</b>	<b>\$2,513,800</b>	<b>\$2,510,800</b>	<b>\$2,592,100</b>	<b>\$2,560,000</b>	<b>\$2,581,800</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$1,574,900	\$1,625,700	\$1,677,800	\$1,732,200	\$1,792,300
Supplies, Material and Equipment	\$260,400	\$265,800	\$271,500	\$275,800	\$280,400
Purchased Services	\$1,201,600	\$1,245,500	\$1,253,300	\$1,266,200	\$1,275,700
Insurance and Financial	\$109,400	\$116,500	\$124,600	\$132,600	\$133,800
Minor Capital Expenses	\$75,400	\$70,700	\$83,900	\$96,000	
Internal Charges	\$8,700	\$8,700	\$8,700	\$8,700	\$8,700
<b>Total Expenditures</b>	<b>\$3,230,400</b>	<b>\$3,332,900</b>	<b>\$3,419,800</b>	<b>\$3,511,500</b>	<b>\$3,490,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$716,600</b>	<b>\$822,100</b>	<b>\$827,700</b>	<b>\$951,500</b>	<b>\$909,100</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$739,500	\$2,093,600	\$2,094,000	\$2,094,100	\$2,094,000
Transfer from Reserves	(\$47,700)	(\$70,700)	(\$24,200)	(\$96,000)	
Transfer to Reserves	\$845,400	\$1,044,800	\$1,544,300	\$2,343,600	\$3,143,500
<b>Total Debt and Transfers</b>	<b>\$1,537,200</b>	<b>\$3,067,700</b>	<b>\$3,614,100</b>	<b>\$4,341,700</b>	<b>\$5,237,500</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	38.7%	72.6%	14.2%	19.2%	16.1%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service:

Property Services

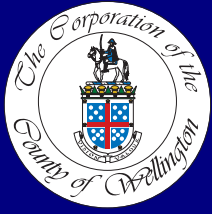
Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2023	2024	2025	2026	2027	5 Year Total
Facility Improvements						
133 Wyndham Residential & Bath	\$190,000					\$190,000
2023 Property Building Retro	\$100,000					\$100,000
21 Douglas: HVAC Pump Replacement			\$30,000			\$30,000
21 Douglas: Reconstruction and Parking						
21 Douglas: Roofing						
Admin Centre: Building Retrofits						
Admin Centre: Elevators						
Admin Centre: Exterior Rehab						
Admin Centre: Lighting Upgrade			\$50,000			\$50,000
Admin Centre: Pave Corner Lot	\$50,000					\$50,000
Admin Centre: Retaining Wall	\$35,000					\$35,000
Admin Centre: Wall Painting			\$50,000			\$50,000
Building Condition Audits				\$100,000		\$100,000
Courthouse: Building Retrofits						
Courthouse: Common Space Wall Finishes		\$51,000				\$51,000
Courthouse: Fire Alarm Systems	\$30,000					\$30,000
Courthouse: Flooring						
Courthouse: HVAC Equipment						
Courthouse: Interior Upgrade				\$94,000		\$94,000
Courthouse: Lighting Upgrade			\$44,000			\$44,000
Gaol: Building Retrofits						
Gaol: Elevator Modernization	\$120,000					\$120,000
Gaol: HVAC Equipment Replacements						
Gaol: Lighting Upgrade						
Gaol: Security Replacement					\$45,000	\$45,000
Goal: Fire Alarm Systems	\$30,000					\$30,000
Gov Residence: Elevators						
Property Building Retrofits		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
<b>Total Facility Improvements</b>	<b>\$555,000</b>	<b>\$151,000</b>	<b>\$274,000</b>	<b>\$294,000</b>	<b>\$145,000</b>	<b>\$1,419,000</b>
Vehicles and Equipment						
Replace 1/2 Tonne Van	\$75,000					\$75,000
Replace Maintenance Pickup EV			\$100,000			\$100,000
Replace Maintenance Van EV			\$100,000			\$100,000
<b>Total Vehicles and Equipment</b>	<b>\$75,000</b>		<b>\$200,000</b>			<b>\$275,000</b>
<b>Total</b>	<b>\$630,000</b>	<b>\$151,000</b>	<b>\$474,000</b>	<b>\$294,000</b>	<b>\$145,000</b>	<b>\$1,694,000</b>
<b>Sources of Financing</b>						
Debenture						
Reserves	\$600,000	\$151,000	\$474,000	\$294,000	\$145,000	\$1,664,000
<b>Total Financing</b>	<b>\$630,000</b>	<b>\$151,000</b>	<b>\$474,000</b>	<b>\$294,000</b>	<b>\$145,000</b>	<b>\$1,694,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service:

Property Services

Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2028	2029	2030	2031	2032	10 Year Total
<b>Facility Improvements</b>						
133 Wyndham Residential & Bath						\$190,000
2023 Property Building Retro						\$100,000
21 Douglas: HVAC Pump Replacement						\$30,000
21 Douglas: Reconstruction and Parking	\$28,000,000					\$28,000,000
21 Douglas: Roofing				\$70,000		\$70,000
Admin Centre: Building Retrofits					\$310,000	\$310,000
Admin Centre: Elevators				\$150,000		\$150,000
Admin Centre: Exterior Rehab				\$70,000		\$70,000
Admin Centre: Lighting Upgrade			\$53,000			\$103,000
Admin Centre: Pave Corner Lot						\$50,000
Admin Centre: Retaining Wall						\$35,000
Admin Centre: Wall Painting						\$50,000
Building Condition Audits						\$100,000
Courthouse: Building Retrofits					\$470,000	\$470,000
Courthouse: Common Space Wall Finishes						\$51,000
Courthouse: Fire Alarm Systems						\$30,000
Courthouse: Flooring				\$57,000		\$57,000
Courthouse: HVAC Equipment	\$61,000					\$61,000
Courthouse: Interior Upgrade						\$94,000
Courthouse: Lighting Upgrade			\$53,000			\$97,000
Gaol: Building Retrofits					\$450,000	\$450,000
Gaol: Elevator Modernization						\$120,000
Gaol: HVAC Equipment Replacements	\$195,000					\$195,000
Gaol: Lighting Upgrade			\$70,000			\$70,000
Gaol: Security Replacement						\$45,000
Goal: Fire Alarm Systems						\$30,000
Gov Residence: Elevators				\$50,000		\$50,000
Property Building Retrofits	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$900,000
<b>Total Facility Improvements</b>	<b>\$28,356,000</b>	<b>\$100,000</b>	<b>\$276,000</b>	<b>\$497,000</b>	<b>\$1,330,000</b>	<b>\$31,978,000</b>
<b>Vehicles and Equipment</b>						
Replace 1/2 Tonne Van				\$145,000		\$220,000
Replace Maintenance Pickup EV					\$160,000	\$260,000
Replace Maintenance Van EV					\$160,000	\$260,000
<b>Total Vehicles and Equipment</b>				<b>\$145,000</b>	<b>\$320,000</b>	<b>\$740,000</b>
<b>Total</b>	<b>\$28,356,000</b>	<b>\$100,000</b>	<b>\$276,000</b>	<b>\$642,000</b>	<b>\$1,650,000</b>	<b>\$32,718,000</b>
<b>Sources of Financing</b>						
Debenture	\$27,000,000					\$27,000,000
Reserves	\$1,356,000	\$100,000	\$276,000	\$642,000	\$1,650,000	\$5,688,000
<b>Total Financing</b>	<b>\$28,356,000</b>	<b>\$100,000</b>	<b>\$276,000</b>	<b>\$642,000</b>	<b>\$1,650,000</b>	<b>\$32,718,000</b>



## Programme Overview

<b>Programme/Service:</b>	<b>Grants and Contributions</b>
<b>Department:</b>	<b>Administered by Treasury</b>
<b>Governance:</b>	<b>Administration, Finance and Human Resources Committee</b>

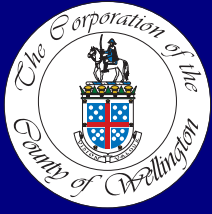
## Programme Description

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

## 2023 Budget Highlights

- 
- The 2023 Community Grants budget is set at \$80,300, with an additional \$8,500 available for scholarships
  - Debt charges of \$375,500 relate to the community hospital grants (of \$5.9 million) issued in 2019



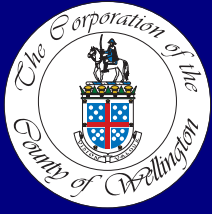
**County Of Wellington**  
**2023 Operating Budget**

**Programme/Service: Grants and Contributions**

**Department: Administered by Treasury**

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

	2021 Actuals	2021 Budget	2022 Preliminary Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<b>Expenditure</b>							
Transfer Payments	\$82,454	\$84,800	\$85,500	\$86,400	\$88,800	\$2,400	2.8%
<b>Total Expenditure</b>	<b>\$82,454</b>	<b>\$84,800</b>	<b>\$85,500</b>	<b>\$86,400</b>	<b>\$88,800</b>	<b>\$2,400</b>	<b>2.8%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$82,454</b>	<b>\$84,800</b>	<b>\$85,500</b>	<b>\$86,400</b>	<b>\$88,800</b>	<b>\$2,400</b>	<b>2.8%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$376,312	\$377,000	\$375,744	\$376,300	\$375,500	(\$800)	(0.2%)
Transfer from Reserve	(\$3,000)	(\$3,000)	\$ -	(\$3,000)	(\$3,000)	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$373,312</b>	<b>\$374,000</b>	<b>\$375,744</b>	<b>\$373,300</b>	<b>\$372,500</b>	<b>(\$800)</b>	<b>(0.2%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$455,766</b>	<b>\$458,800</b>	<b>\$461,244</b>	<b>\$459,700</b>	<b>\$461,300</b>	<b>\$1,600</b>	<b>0.3%</b>



## County Of Wellington

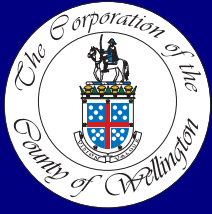
### 2023 –2032 Operating Budget

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2023	2024	Projected 2025	2026	2027
<b>EXPENDITURES</b>					
Transfer Payments	\$88,800	\$91,300	\$93,800	\$96,300	\$98,900
<b>Total Expenditures</b>	<b>\$88,800</b>	<b>\$91,300</b>	<b>\$93,800</b>	<b>\$96,300</b>	<b>\$98,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$88,800</b>	<b>\$91,300</b>	<b>\$93,800</b>	<b>\$96,300</b>	<b>\$98,900</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$375,500	\$375,700	\$376,700	\$376,600	\$377,000
Transfer from Reserves	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
<b>Total Debt and Transfers</b>	<b>\$372,500</b>	<b>\$372,700</b>	<b>\$373,700</b>	<b>\$373,600</b>	<b>\$374,000</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	0.3%	0.6%	0.8%	0.5%	0.6%



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2028	2029	Projected 2030	2031	2032
<b>EXPENDITURES</b>					
Transfer Payments	\$101,600	\$104,400	\$107,300	\$110,300	\$113,300
<b>Total Expenditures</b>	<b>\$101,600</b>	<b>\$104,400</b>	<b>\$107,300</b>	<b>\$110,300</b>	<b>\$113,300</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$101,600</b>	<b>\$104,400</b>	<b>\$107,300</b>	<b>\$110,300</b>	<b>\$113,300</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$376,200	\$377,100	\$377,800	\$377,100	\$377,200
Transfer from Reserves	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
<b>Total Debt and Transfers</b>	<b>\$373,200</b>	<b>\$374,100</b>	<b>\$374,800</b>	<b>\$374,100</b>	<b>\$374,200</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	0.4%	0.8%	0.8%	0.5%	0.6%



## Programme Overview

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

### Programme Description

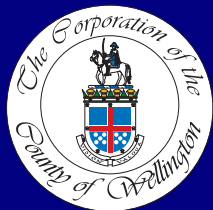
The Economic Development Division continues to work in collaboration with the local municipalities and strategic investments are guided by the Economic Development Three-Year Plan. Market Intelligence and the status of existing business continues to be a focus, while infrastructure development, attainable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

### 2023 Budget Highlights

- 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. The 2023 budget includes an offsetting transfer from the Contingency and Stabilization reserve of \$80,000 in order to fund a portion of the CIP programme should funding of projects exceed \$80,000 in a given year.
- Smart Cities initiative “Our Food Future” - 2023 marks the final year of the four year initiative
- Staffing changes includes moving the Talent Attraction position from part-time to full-time
- Ride Well Community Transportation initiative has been adjusted based on the level of service currently being provided

Staff Complement (Full time equivalents)		
	2022	2023
Economic Development	8.2	8.7
<b>Total</b>	<b>8.2</b>	<b>8.7</b>
Current employee count: 7		



## Performance Measures

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

### Programme Goals and Objectives

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

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

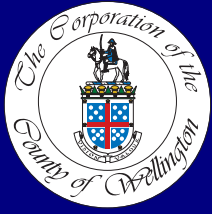
- Increase the competitiveness and success of Wellington businesses – to support programmes that contribute to the sustainability and competitive position of the County (**Providing the highest level and best quality services**)
- Build a strong regional profile and brand – to build awareness of the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

### Performance Measures

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

	Projected 2023	Actual 2022	Actual 2021	Actual 2020
Business Retention and Expansion Fund (BR&E) Return on Investment (ROI)*	183%	148%	183%	275%
Businesses benefiting from Invest Well CIP funding	10	6	10	10
Businesses participating in County Tourism Signage Programme	42	36	31	25
Taste Real local food participants	195	191	186	176
Economic Development division enquiries from the public	650	600	600	500
Rides provided through Ride Well Rural Transportation Pilot	7,220	5,776	4,572	2,248
Website Business Directory views	22,000	20,859	31,629	33,902
Economic Development Division website page views	190,000	183,285	188,057	165,686
Economic Development E-newsletter subscribers	4,800	4,632	4,064	3,875

\*ROI= \$ Investment attracted from all sources/\$BRandE Funding

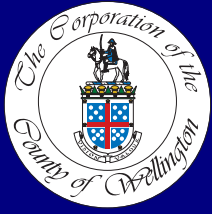


## County Of Wellington

### 2023 Operating Budget

Programme/Service: Economic Development  
 Department: Wellington County Museum and Archives  
 Governance: Administration, Finance and Human Resources Committee

	2021 Actuals	2021 Budget	2022 Preliminary Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<b>Revenue</b>							
Grants and Subsidies	\$306,552	\$369,800	\$258,630	\$528,000	\$383,000	(\$145,000)	(27.5%)
User Fees and Charges	\$56,740	\$66,500	\$65,310	\$104,200	\$86,000	(\$18,200)	(17.5%)
Sales Revenue	\$250	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Revenue	\$22,737	\$ -	\$109,726	\$ -	\$ -	\$ -	-
Internal Recoveries	\$3,413	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$389,692</b>	<b>\$436,300</b>	<b>\$433,666</b>	<b>\$632,200</b>	<b>\$469,000</b>	<b>(\$163,200)</b>	<b>(25.8%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$580,809	\$660,600	\$813,844	\$840,500	\$954,500	\$114,000	13.6%
Supplies, Material and Equipment	\$140,297	\$141,300	\$147,388	\$143,300	\$39,700	(\$103,600)	(72.3%)
Purchased Services	\$448,558	\$701,900	\$673,199	\$797,200	\$673,600	(\$123,600)	(15.5%)
Transfer Payments	\$577,072	\$672,500	\$256,238	\$462,500	\$447,500	(\$15,000)	(3.2%)
Insurance and Financial	\$13,039	\$14,400	\$15,521	\$15,200	\$17,500	\$2,300	15.1%
Internal Charges	\$7,595	\$8,000	\$3,280	\$8,000	\$8,000	\$ -	-
<b>Total Expenditure</b>	<b>\$1,767,370</b>	<b>\$2,198,700</b>	<b>\$1,909,470</b>	<b>\$2,266,700</b>	<b>\$2,140,800</b>	<b>(\$125,900)</b>	<b>(5.6%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,377,678</b>	<b>\$1,762,400</b>	<b>\$1,475,804</b>	<b>\$1,634,500</b>	<b>\$1,671,800</b>	<b>\$37,300</b>	<b>2.3%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$166,850)	(\$200,000)	\$ -	\$ -	(\$80,000)	(\$80,000)	-
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$422,737	\$400,000	\$409,726	\$400,000	\$ -	(\$400,000)	(100.0%)
<b>Total Debt and Transfers</b>	<b>\$255,887</b>	<b>\$200,000</b>	<b>\$409,726</b>	<b>\$400,000</b>	<b>(\$80,000)</b>	<b>(\$480,000)</b>	<b>(120.0%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,633,565</b>	<b>\$1,962,400</b>	<b>\$1,885,530</b>	<b>\$2,034,500</b>	<b>\$1,591,800</b>	<b>(\$442,700)</b>	<b>(21.8%)</b>



## County Of Wellington

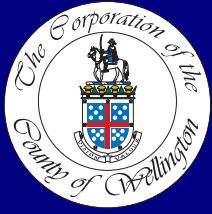
### 2023–2032 Operating Budget

Programme/Service: Economic Development

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	\$383,000	\$143,000	\$31,000		
User Fees and Charges	\$86,000	\$86,000	\$45,000	\$31,000	\$31,000
<b>Total Revenue</b>	<b>\$469,000</b>	<b>\$229,000</b>	<b>\$76,000</b>	<b>\$31,000</b>	<b>\$31,000</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$954,500	\$829,700	\$871,700	\$904,300	\$934,100
Supplies, Material and Equipment	\$39,700	\$27,200	\$27,700	\$28,200	\$28,700
Purchased Services	\$673,600	\$483,700	\$314,200	\$280,300	\$291,500
Transfer Payments	\$447,500	\$432,500	\$432,500	\$432,500	\$432,500
Insurance and Financial	\$17,500	\$15,300	\$16,100	\$16,700	\$17,300
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
<b>Total Expenditures</b>	<b>\$2,140,800</b>	<b>\$1,796,400</b>	<b>\$1,670,200</b>	<b>\$1,670,000</b>	<b>\$1,712,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,671,800</b>	<b>\$1,567,400</b>	<b>\$1,594,200</b>	<b>\$1,639,000</b>	<b>\$1,681,100</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves	(\$80,000)	(\$80,000)	(\$80,000)	(\$80,000)	(\$80,000)
<b>Total Debt and Transfers</b>	<b>(\$80,000)</b>	<b>(\$80,000)</b>	<b>(\$80,000)</b>	<b>(\$80,000)</b>	<b>(\$80,000)</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	(21.8%)	(6.6%)	1.8%	3.0%	2.7%



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service: Economic Development

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies					
User Fees and Charges	\$31,600	\$32,000	\$32,200	\$32,400	\$32,600
<b>Total Revenue</b>	<b>\$31,600</b>	<b>\$32,000</b>	<b>\$32,200</b>	<b>\$32,400</b>	<b>\$32,600</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$964,900	\$996,600	\$1,029,800	\$1,063,800	\$1,101,900
Supplies, Material and Equipment	\$29,300	\$29,900	\$30,600	\$31,100	\$31,600
Purchased Services	\$303,500	\$314,600	\$325,400	\$332,300	\$339,300
Transfer Payments	\$432,500	\$432,500	\$432,500	\$432,500	\$432,500
Insurance and Financial	\$18,000	\$18,700	\$19,200	\$20,000	\$20,800
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
<b>Total Expenditures</b>	<b>\$1,756,200</b>	<b>\$1,800,300</b>	<b>\$1,845,500</b>	<b>\$1,887,700</b>	<b>\$1,934,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,724,600</b>	<b>\$1,768,300</b>	<b>\$1,813,300</b>	<b>\$1,855,300</b>	<b>\$1,901,500</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves	(\$80,000)	(\$80,000)	(\$80,000)	(\$80,000)	(\$80,000)
<b>Total Debt and Transfers</b>	<b>(\$80,000)</b>	<b>(\$80,000)</b>	<b>(\$80,000)</b>	<b>(\$80,000)</b>	<b>(\$80,000)</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	2.7%	2.7%	2.7%	2.4%	2.6%



## 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 1,434 lane km of roadways, 103 bridges, 97 culverts, and operates 43 sets of traffic signals (at intersections and pedestrian crossings), 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 76 licensed vehicles and 55 unlicensed vehicles and equipment.

### 2023 Budget Highlights

Capital works of \$33.4 million planned for 2023 include:

- \$12.6 million for road reconstruction; \$7.1 million for bridge and culvert replacement and rehabilitation work; \$4.5 million for asphalt resurfacing; \$2.7 million for asset management and engineering activities; \$3.2 million in facilities and \$3.3 million for equipment replacement.
- The roads ten-year capital forecast includes the issuance of \$25.0 million in debt (\$19.0 million growth-related). The tax-supported debt issue of \$6.0 million is to support the construction of the Erin / Brucedale garage.

Operating impacts in 2023:

- A new mechanic position to be responsible for County vehicles for various departments.
- Inflationary impacts of:
  - \$400,000 for fuel costs to address the significant rise in gas prices
  - \$200,000 for increased costs for parts and equipment
  - \$230,000 to the line painting contract, bringing the overall amount to \$820,000
- Winter Control budget of \$6.5 million
- Reserve funding increases of \$500,000 in Roads Equipment and \$1.3 million in Roads Capital to account for capital cost increases and loss in Ontario Community Infrastructure funding

Staff Complement (Full time equivalents)		
	2022	2023
Hourly (field) staff	54.7	55.4
Salaried staff	15.0	15.0
<b>Total</b>	<b>69.7</b>	<b>70.4</b>
Current employee count: 89		



## Performance Measures

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

### Programme Goals and Objectives

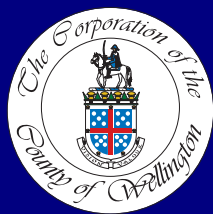
The County of Wellington is creating a Road Master Action Plan (RMAP). This Plan will help the County map out improvements to the County's transportation network, and helps guide the Roads and Bridges Programme towards a set of goals and objectives. The RMAP will review current and future transportation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

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

### Performance Measures

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

	Projected 2023	Actual 2022	Actual 2021	Actual 2020
Average condition of the County road network (PCI)	70	70	71	64
Average condition of County bridges (BCI)	73	73	75	77
Average condition of County culverts (BCI)	73	73	74	74
Number of controlled intersections (roundabout or traffic signal)	51	49	48	43
Number of road maintenance service requests	315	330	NA	NA

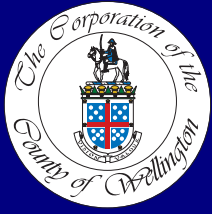


## County Of Wellington

### 2023 Operating Budget

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

	2021		2022		2023	Budget	Budget
	Actuals	Budget	Preliminary Actuals	Budget			
<b>Revenue</b>							
Municipal Recoveries	\$797,621	\$939,300	\$1,008,209	\$1,142,900	\$1,142,900	\$ -	-
User Fees and Charges	\$375,768	\$358,000	\$377,898	\$358,000	\$378,000	\$20,000	5.6%
Sales Revenue	\$547,792	\$420,000	\$767,346	\$420,000	\$670,000	\$250,000	59.5%
Other Revenue	\$140	\$ -	\$140	\$ -	\$ -	\$ -	-
Internal Recoveries	\$1,693,086	\$2,013,700	\$1,822,604	\$1,974,400	\$2,081,800	\$107,400	5.4%
<b>Total Revenue</b>	<b>\$3,414,407</b>	<b>\$3,731,000</b>	<b>\$3,976,197</b>	<b>\$3,895,300</b>	<b>\$4,272,700</b>	<b>\$377,400</b>	<b>9.7%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$6,099,589	\$6,408,700	\$6,120,383	\$6,666,500	\$7,164,800	\$498,300	7.5%
Supplies, Material and Equipment	\$5,600,926	\$6,845,600	\$5,987,694	\$6,061,800	\$6,707,400	\$645,600	10.7%
Purchased Services	\$1,762,441	\$2,047,800	\$2,719,050	\$2,957,600	\$3,224,800	\$267,200	9.0%
Insurance and Financial	\$608,117	\$623,300	\$671,911	\$674,800	\$764,700	\$89,900	13.3%
Minor Capital Expenses	\$280,829	\$480,000	\$80,359	\$480,000	\$300,000	(\$180,000)	(37.5%)
Internal Charges	\$1,541,306	\$1,869,100	\$1,742,542	\$1,816,700	\$1,845,400	\$28,700	1.6%
<b>Total Expenditure</b>	<b>\$15,893,208</b>	<b>\$18,274,500</b>	<b>\$17,321,939</b>	<b>\$18,657,400</b>	<b>\$20,007,100</b>	<b>\$1,349,700</b>	<b>7.2%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$12,478,801</b>	<b>\$14,543,500</b>	<b>\$13,345,742</b>	<b>\$14,762,100</b>	<b>\$15,734,400</b>	<b>\$972,300</b>	<b>6.6%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$896,957	\$927,600	\$1,747,445	\$1,865,400	\$1,834,400	(\$31,000)	(1.7%)
Transfer from Reserve	(\$763,782)	(\$794,300)	\$ -	(\$1,732,000)	(\$1,701,200)	\$30,800	(1.8%)
Transfer to Capital	\$10,513,500	\$10,513,500	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$6,631,332	\$5,050,000	\$18,001,729	\$17,650,000	\$19,450,000	\$1,800,000	10.2%
<b>Total Debt and Transfers</b>	<b>\$17,278,007</b>	<b>\$15,696,800</b>	<b>\$19,749,174</b>	<b>\$17,783,400</b>	<b>\$19,583,200</b>	<b>\$1,799,800</b>	<b>10.1%</b>
<b>NET COST / (REVENUE)</b>	<b>\$29,756,808</b>	<b>\$30,240,300</b>	<b>\$33,094,916</b>	<b>\$32,545,500</b>	<b>\$35,317,600</b>	<b>\$2,772,100</b>	<b>8.5%</b>

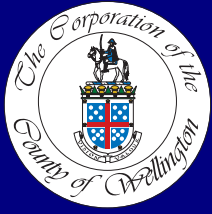


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2023	2024	Projected		
			2025	2026	2027
<b>REVENUE</b>					
Municipal Recoveries	\$1,142,900	\$1,145,400	\$1,147,900	\$1,150,400	\$1,152,900
User Fees and Charges	\$378,000	\$378,000	\$378,000	\$378,000	\$378,000
Sales Revenue	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000
Internal Recoveries	\$2,081,800	\$2,141,800	\$2,203,800	\$2,267,800	\$2,333,800
<b>Total Revenue</b>	<b>\$4,272,700</b>	<b>\$4,335,200</b>	<b>\$4,399,700</b>	<b>\$4,466,200</b>	<b>\$4,534,700</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$7,164,800	\$7,432,400	\$7,735,800	\$8,001,900	\$8,264,100
Supplies, Material and Equipment	\$6,707,400	\$6,899,800	\$7,098,000	\$7,302,100	\$7,506,400
Purchased Services	\$3,224,800	\$3,280,500	\$3,347,800	\$3,417,700	\$3,489,400
Insurance and Financial	\$764,700	\$816,000	\$871,600	\$934,200	\$1,002,800
Minor Capital Expenses	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Internal Charges	\$1,845,400	\$1,905,400	\$1,967,400	\$2,031,400	\$2,097,400
<b>Total Expenditures</b>	<b>\$20,007,100</b>	<b>\$20,634,100</b>	<b>\$21,320,600</b>	<b>\$21,987,300</b>	<b>\$22,660,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$15,734,400</b>	<b>\$16,298,900</b>	<b>\$16,920,900</b>	<b>\$17,521,100</b>	<b>\$18,125,400</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$1,834,400	\$1,603,300	\$1,942,400	\$2,601,900	\$2,456,500
Transfer from Reserves	(\$1,701,200)	(\$1,469,500)	(\$1,651,800)	(\$2,007,400)	(\$1,995,200)
Transfer to Reserves	\$19,450,000	\$20,650,000	\$22,250,000	\$24,650,000	\$25,650,000
<b>Total Debt and Transfers</b>	<b>\$19,583,200</b>	<b>\$20,783,800</b>	<b>\$22,540,600</b>	<b>\$25,244,500</b>	<b>\$26,111,300</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	8.5%	5.0%	6.4%	8.4%	3.4%

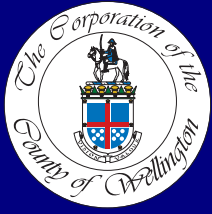


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Municipal Recoveries	\$1,155,400	\$1,157,900	\$1,160,400	\$1,160,400	\$1,160,400
User Fees and Charges	\$378,000	\$378,000	\$378,000	\$378,000	\$378,000
Sales Revenue	\$670,000	\$670,000	\$670,000	\$670,400	\$670,800
Internal Recoveries	\$2,333,800	\$2,333,800	\$2,333,800	\$2,333,800	\$2,333,800
<b>Total Revenue</b>	<b>\$4,537,200</b>	<b>\$4,539,700</b>	<b>\$4,542,200</b>	<b>\$4,542,600</b>	<b>\$4,543,000</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$8,532,200	\$8,808,300	\$9,094,800	\$9,390,500	\$9,722,400
Supplies, Material and Equipment	\$7,738,000	\$7,971,500	\$8,226,500	\$8,387,000	\$8,552,200
Purchased Services	\$3,549,300	\$3,627,700	\$3,693,600	\$3,757,700	\$3,809,500
Insurance and Financial	\$1,080,700	\$1,158,600	\$1,242,900	\$1,333,000	\$1,339,700
Minor Capital Expenses	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Internal Charges	\$2,098,000	\$2,098,600	\$2,098,600	\$2,098,600	\$2,098,600
<b>Total Expenditures</b>	<b>\$23,298,200</b>	<b>\$23,964,700</b>	<b>\$24,656,400</b>	<b>\$25,266,800</b>	<b>\$25,822,400</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$18,761,000</b>	<b>\$19,425,000</b>	<b>\$20,114,200</b>	<b>\$20,724,200</b>	<b>\$21,279,400</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$2,529,600	\$2,571,400	\$2,601,800	\$2,751,800	\$2,954,900
Transfer from Reserves	(\$2,068,300)	(\$2,110,100)	(\$2,140,500)	(\$2,290,600)	(\$2,493,600)
Transfer to Reserves	\$26,150,000	\$26,350,000	\$27,450,000	\$28,050,000	\$29,050,000
<b>Total Debt and Transfers</b>	<b>\$26,611,300</b>	<b>\$26,811,300</b>	<b>\$27,911,300</b>	<b>\$28,511,200</b>	<b>\$29,511,300</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	2.6%	1.9%	3.9%	2.5%	3.2%



## County Of Wellington

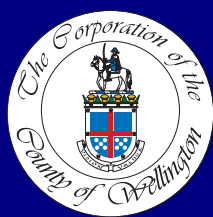
### 2023-2032 Capital Budget

Programme/Service: Roads—Summary

Department: Engineering Services

Governance: Roads Committee

	2023	2024	2025	2026	2027	5 Year Total
<b>Roads and Engineering</b>						
Roads Facilities	\$3,200,000	\$200,000	\$14,900,000	\$720,000	\$150,000	\$19,170,000
Roads Equipment	\$3,290,000	\$3,650,000	\$3,505,000	\$3,685,000	\$4,330,000	\$18,460,000
Asset Management / Engineering	\$2,730,000	\$2,410,000	\$2,385,000	\$2,300,000	\$2,480,000	\$12,305,000
Growth Related Construction	\$5,835,000	\$7,500,000	\$6,095,000	\$8,850,000	\$1,920,000	\$30,200,000
Roads Construction	\$6,800,000	\$5,650,000	\$7,150,000	\$350,000	\$7,340,000	\$27,290,000
Bridges	\$4,650,000	\$12,440,000	\$8,000,000	\$9,320,000	\$4,300,000	\$38,710,000
Culverts	\$2,400,000	\$300,000	\$1,950,000	\$360,000	\$300,000	\$5,310,000
County Bridges on Local Roads					\$120,000	\$120,000
Roads Resurfacing	\$4,480,000	\$4,115,000	\$6,380,000	\$5,900,000	\$10,255,000	\$31,130,000
<b>Total</b>	<b>\$33,385,000</b>	<b>\$36,265,000</b>	<b>\$50,365,000</b>	<b>\$31,485,000</b>	<b>\$31,195,000</b>	<b>\$182,695,000</b>
<b>Sources of Financing</b>						
Recoveries	\$1,822,000		\$1,035,000			\$2,857,000
Subsidies		\$4,160,000				\$4,160,000
Canada Community Building Fund	\$4,457,500	\$2,800,000	\$3,170,000	\$1,800,000	\$4,300,000	\$16,527,500
Ontario Community Infrastructure Fund		\$3,080,000	\$3,400,000	\$3,180,000	\$3,340,000	\$13,000,000
Reserves	\$22,926,500	\$23,765,000	\$27,245,000	\$24,215,000	\$22,615,000	\$120,766,500
Development Charges	\$879,000	\$2,460,000	\$2,275,000	\$2,290,000	\$940,000	\$8,844,000
Growth Related Debenture	\$3,300,000		\$7,240,000			\$10,540,000
Debenture			\$6,000,000			\$6,000,000
<b>Total Financing</b>	<b>\$33,385,000</b>	<b>\$36,265,000</b>	<b>\$50,365,000</b>	<b>\$31,485,000</b>	<b>\$31,195,000</b>	<b>\$182,695,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Roads—Summary

Department: Engineering Services

Governance: Roads Committee

	2028	2029	2030	2031	2032	10 Year Total
<b>Roads and Engineering</b>						
Roads Facilities	\$6,900,000	\$740,000	\$100,000	\$7,600,000	\$580,000	\$35,090,000
Roads Equipment	\$4,005,000	\$4,170,000	\$5,125,000	\$5,360,000	\$3,730,000	\$40,850,000
Asset Management / Engineering	\$2,300,000	\$2,365,000	\$2,420,000	\$2,370,000	\$2,300,000	\$24,060,000
Growth Related Construction	\$4,850,000	\$7,225,000	\$3,500,000		\$8,000,000	\$53,775,000
Roads Construction	\$4,615,000	\$10,600,000	\$5,600,000	\$6,260,000	\$7,500,000	\$61,865,000
Bridges	\$5,135,000	\$510,000	\$10,270,000	\$250,000	\$6,250,000	\$61,125,000
Culverts	\$1,550,000	\$430,000	\$300,000	\$1,800,000	\$300,000	\$9,690,000
County Bridges on Local Roads		\$1,025,000				\$1,145,000
Roads Resurfacing	\$8,645,000	\$2,890,000	\$4,255,000	\$7,060,000	\$9,250,000	\$63,230,000
<b>Total</b>	<b>\$38,000,000</b>	<b>\$29,955,000</b>	<b>\$31,570,000</b>	<b>\$30,700,000</b>	<b>\$37,910,000</b>	<b>\$350,830,000</b>
<b>Sources of Financing</b>						
Recoveries						\$2,857,000
Subsidies						\$4,160,000
Canada Community Building Fund	\$2,900,000	\$3,000,000	\$3,000,000	\$3,000,000	\$1,800,000	\$30,227,500
Ontario Community Infrastructure Fund	\$3,260,000	\$3,250,000	\$3,260,000	\$3,200,000	\$3,300,000	\$29,270,000
Reserves	\$26,685,000	\$21,410,000	\$22,710,000	\$20,500,000	\$28,090,000	\$240,161,500
Development Charges	\$1,955,000	\$2,295,000	\$1,310,000		\$4,720,000	\$19,124,000
Growth Related Debenture	\$3,200,000		\$1,290,000	\$4,000,000		\$19,030,000
Debenture						\$6,000,000
<b>Total Financing</b>	<b>\$38,000,000</b>	<b>\$29,955,000</b>	<b>\$31,570,000</b>	<b>\$30,700,000</b>	<b>\$37,910,000</b>	<b>\$350,830,000</b>



**County Of Wellington**  
**2023-2032 Capital Budget**

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

	2023	2024	2025	2026	2027	5 Year Total
2023 Various Facility Repairs	\$200,000					\$200,000
Aberfoyle Shop						
Erin / Brucedale Shop	\$3,000,000		\$14,700,000			\$17,700,000
Harriston Shop				\$570,000		\$570,000
Various Facility Repairs		\$200,000	\$200,000	\$150,000	\$150,000	\$700,000
<b>Total</b>	<b>\$3,200,000</b>	<b>\$200,000</b>	<b>\$14,900,000</b>	<b>\$720,000</b>	<b>\$150,000</b>	<b>\$19,170,000</b>
<b>Sources of Financing</b>						
Debenture			\$6,000,000			\$6,000,000
Development Charges			\$1,990,000			\$1,990,000
Growth Related Debenture	\$2,100,000		\$5,950,000			\$8,050,000
Reserves	\$1,100,000	\$200,000	\$960,000	\$720,000	\$150,000	\$3,130,000
<b>Total Financing</b>	<b>\$3,200,000</b>	<b>\$200,000</b>	<b>\$14,900,000</b>	<b>\$720,000</b>	<b>\$150,000</b>	<b>\$19,170,000</b>

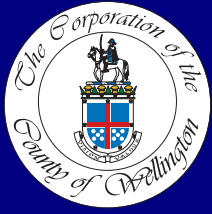


## County Of Wellington

### 2023-2032 Capital Budget

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

	2028	2029	2030	2031	2032	10 Year Total
2023 Various Facility Repairs						\$200,000
Aberfoyle Shop		\$640,000		\$7,500,000		\$8,140,000
Erin / Brucedale Shop						\$17,700,000
Harriston Shop	\$6,800,000					\$7,370,000
Various Facility Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$580,000	\$1,680,000
<b>Total</b>	<b>\$6,900,000</b>	<b>\$740,000</b>	<b>\$100,000</b>	<b>\$7,600,000</b>	<b>\$580,000</b>	<b>\$35,090,000</b>
<b>Sources of Financing</b>						
Debenture						\$6,000,000
Development Charges						\$1,990,000
Growth Related Debenture	\$3,200,000			\$4,000,000		\$15,250,000
Reserves	\$3,700,000	\$740,000	\$100,000	\$3,600,000	\$580,000	\$11,850,000
<b>Total Financing</b>	<b>\$6,900,000</b>	<b>\$740,000</b>	<b>\$100,000</b>	<b>\$7,600,000</b>	<b>\$580,000</b>	<b>\$35,090,000</b>

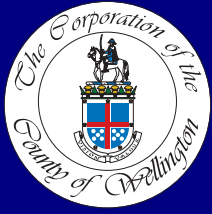


## County Of Wellington

### 2023-2032 Capital Budget

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

	2023	2024	2025	2026	2027	5 Year Total
Roads Equipment						
2023 Roads Radio Replacement	\$300,000					\$300,000
3 Ton Dump						
6 Ton Trucks	\$1,790,000	\$2,400,000	\$2,075,000	\$2,250,000	\$2,380,000	\$10,895,000
Backhoe						
Bucket Truck						
Chipper	\$110,000					\$110,000
Excavator	\$500,000			\$645,000		\$1,145,000
Forklift						
Grader			\$630,000			\$630,000
Hot Box	\$140,000					\$140,000
Loader		\$360,000	\$380,000	\$400,000	\$910,000	\$2,050,000
Loadster Float						
Manual Line Stripers						
Mechanic Service Vehicle						
Miscellaneous Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Pickup		\$240,000			\$320,000	\$560,000
Pickup Electric Vehicle		\$450,000			\$620,000	\$1,070,000
Radio Infrastructure Replacements		\$100,000	\$110,000	\$110,000		\$320,000
Roll Off Deck/Box	\$70,000			\$180,000		\$250,000
Steam Jenny						
Tractor	\$140,000		\$170,000			\$310,000
Trailers			\$40,000			\$40,000
Vacuum Trailer	\$140,000					\$140,000
Van						
<b>Total Roads Equipment</b>	<b>\$3,290,000</b>	<b>\$3,650,000</b>	<b>\$3,505,000</b>	<b>\$3,685,000</b>	<b>\$4,330,000</b>	<b>\$18,460,000</b>
<b>Total</b>	<b>\$3,290,000</b>	<b>\$3,650,000</b>	<b>\$3,505,000</b>	<b>\$3,685,000</b>	<b>\$4,330,000</b>	<b>\$18,460,000</b>
<b>Sources of Financing</b>						
Reserves	\$3,290,000	\$3,650,000	\$3,505,000	\$3,685,000	\$4,330,000	\$18,460,000
<b>Total Financing</b>	<b>\$3,290,000</b>	<b>\$3,650,000</b>	<b>\$3,505,000</b>	<b>\$3,685,000</b>	<b>\$4,330,000</b>	<b>\$18,460,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

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

	2028	2029	2030	2031	2032	10 Year Total
Roads Equipment						
2023 Roads Radio Replacement						\$300,000
3 Ton Dump		\$220,000				\$220,000
6 Ton Trucks	\$3,190,000	\$2,700,000	\$2,930,000	\$3,950,000	\$2,750,000	\$26,415,000
Backhoe		\$330,000		\$380,000		\$710,000
Bucket Truck			\$620,000			\$620,000
Chipper				\$190,000		\$300,000
Excavator					\$795,000	\$1,940,000
Forklift		\$110,000				\$110,000
Grader						\$630,000
Hot Box						\$140,000
Loader	\$470,000	\$500,000				\$3,020,000
Loadster Float			\$90,000			\$90,000
Manual Line Stripers	\$35,000					\$35,000
Mechanic Service Vehicle				\$500,000		\$500,000
Miscellaneous Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Pickup			\$1,110,000			\$1,670,000
Pickup Electric Vehicle						\$1,070,000
Radio Infrastructure Replacements						\$320,000
Roll Off Deck/Box		\$110,000	\$120,000			\$480,000
Steam Jenny		\$75,000			\$85,000	\$160,000
Tractor	\$210,000			\$240,000		\$760,000
Trailers		\$25,000	\$70,000			\$135,000
Vacuum Trailer						\$140,000
Van			\$85,000			\$85,000
<b>Total Roads Equipment</b>	<b>\$4,005,000</b>	<b>\$4,170,000</b>	<b>\$5,125,000</b>	<b>\$5,360,000</b>	<b>\$3,730,000</b>	<b>\$40,850,000</b>
<b>Total</b>	<b>\$4,005,000</b>	<b>\$4,170,000</b>	<b>\$5,125,000</b>	<b>\$5,360,000</b>	<b>\$3,730,000</b>	<b>\$40,850,000</b>
<b>Sources of Financing</b>						
Reserves	\$4,005,000	\$4,170,000	\$5,125,000	\$5,360,000	\$3,730,000	\$40,850,000
<b>Total Financing</b>	<b>\$4,005,000</b>	<b>\$4,170,000</b>	<b>\$5,125,000</b>	<b>\$5,360,000</b>	<b>\$3,730,000</b>	<b>\$40,850,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Roads—Asset Management / Engineering

Department: Engineering Services

Governance: Roads Committee

	2023	2024	2025	2026	2027	5 Year Total
2023 Pavement Preservation	\$2,000,000					\$2,000,000
2023 Retaining Wall InvandCond	\$55,000					\$55,000
2023 Speed Management	\$500,000					\$500,000
2023 Warranty Works	\$100,000					\$100,000
Culvert Condition Study	\$75,000		\$30,000			\$105,000
Pavement Condition Study		\$110,000			\$120,000	\$230,000
Pavement Preservation Programme		\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,000,000
Retaining Wall Inventory and Condition Study			\$55,000		\$60,000	\$115,000
Speed Management		\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
Warranty Works		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
<b>Total</b>	<b>\$2,730,000</b>	<b>\$2,410,000</b>	<b>\$2,385,000</b>	<b>\$2,300,000</b>	<b>\$2,480,000</b>	<b>\$12,305,000</b>
<b>Sources of Financing</b>						
Canada Community Building Fund	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
Reserves	\$930,000	\$610,000	\$585,000	\$500,000	\$680,000	\$3,305,000
<b>Total Financing</b>	<b>\$2,730,000</b>	<b>\$2,410,000</b>	<b>\$2,385,000</b>	<b>\$2,300,000</b>	<b>\$2,480,000</b>	<b>\$12,305,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Roads—Asset Management / Engineering

Department: Engineering Services

Governance: Roads Committee

	2028	2029	2030	2031	2032	10 Year Total
2023 Pavement Preservation						\$2,000,000
2023 Retaining Wall InvandCond						\$55,000
2023 Speed Management						\$500,000
2023 Warranty Works						\$100,000
Culvert Condition Study						\$105,000
Pavement Condition Study			\$120,000			\$350,000
Pavement Preservation Programme	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$18,000,000
Retaining Wall Inventory and Condition Study		\$65,000		\$70,000		\$250,000
Speed Management	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,800,000
Warranty Works	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$900,000
<b>Total</b>	<b>\$2,300,000</b>	<b>\$2,365,000</b>	<b>\$2,420,000</b>	<b>\$2,370,000</b>	<b>\$2,300,000</b>	<b>\$24,060,000</b>
<b>Sources of Financing</b>						
Canada Community Building Fund	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$18,000,000
Reserves	\$500,000	\$565,000	\$620,000	\$570,000	\$500,000	\$6,060,000
<b>Total Financing</b>	<b>\$2,300,000</b>	<b>\$2,365,000</b>	<b>\$2,420,000</b>	<b>\$2,370,000</b>	<b>\$2,300,000</b>	<b>\$24,060,000</b>



## County Of Wellington

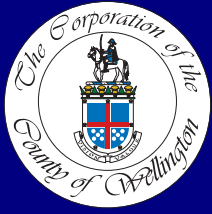
### 2023-2032 Capital Budget

Programme/Service: Roads—Growth Related Construction

Department: Engineering Services

Governance: Roads Committee

	2023	2024	2025	2026	2027	5 Year Total
WR 7 @ 1st Line Roundabout	\$1,725,000					\$1,725,000
WR 7 PL Rothsay S for 2km					\$120,000	\$120,000
WR 7 @ WR18 Roundabout						
WR 8 at WR 9, Roundabout	\$110,000		\$1,675,000			\$1,785,000
WR 10 at WR 8, Intersection Imp. and Overlay						
WR 17 at WR8, Intersection Improvement						
WR 18 at WR 26 Intersection		\$1,650,000				\$1,650,000
WR 18 at WR 29, Intersection Improvement		\$1,700,000				\$1,700,000
WR 19 at Second Line, Intersection Imp.						
WR 22 at WR 29 Realignment						
WR 30 Intersection at Guelph Rd 3			\$120,000		\$1,800,000	\$1,920,000
WR 124 Guelph to Whitelaw		\$4,150,000				\$4,150,000
WR 124 Land and Utility GET Rd1	\$4,000,000					\$4,000,000
WR 124 PL Ospringe to Guelph 10km						
WR 124 Whitelaw Int to E of 32				\$4,050,000		\$4,050,000
WR 124 WR 32 Intersection				\$4,800,000		\$4,800,000
WR 124 WR 32 to Guelph Rd 1, 1.7 km			\$4,300,000			\$4,300,000
<b>Total</b>	<b>\$5,835,000</b>	<b>\$7,500,000</b>	<b>\$6,095,000</b>	<b>\$8,850,000</b>	<b>\$1,920,000</b>	<b>\$30,200,000</b>
<b>Sources of Financing</b>						
Development Charges	\$879,000	\$2,460,000	\$285,000	\$2,290,000	\$940,000	\$6,854,000
Growth Related Debenture	\$1,200,000		\$1,290,000			\$2,490,000
Ontario Community Infrastructure Fund			\$1,000,000			\$1,000,000
Recoveries	\$272,000		\$835,000			\$1,107,000
Reserves	\$3,484,000	\$5,040,000	\$2,685,000	\$6,560,000	\$980,000	\$18,749,000
<b>Total Financing</b>	<b>\$5,835,000</b>	<b>\$7,500,000</b>	<b>\$6,095,000</b>	<b>\$8,850,000</b>	<b>\$1,920,000</b>	<b>\$30,200,000</b>



## County Of Wellington

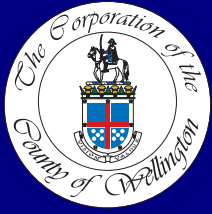
### 2023-2032 Capital Budget

Programme/Service: Roads—Growth Related Construction

Department: Engineering Services

Governance: Roads Committee

	2028	2029	2030	2031	2032	10 Year Total
WR 7 @ 1st Line Roundabout						\$1,725,000
WR 7 PL Rothsay S for 2km		\$1,275,000				\$1,395,000
WR 7 @ WR18 Roundabout		\$150,000			\$2,000,000	\$2,150,000
WR 8 at WR 9, Roundabout						\$1,785,000
WR 10 at WR 8, Intersection Imp. and Overlay	\$100,000		\$3,000,000			\$3,100,000
WR 17 at WR8, Intersection Improvement			\$250,000		\$2,000,000	\$2,250,000
WR 18 at WR 26 Intersection						\$1,650,000
WR 18 at WR 29, Intersection Improvement						\$1,700,000
WR 19 at Second Line, Intersection Imp.			\$250,000		\$2,000,000	\$2,250,000
WR 22 at WR 29 Realignment		\$1,000,000			\$2,000,000	\$3,000,000
WR 30 Intersection at Guelph Rd 3						\$1,920,000
WR 124 Guelph to Whitelaw						\$4,150,000
WR 124 Land and Utility GET Rd1						\$4,000,000
WR 124 PL Ospringe to Guelph 10km	\$4,750,000	\$4,800,000				\$9,550,000
WR124 Whitelaw Int to E of 32						\$4,050,000
WR 124 WR 32 Intersection						\$4,800,000
WR 124 WR 32 to Guelph Rd 1, 1.7 km						\$4,300,000
<b>Total</b>	<b>\$4,850,000</b>	<b>\$7,225,000</b>	<b>\$3,500,000</b>		<b>\$8,000,000</b>	<b>\$53,775,000</b>
<b>Sources of Financing</b>						
Development Charges	\$1,955,000	\$2,295,000	\$1,310,000		\$4,720,000	\$17,134,000
Growth Related Debenture			\$1,290,000			\$3,780,000
Ontario Community Infrastructure Fund						\$1,000,000
Recoveries						\$1,107,000
Reserves	\$2,895,000	\$4,930,000	\$900,000		\$3,280,000	\$30,754,000
<b>Total Financing</b>	<b>\$4,850,000</b>	<b>\$7,225,000</b>	<b>\$3,500,000</b>		<b>\$8,000,000</b>	<b>\$53,775,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Roads—Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2023	2024	2025	2026	2027	5 Year Total
WR 7 @ WR 12, Intersection				\$120,000	\$1,780,000	\$1,900,000
WR 7 from WR51 to Passing Lane	\$2,300,000					\$2,300,000
WR 9, WR 109 to WR 8 (Perth) 5km			\$2,000,000			\$2,000,000
WR 12, WR 7 to 300m East of 16th Line						
WR 12, WR 7 to WR 86 Phase 1						
WR 16, Hwy 89 to WR 109					\$60,000	\$60,000
WR 16, WR 109 to WR 19						
WR 18 Geddes St Elora, RtnngWall			\$1,500,000			\$1,500,000
WR 18, Mill to Elora PS St Swr	\$1,050,000					\$1,050,000
WR 25, WR 52 to WR 42, 7 km		\$1,150,000	\$3,550,000			\$4,700,000
WR 32, WR 33 to Con 2, 2.5 km	\$3,450,000					\$3,450,000
WR 50, Railway Tracks to WR 125 6km						
WR 52, WR 124 to 9th Line					\$1,700,000	\$1,700,000
WR 109 at WR 16 Intersection						
WR 109 TEV to HAR 10km		\$4,500,000				\$4,500,000
WR 123, Palmerston WR 5 to Hwy 23, 2km				\$230,000		\$230,000
WR 124 at WR 24, Intersection						
WR 124, WR 24 to Ospringe 6km			\$100,000		\$3,800,000	\$3,900,000
<b>Total</b>	<b>\$6,800,000</b>	<b>\$5,650,000</b>	<b>\$7,150,000</b>	<b>\$350,000</b>	<b>\$7,340,000</b>	<b>\$27,290,000</b>
<b>Sources of Financing</b>						
Canada Community Building Fund	\$1,800,000				\$2,500,000	\$4,300,000
Ontario Community Infrastructure Fund						
Reserves	\$5,000,000	\$5,650,000	\$7,150,000	\$350,000	\$4,840,000	\$22,990,000
<b>Total Financing</b>	<b>\$6,800,000</b>	<b>\$5,650,000</b>	<b>\$7,150,000</b>	<b>\$350,000</b>	<b>\$7,340,000</b>	<b>\$27,290,000</b>



## County Of Wellington

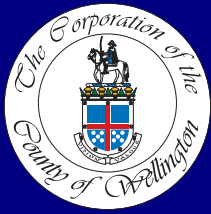
### 2023-2032 Capital Budget

Programme/Service: Roads—Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2028	2029	2030	2031	2032	10 Year Total
WR 7 @ WR 12, Intersection						\$1,900,000
WR 7 from WR51 to Passing Lane						\$2,300,000
WR 9, WR 109 to WR 8 (Perth) 5km						\$2,000,000
WR 12, WR 7 to 300m East of 16th Line	\$125,000	\$2,550,000				\$2,675,000
WR 12, WR 7 to WR 86 Phase 1				\$6,130,000	\$3,500,000	\$9,630,000
WR 16, Hwy 89 to WR 109		\$2,250,000				\$2,310,000
WR 16, WR 109 to WR 19	\$65,000		\$4,000,000			\$4,065,000
WR 18 Geddes St Elora, RtnngWall						\$1,500,000
WR 18, Mill to Elora PS St Swr						\$1,050,000
WR 25, WR 52 to WR 42, 7 km						\$4,700,000
WR 32, WR 33 to Con 2, 2.5 km						\$3,450,000
WR 50, Railway Tracks to WR 125 6km				\$130,000	\$4,000,000	\$4,130,000
WR 52, WR 124 to 9th Line						\$1,700,000
WR 109 at WR 16 Intersection	\$1,825,000					\$1,825,000
WR 109 TEV to HAR 10km						\$4,500,000
WR 123, Palmerston WR 5 to Hwy 23, 2km	\$2,600,000	\$3,200,000	\$1,600,000			\$7,630,000
WR 124 at WR 24, Intersection		\$2,600,000				\$2,600,000
WR 124, WR 24 to Ospringe 6km						\$3,900,000
<b>Total</b>	<b>\$4,615,000</b>	<b>\$10,600,000</b>	<b>\$5,600,000</b>	<b>\$6,260,000</b>	<b>\$7,500,000</b>	<b>\$61,865,000</b>
<b>Sources of Financing</b>						
Canada Community Building Fund		\$1,200,000				\$5,500,000
Ontario Community Infrastructure Fund	\$460,000	\$2,430,000	\$1,360,000		\$1,300,000	\$5,550,000
Reserves	\$4,155,000	\$6,970,000	\$4,240,000	\$6,260,000	\$6,200,000	\$50,815,000
<b>Total Financing</b>	<b>\$4,615,000</b>	<b>\$10,600,000</b>	<b>\$5,600,000</b>	<b>\$6,260,000</b>	<b>\$7,500,000</b>	<b>\$61,865,000</b>



## County Of Wellington

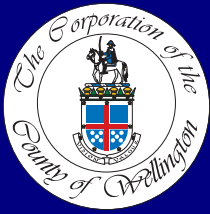
### 2023-2032 Capital Budget

Programme/Service: Roads—Bridges

Department: Engineering Services

Governance: Roads Committee

	2023	2024	2025	2026	2027	5 Year Total
2023 Various Bridge Patches	\$250,000					\$250,000
Various Bridge Patches			\$250,000		\$250,000	\$500,000
WR 6, O'Dwyer's Bridge, 006008 Rehab						
WR 7, Bosworth Bridge, B007028	\$3,150,000					\$3,150,000
WR 7, Rothsay Bridge, 07019, Rehab						
WR 11, Flax Bridge B011025 Rep		\$3,200,000				\$3,200,000
WR 12, Bridge B012100 Replace		\$970,000				\$970,000
WR 12, Princess Elizabeth Bridge				\$120,000		\$120,000
WR 17, Creekbank Bridge Rehab	\$250,000					\$250,000
WR 32, Blatchford Bridge, Replace		\$220,000		\$5,200,000		\$5,420,000
WR 34, Bridge B034123, Rehab		\$700,000				\$700,000
WR 35, Paddock Bridge, B035087		\$2,250,000				\$2,250,000
WR 36, Bridge B036086, Replace			\$1,125,000			\$1,125,000
WR 36, Bridge B036122, Replace			\$1,125,000			\$1,125,000
WR 38, Bridge B038078, Replace			\$400,000			\$400,000
WR 42, Bridge B042111, Rehab	\$500,000					\$500,000
WR 43, Caldwell Bridge, Replace						
WR 86, Bridge Rehab with Perth	\$500,000					\$500,000
WR 109, CR Bridge 4, B109133				\$4,000,000		\$4,000,000
WR 109, CR Bridge 5, C109123			\$5,100,000			\$5,100,000
WR 109, CR Bridge 10 B109134					\$4,050,000	\$4,050,000
WR 109, CR Bridge 6 B109132		\$5,100,000				\$5,100,000
<b>Total</b>	<b>\$4,650,000</b>	<b>\$12,440,000</b>	<b>\$8,000,000</b>	<b>\$9,320,000</b>	<b>\$4,300,000</b>	<b>\$38,710,000</b>
<b>Sources of Financing</b>						
Canada Community Building Fund			\$800,000			\$800,000
Ontario Community Infrastructure Fund		\$3,080,000	\$1,200,000	\$3,180,000	\$1,950,000	\$9,410,000
Recoveries	\$250,000		\$200,000			\$450,000
Reserves	\$4,400,000	\$5,200,000	\$5,800,000	\$6,140,000	\$2,350,000	\$23,890,000
Subsidies		\$4,160,000				\$4,160,000
<b>Total Financing</b>	<b>\$4,650,000</b>	<b>\$12,440,000</b>	<b>\$8,000,000</b>	<b>\$9,320,000</b>	<b>\$4,300,000</b>	<b>\$38,710,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

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

	2028	2029	2030	2031	2032	10 Year Total
2023 Various Bridge Patches						\$250,000
Various Bridge Patches		\$250,000		\$250,000		\$1,000,000
WR 6, O'Dwyer's Bridge, 006008 Rehab	\$65,000		\$5,000,000			\$5,065,000
WR 7, Bosworth Bridge, B007028						\$3,150,000
WR 7, Rothsay Bridge, 07019, Rehab	\$120,000		\$5,270,000			\$5,390,000
WR 11, Flax Bridge B011025 Rep						\$3,200,000
WR 12, Bridge B012100 Replace						\$970,000
WR 12, Princess Elizabeth Bridge	\$4,950,000					\$5,070,000
WR 17, Creekbank Bridge Rehab						\$250,000
WR 32, Blatchford Bridge, Replace						\$5,420,000
WR 34, Bridge B034123, Rehab						\$700,000
WR 35, Paddock Bridge, B035087						\$2,250,000
WR 36, Bridge B036086, Replace						\$1,125,000
WR 36, Bridge B036122, Replace						\$1,125,000
WR 38, Bridge B038078, Replace						\$400,000
WR 42, Bridge B042111, Rehab						\$500,000
WR 43, Caldwell Bridge, Replace		\$260,000			\$6,250,000	\$6,510,000
WR 86, Bridge Rehab with Perth						\$500,000
WR 109, CR Bridge 4, B109133						\$4,000,000
WR 109, CR Bridge 5, C109123						\$5,100,000
WR 109, CR Bridge 10 B109134						\$4,050,000
WR 109, CR Bridge 6 B109132						\$5,100,000
<b>Total</b>	<b>\$5,135,000</b>	<b>\$510,000</b>	<b>\$10,270,000</b>	<b>\$250,000</b>	<b>\$6,250,000</b>	<b>\$61,125,000</b>
<b>Sources of Financing</b>						
Canada Community Building Fund			\$1,200,000			\$2,000,000
Ontario Community Infrastructure Fund						\$9,410,000
Recoveries						\$450,000
Reserves	\$5,135,000	\$510,000	\$9,070,000	\$250,000	\$6,250,000	\$45,105,000
Subsidies						\$4,160,000
<b>Total Financing</b>	<b>\$5,135,000</b>	<b>\$510,000</b>	<b>\$10,270,000</b>	<b>\$250,000</b>	<b>\$6,250,000</b>	<b>\$61,125,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

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

	2023	2024	2025	2026	2027	5 Year Total
2023 Municipal Drains	\$100,000					\$100,000
2023 Various Culvert Needs	\$950,000					\$950,000
Municipal Drains		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Various Culvert Needs		\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
WR 10, Clvrt C100970, Replace	\$50,000		\$650,000			\$700,000
WR 10, Clvrt C101000, Replace	\$50,000		\$1,000,000			\$1,050,000
WR 11, Clvrt C110930, Replace				\$60,000		\$60,000
WR 18, Culvert C180210, Liner	\$1,250,000					\$1,250,000
WR 109, Clvrt C109142, Replace						
WR 124, Clvrt C124124, Replace						
<b>Total</b>	<b>\$2,400,000</b>	<b>\$300,000</b>	<b>\$1,950,000</b>	<b>\$360,000</b>	<b>\$300,000</b>	<b>\$5,310,000</b>
<b>Sources of Financing</b>						
Ontario Community Infrastructure Fund						
Reserves	\$2,400,000	\$300,000	\$1,950,000	\$360,000	\$300,000	\$5,310,000
<b>Total Financing</b>	<b>\$2,400,000</b>	<b>\$300,000</b>	<b>\$1,950,000</b>	<b>\$360,000</b>	<b>\$300,000</b>	<b>\$5,310,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

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

	2028	2029	2030	2031	2032	10 Year Total
2023 Municipal Drains						\$100,000
2023 Various Culvert Needs						\$950,000
Municipal Drains	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$900,000
Various Culvert Needs	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,800,000
WR 10, Clvrt C100970, Replace						\$700,000
WR 10, Clvrt C101000, Replace						\$1,050,000
WR 11, Clvrt C110930, Replace	\$1,250,000					\$1,310,000
WR 18, Culvert C180210, Liner						\$1,250,000
WR 109, Clvrt C109142, Replace				\$750,000		\$750,000
WR 124, Clvrt C124124, Replace		\$130,000		\$750,000		\$880,000
<b>Total</b>	<b>\$1,550,000</b>	<b>\$430,000</b>	<b>\$300,000</b>	<b>\$1,800,000</b>	<b>\$300,000</b>	<b>\$9,690,000</b>
<b>Sources of Financing</b>						
Ontario Community Infrastructure Fund	\$1,000,000					\$1,000,000
Reserves	\$550,000	\$430,000	\$300,000	\$1,800,000	\$300,000	\$8,690,000
<b>Total Financing</b>	<b>\$1,550,000</b>	<b>\$430,000</b>	<b>\$300,000</b>	<b>\$1,800,000</b>	<b>\$300,000</b>	<b>\$9,690,000</b>



**County Of Wellington**

**2023-2032 Capital Budget**

**Programme/Service:** Roads—County Bridges on Local Roads

**Department:** Engineering Services

**Governance:** Roads Committee

	2023	2024	2025	2026	2027	5 Year Total
Jones Baseline, Ostrander Bridge, 000032, Rehab					\$120,000	\$120,000
<b>Total</b>					<b>\$120,000</b>	<b>\$120,000</b>
<b>Sources of Financing</b>						
Ontario Community Infrastructure Fund						
Reserves					\$120,000	\$120,000
<b>Total Financing</b>					<b>\$120,000</b>	<b>\$120,000</b>



**County Of Wellington**

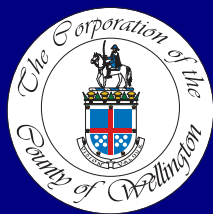
**2023-2032 Capital Budget**

**Programme/Service:** Roads—County Bridges on Local Roads

**Department:** Engineering Services

**Governance:** Roads Committee

	2028	2029	2030	2031	2032	10 Year Total
Jones Baseline, Ostrander Bridge, 000032, Rehab		\$1,025,000				\$1,145,000
<b>Total</b>		<b>\$1,025,000</b>				<b>\$1,145,000</b>
<b>Sources of Financing</b>						
Ontario Community Infrastructure Fund		\$820,000				\$820,000
Reserves		\$205,000				\$325,000
<b>Total Financing</b>		<b>\$1,025,000</b>				<b>\$1,145,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service:

Roads—Resurfacing

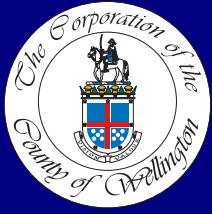
Department:

Engineering Services

Governance:

Roads Committee

	2023	2024	2025	2026	2027	5 Year Total
WR 7, 1st Line to WR 18, 3.3 km						
WR 7, Between PL at Ponsonby, 1km					\$30,000	\$30,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km		\$1,075,000				\$1,075,000
WR 7, Rothsay to WR 11, 5.2 km				\$2,170,000		\$2,170,000
WR 11, 300mS 16th Line - WR109	\$75,000	\$1,250,000				\$1,325,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km						
WR 18, Fergus to Dufferin PH 2		\$1,650,000				\$1,650,000
WR 18, WR 7 to ROW boundary, 6.3 km		\$110,000		\$3,450,000		\$3,560,000
WR 19, Hwy 6 to 100m east of Tom St		\$30,000	\$560,000			\$590,000
WR 22, WR 26 to 300m S of WR24			\$1,500,000			\$1,500,000
WR 24, 300m S of WR 50 to SR 9 2.5 km						
WR 24, WR 22 to N end of Hillsburgh 2.5 km						
WR 24, WR 42 to 1.2 km N of WR 42					\$60,000	\$60,000
WR 25, WR 124 to WR 22 3.2 km				\$100,000	\$1,700,000	\$1,800,000
WR 26, WR 124 to WR 18 15km						
WR 32, WR 34 to WR 124, 5 km				\$120,000	\$2,975,000	\$3,095,000
WR 33, WR 34 to Hwy 401, 1.8 km						
WR 34, WR 33 to WR32, 2km	\$55,000		\$840,000			\$895,000
WR 35, WR 34 to Hamilton boundary, 6.6 km			\$3,250,000			\$3,250,000
WR 43, WR 19 to Glengarry Cr 1.3 km						
WR 51, WR 86 to 800m E of WR 39			\$120,000		\$1,790,000	\$1,910,000
WR 52, 9th Line to WR 25 2.8 km				\$60,000		\$60,000
WR 86, COG to ROW 7.9 km					2400000	\$2,400,000
WR 109, Hwy6 to Dufferin, 11k	\$1,750,000					\$1,750,000
WR 123, Palm to Teviotdale	\$2,600,000					\$2,600,000
WR 124, 400m N of WR 23 to WR 25 2.5 km			\$110,000		\$1,300,000	\$1,410,000
<b>Total</b>	<b>\$4,480,000</b>	<b>\$4,115,000</b>	<b>\$6,380,000</b>	<b>\$5,900,000</b>	<b>\$10,255,000</b>	<b>\$31,130,000</b>
Sources of Financing						
Canada Community Building Fund	\$857,500	\$1,000,000	\$570,000			\$2,427,500
Ontario Community Infrastructure Fund			\$1,200,000		\$1,390,000	\$2,590,000
Recoveries	\$1,300,000					\$1,300,000
Reserves	\$2,322,500	\$3,115,000	\$4,610,000	\$5,900,000	\$8,865,000	\$24,812,500
<b>Total Financing</b>	<b>\$4,480,000</b>	<b>\$4,115,000</b>	<b>\$6,380,000</b>	<b>\$5,900,000</b>	<b>\$10,255,000</b>	<b>\$31,130,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service:

Roads—Resurfacing

Department:

Engineering Services

Governance:

Roads Committee

	2028	2029	2030	2031	2032	10 Year Total
WR 7, 1st Line to WR 18, 3.3 km		\$130,000		\$1,500,000		\$1,630,000
WR 7, Between PL at Ponsonby, 1km	\$580,000					\$610,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km						\$1,075,000
WR 7, Rothsay to WR 11, 5.2 km						\$2,170,000
WR 11, 300mS 16th Line - WR109						\$1,325,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km	\$130,000	\$2,550,000				\$2,680,000
WR 18, Fergus to Dufferin PH 2						\$1,650,000
WR 18, WR 7 to ROW boundary, 6.3 km						\$3,560,000
WR 19, Hwy 6 to 100m east of Tom St						\$590,000
WR 22, WR 26 to 300m S of WR24						\$1,500,000
WR 24, 300m S of WR 50 to SR 9 2.5 km		\$60,000	\$2,900,000			\$2,960,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km				\$60,000	\$2,500,000	\$2,560,000
WR 24, WR 42 to 1.2 km N of WR 42	\$1,000,000					\$1,060,000
WR 25, WR 124 to WR 22 3.2 km						\$1,800,000
WR 26, WR 124 to WR 18 15km		\$150,000		\$5,500,000	\$5,500,000	\$11,150,000
WR 32, WR 34 to WR 124, 5 km						\$3,095,000
WR 33, WR 34 to Hwy 401, 1.8 km			\$55,000		\$1,250,000	\$1,305,000
WR 34, WR 33 to WR32, 2km						\$895,000
WR 35, WR 34 to Hamilton boundary, 6.6 km						\$3,250,000
WR 43, WR 19 to Glengarry Cr 1.3 km	\$60,000		\$1,300,000			\$1,360,000
WR 51, WR 86 to 800m E of WR 39						\$1,910,000
WR 52, 9th Line to WR 25 2.8 km	\$1,300,000					\$1,360,000
WR 86, COG to ROW 7.9 km	\$2,500,000					\$4,900,000
WR 109, Hwy6 to Dufferin, 11k	\$3,075,000					\$4,825,000
WR 123, Palm to Teviotdale						\$2,600,000
WR 124, 400m N of WR 23 to WR 25 2.5 km						\$1,410,000
<b>Total</b>	<b>\$8,645,000</b>	<b>\$2,890,000</b>	<b>\$4,255,000</b>	<b>\$7,060,000</b>	<b>\$9,250,000</b>	<b>\$63,230,000</b>
<b>Sources of Financing</b>						
Canada Community Building Fund	\$1,100,000			\$1,200,000		\$4,727,500
Ontario Community Infrastructure Fund	\$1,800,000		\$1,900,000	\$3,200,000	\$2,000,000	\$11,490,000
Recoveries						\$1,300,000
Reserves	\$5,745,000	\$2,890,000	\$2,355,000	\$2,660,000	\$7,250,000	\$45,712,500
<b>Total Financing</b>	<b>\$8,645,000</b>	<b>\$2,890,000</b>	<b>\$4,255,000</b>	<b>\$7,060,000</b>	<b>\$9,250,000</b>	<b>\$63,230,000</b>



## 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.

### 2023 Budget Highlights

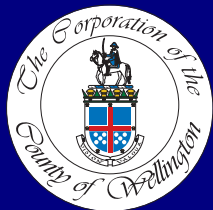
#### Capital Budget:

- A total of \$10.5 million in expenditures is projected over the ten-year period
- Planned facility upgrades at the Elora and Rothsay Transfer Stations continue in 2023
- Riverstown landfill is the County's one remaining active landfill site with expected capacity beyond 2050. Staff are planning for the closure of Phase I and the future development of Phase II throughout the ten-year forecast and have included projects totalling \$2.2 million.

#### Operating Budget:

- Significant increases to the waste, blue box, organics and leaf and yard waste collections contracts due to the rise in inflation
- Sales revenue from recyclable materials increased in 2023 as a result of a significant rise plastics prices experienced in 2022
- Additional transfer station part-time site assistant staff for the Belwood and Elora locations is being for 2023.
- A new Equipment Operator (Leachate Management) at the Riverstown Landfill Site.

Staff Complement (Full time equivalents)		
	2022	2023
Administration	7.3	7.3
Operations	1.0	1.0
Collections	2.3	2.3
Roll-off	4.6	4.6
Transfer stations	11.8	13.1
Disposal	3.4	4.2
<b>Total</b>	<b>30.4</b>	<b>32.5</b>
Current employee count: 49		



## 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

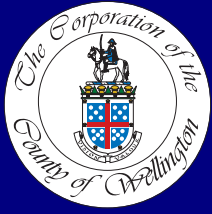
The goals and priorities of the Solid Waste Services Strategy are informed by a set of guiding principles, which are aligned with those of the County's Strategic Action Plan:

- 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 2023	Projected 2022	Actual 2021	Actual 2020
Residential Waste Diversion Rate	51%	50%	48%	45%
Total Diverted Tonnes Captured (Residential, Industrial, Commercial, and Institutional)	12,800	12,500	11,900	11,727
Estimated remaining years of Landfill Capacity	27	28	29	30
Number of Outreach Products/Presentations	482	377	457	375



## County Of Wellington

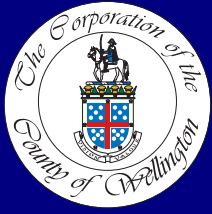
### 2023 Operating Budget

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants and Subsidies	\$1,273,301	\$1,275,500	\$867,653	\$1,734,600	\$1,734,600	\$ -	-
Licenses, Permits and Rents	\$19,093	\$19,100	\$30,869	\$19,100	\$31,100	\$12,000	62.8%
User Fees and Charges	\$3,478,682	\$3,581,200	\$3,338,082	\$3,436,200	\$3,543,200	\$107,000	3.1%
Sales Revenue	\$1,285,921	\$472,100	\$1,200,675	\$814,500	\$1,136,600	\$322,100	39.5%
Other Revenue	\$162	\$ -	\$1,740	\$ -	\$ -	\$ -	-
Internal Recoveries	\$713,708	\$839,800	\$546,842	\$734,000	\$734,000	\$ -	-
<b>Total Revenue</b>	<b>\$6,770,867</b>	<b>\$6,187,700</b>	<b>\$5,985,861</b>	<b>\$6,738,400</b>	<b>\$7,179,500</b>	<b>\$441,100</b>	<b>6.5%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$2,812,559	\$2,683,600	\$2,727,449	\$2,846,300	\$3,228,500	\$382,200	13.4%
Supplies, Material and Equipment	\$974,978	\$1,052,200	\$1,167,904	\$1,200,700	\$1,348,900	\$148,200	12.3%
Purchased Services	\$8,546,412	\$8,719,000	\$7,972,032	\$9,025,300	\$9,880,400	\$855,100	9.5%
Insurance and Financial	\$277,994	\$258,400	\$287,401	\$265,300	\$297,300	\$32,000	12.1%
Internal Charges	\$712,091	\$839,100	\$549,268	\$733,300	\$793,900	\$60,600	8.3%
<b>Total Expenditure</b>	<b>\$13,324,034</b>	<b>\$13,552,300</b>	<b>\$12,704,054</b>	<b>\$14,070,900</b>	<b>\$15,549,000</b>	<b>\$1,478,100</b>	<b>10.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$6,553,167</b>	<b>\$7,364,600</b>	<b>\$6,718,193</b>	<b>\$7,332,500</b>	<b>\$8,369,500</b>	<b>\$1,037,000</b>	<b>14.1%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$ -	\$27,400	\$ -	\$ -	\$14,500	\$14,500	-
Transfer from Reserve	\$ -	(\$344,700)	\$ -	(\$240,300)	(\$263,900)	(\$23,600)	9.8%
Transfers to Reserve	\$1,642,880	\$1,550,000	\$1,550,000	\$1,550,000	\$1,650,000	\$100,000	6.5%
<b>Total Debt and Transfers</b>	<b>\$1,642,880</b>	<b>\$1,232,700</b>	<b>\$1,550,000</b>	<b>\$1,309,700</b>	<b>\$1,400,600</b>	<b>\$90,900</b>	<b>6.9%</b>
<b>NET COST / (REVENUE)</b>	<b>\$8,196,047</b>	<b>\$8,597,300</b>	<b>\$8,268,193</b>	<b>\$8,642,200</b>	<b>\$9,770,100</b>	<b>\$1,127,900</b>	<b>13.1%</b>



## County Of Wellington

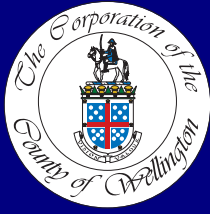
### 2023 –2032 Operating Budget

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	\$1,734,600	\$1,734,600	\$898,400	\$62,200	\$62,200
Licenses, Permits and Rents	\$31,100	\$31,100	\$31,100	\$31,100	\$31,100
User Fees and Charges	\$3,543,200	\$3,578,700	\$3,614,300	\$3,651,500	\$3,688,900
Sales Revenue	\$1,136,600	\$1,136,600	\$621,100	\$96,500	\$96,500
Internal Recoveries	\$734,000	\$734,000	\$734,000	\$734,000	\$734,000
<b>Total Revenue</b>	<b>\$7,179,500</b>	<b>\$7,215,000</b>	<b>\$5,898,900</b>	<b>\$4,575,300</b>	<b>\$4,612,700</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$3,228,500	\$3,416,600	\$3,549,200	\$3,670,900	\$3,792,100
Supplies, Material and Equipment	\$1,348,900	\$1,370,700	\$1,371,500	\$1,371,600	\$1,406,000
Purchased Services	\$9,880,400	\$10,112,200	\$7,990,600	\$5,740,700	\$5,885,300
Insurance and Financial	\$297,300	\$313,700	\$330,000	\$347,000	\$365,900
Internal Charges	\$793,900	\$793,900	\$793,900	\$793,900	\$793,900
<b>Total Expenditures</b>	<b>\$15,549,000</b>	<b>\$16,007,100</b>	<b>\$14,035,200</b>	<b>\$11,924,100</b>	<b>\$12,243,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$8,369,500</b>	<b>\$8,792,100</b>	<b>\$8,136,300</b>	<b>\$7,348,800</b>	<b>\$7,630,500</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$14,500	\$69,700	\$69,700	\$69,800	\$69,800
Transfer from Reserves	(\$263,900)	(\$328,300)	(\$337,800)	(\$347,600)	(\$357,500)
Transfer to Reserves	\$1,650,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000
<b>Total Debt and Transfers</b>	<b>\$1,400,600</b>	<b>\$1,491,400</b>	<b>\$1,481,900</b>	<b>\$1,472,200</b>	<b>\$1,462,300</b>
<b>TAX LEVY REQUIREMENT</b>					
<b>yr/yr % change</b>	<b>13.1%</b>	<b>5.3%</b>	<b>(6.5%)</b>	<b>(8.3%)</b>	<b>3.1%</b>



## County Of Wellington

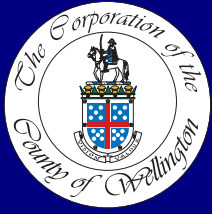
### 2023 –2032 Operating Budget

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies	\$62,200	\$62,200	\$62,200	\$62,200	\$62,200
Licenses, Permits and Rents	\$31,100	\$31,100	\$31,100	\$31,100	\$31,100
User Fees and Charges	\$3,726,900	\$3,764,900	\$3,803,100	\$3,803,100	\$3,803,100
Sales Revenue	\$96,500	\$96,500	\$96,500	\$96,500	\$97,700
Internal Recoveries	\$734,000	\$734,000	\$734,000	\$734,000	\$748,600
<b>Total Revenue</b>	<b>\$4,650,700</b>	<b>\$4,688,700</b>	<b>\$4,726,900</b>	<b>\$4,726,900</b>	<b>\$4,742,700</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$3,913,900	\$4,040,600	\$4,172,200	\$4,307,300	\$4,456,100
Supplies, Material and Equipment	\$1,440,700	\$1,477,700	\$1,514,800	\$1,541,500	\$1,570,900
Purchased Services	\$6,026,900	\$6,180,800	\$6,329,500	\$6,464,000	\$6,603,400
Insurance and Financial	\$385,800	\$406,700	\$429,500	\$450,800	\$456,500
Internal Charges	\$793,900	\$793,900	\$793,900	\$793,900	\$793,900
<b>Total Expenditures</b>	<b>\$12,561,200</b>	<b>\$12,899,700</b>	<b>\$13,239,900</b>	<b>\$13,557,500</b>	<b>\$13,880,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$7,910,500</b>	<b>\$8,211,000</b>	<b>\$8,513,000</b>	<b>\$8,830,600</b>	<b>\$9,138,100</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$69,800	\$69,800	\$69,800	\$69,700	\$69,800
Transfer from Reserves	(\$367,600)	(\$377,700)	(\$388,000)	(\$394,900)	(\$395,000)
Transfer to Reserves	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000
<b>Total Debt and Transfers</b>	<b>\$1,452,200</b>	<b>\$1,442,100</b>	<b>\$1,431,800</b>	<b>\$1,424,800</b>	<b>\$1,424,800</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	3.0%	3.1%	3.0%	3.1%	3.0%



## County Of Wellington

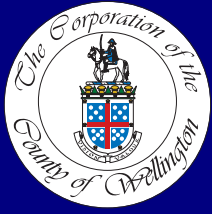
### 2023-2032 Capital Budget

Programme/Service: **Solid Waste Services**

Department: **Engineering Services**

Governance: **Solid Waste Services Committee**

	2023	2024	2025	2026	2027	5 Year Total
<b>Solid Waste Services</b>						
<b>Equipment</b>						
2023 SWS Equipment	\$1,590,000					\$1,590,000
SWS Electric Vehicles			\$200,000	\$110,000	\$120,000	\$430,000
SWS Equipment		\$300,000		\$970,000	\$440,000	\$1,710,000
<b>Total Equipment</b>	\$1,590,000	\$300,000	\$200,000	\$1,080,000	\$560,000	\$3,730,000
<b>Active Landfill Sites and Transfer Stations</b>						
2023 Site Imp: Road Maint	\$110,000					\$110,000
Elora Waste Facility Upgrade	\$950,000					\$950,000
Riverstown - North Pond Dev		\$650,000				\$650,000
Riverstown: Pre Excavation PH2	\$145,000	\$120,000		\$200,000		\$465,000
Rothsay Waste Facility Upgrade	\$150,000					\$150,000
Site Imp: Road Maint All Sites						
Site Improvements - Buildings all sites						
<b>Total Active Landfill Sites and Transfer Stations</b>	\$1,355,000	\$770,000		\$200,000		\$2,325,000
<b>Closed Landfill Sites</b>						
Riverstown Phase 1 Closed Site						
<b>Total Closed Landfill Sites</b>						
<b>Total</b>	<b>\$2,945,000</b>	<b>\$1,070,000</b>	<b>\$200,000</b>	<b>\$1,280,000</b>	<b>\$560,000</b>	<b>\$6,055,000</b>
<b>Sources of Financing</b>						
Development Charges	\$70,000					\$70,000
Growth Related Debenture	\$400,000					\$400,000
Reserves	\$2,475,000	\$1,070,000	\$200,000	\$1,280,000	\$560,000	\$5,585,000
<b>Total Financing</b>	<b>\$2,945,000</b>	<b>\$1,070,000</b>	<b>\$200,000</b>	<b>\$1,280,000</b>	<b>\$560,000</b>	<b>\$6,055,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2028	2029	2030	2031	2032	10 Year Total
<b>Solid Waste Services</b>						
Equipment						
2023 SWS Equipment						\$1,590,000
SWS Electric Vehicles		\$280,000			\$340,000	\$1,050,000
SWS Equipment	\$1,790,000	\$440,000				\$3,940,000
<b>Total Equipment</b>	<b>\$1,790,000</b>	<b>\$720,000</b>			<b>\$340,000</b>	<b>\$6,580,000</b>
Active Landfill Sites and Transfer Stations						
2023 Site Imp: Road Maint						\$110,000
Elora Waste Facility Upgrade						\$950,000
Riverstown - North Pond Dev						\$650,000
Riverstown: Pre Excavation PH2		\$150,000	\$150,000			\$765,000
Rothsay Waste Facility Upgrade						\$150,000
Site Imp: Road Maint All Sites	\$130,000					\$130,000
Site Improvements - Buildings all sites			\$400,000			\$400,000
<b>Total Active Landfill Sites and Transfer Stations</b>	<b>\$130,000</b>	<b>\$150,000</b>	<b>\$550,000</b>			<b>\$3,155,000</b>
Closed Landfill Sites						
Riverstown Phase 1 Closed Site	\$790,000					\$790,000
<b>Total Closed Landfill Sites</b>	<b>\$790,000</b>					<b>\$790,000</b>
<b>Total</b>	<b>\$2,710,000</b>	<b>\$870,000</b>	<b>\$550,000</b>		<b>\$340,000</b>	<b>\$10,525,000</b>
<b>Sources of Financing</b>						
Development Charges						\$70,000
Growth Related Debenture						\$400,000
Reserves	\$2,710,000	\$870,000	\$550,000		\$340,000	\$10,055,000
<b>Total Financing</b>	<b>\$2,710,000</b>	<b>\$870,000</b>	<b>\$550,000</b>		<b>\$340,000</b>	<b>\$10,525,000</b>



## Programme Overview

<b>Programme/Service:</b>	<b>Ontario Works</b>
<b>Department:</b>	<b>Social Services</b>
<b>Governance:</b>	<b>Social Services Committee</b>

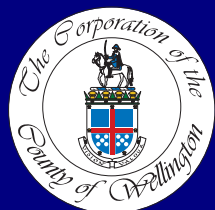
### Programme Description

- 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.

### 2023 Budget Highlights

- The grants and subsidies line is decreasing by approximately \$535,000 in 2023. This budget adjustment reflects the fact that caseload did not rise as quickly as original anticipated for 2022. Staff are projecting a 3% increase over 2022 year-end projected actual costs. 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 \$2.23 million. The County's portion of \$605,000 is funded from the Property Reserve and the City's funding contribution for capital works at the Guelph locations is \$1.625 million.

<b>Staff Complement (Full time equivalents)</b>	<b>2022</b>	<b>2023</b>
Ontario Works	69.4	69.5
<b>Total</b>	<b>69.4</b>	<b>69.5</b>
Current Employee Count: 69		



## 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:

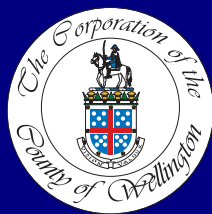
- To meet the settlement and integration needs of newcomers, including those in smaller and more rural communities. **(Providing the highest level and best quality services)**
- To facilitate the connection of newcomers to the communities they live in. **(People as the main priority in Wellington County)**
- 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 2023	Actual 2022	Actual 2021	Actual 2020
Percentage of the Ontario Works Caseload with Employment Income	10.11%	9.82%	8.48%	9.26%
Percentage of Cases Terminating that are exiting to Employment	21.06%	20.85%	20.94%	22.11%
Percentage of the Overall Ontario Works Caseload Exiting to Employment (monthly)	1.26%	1.22%	1.22%	1.29%
Number of new settlement* clients assisted with a settlement and referral plan	150	150	203	239
Number of settlement* group sessions	70	42	61	7
Number of employers participating in the County's newcomer/immigrant recruitment programme	30	13	22	32

\*Settlement Services is a programme funded through Immigration, Refugees and Citizenship Canada (IRCC). The mandate of this programme is to assist newcomers to Canada access community services and adjust to life in their new community.

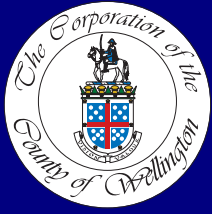


## County Of Wellington

### 2023 Operating Budget

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

	2021		2022		2023	Budget	Budget
	Actuals	Budget	Preliminary Actuals	Budget			
<b>Revenue</b>							
Grants and Subsidies	\$19,281,154	\$24,053,000	\$20,293,471	\$24,032,900	\$23,498,400	(\$534,500)	(2.2%)
Municipal Recoveries	\$2,734,389	\$3,189,400	\$2,629,827	\$3,195,800	\$3,391,200	\$195,400	6.1%
Other Revenue	\$ -	\$ -	\$109	\$ -	\$ -	\$ -	-
Internal Recoveries	\$54,764	\$64,000	\$48,730	\$83,000	\$51,400	(\$31,600)	(38.1%)
<b>Total Revenue</b>	<b>\$22,070,307</b>	<b>\$27,306,400</b>	<b>\$22,972,137</b>	<b>\$27,311,700</b>	<b>\$26,941,000</b>	<b>(\$370,700)</b>	<b>(1.4%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$6,317,279	\$6,658,800	\$5,762,494	\$6,850,100	\$7,076,400	\$226,300	3.3%
Supplies, Material and Equipment	\$156,722	\$185,600	\$126,620	\$164,800	\$205,100	\$40,300	24.5%
Purchased Services	\$347,208	\$465,100	\$333,579	\$463,400	\$499,900	\$36,500	7.9%
Social Assistance	\$14,705,997	\$19,606,700	\$17,469,446	\$19,553,800	\$18,979,800	(\$574,000)	(2.9%)
Transfer Payments	\$309,119	\$194,500	\$397,092	\$478,400	\$367,300	(\$111,100)	(23.2%)
Insurance and Financial	\$102,304	\$111,300	\$90,567	\$109,300	\$120,200	\$10,900	10.0%
Minor Capital Expenses	\$ -	\$ -	\$5,558	\$10,000	\$ -	(\$10,000)	(100.0%)
Internal Charges	\$1,381,504	\$1,393,300	\$1,192,415	\$1,331,300	\$1,336,400	\$5,100	0.4%
<b>Total Expenditure</b>	<b>\$23,320,133</b>	<b>\$28,615,300</b>	<b>\$25,377,771</b>	<b>\$28,961,100</b>	<b>\$28,585,100</b>	<b>(\$376,000)</b>	<b>(1.3%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,249,826</b>	<b>\$1,308,900</b>	<b>\$2,405,634</b>	<b>\$1,649,400</b>	<b>\$1,644,100</b>	<b>(\$5,300)</b>	<b>(0.3%)</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$115,000)	\$ -	(\$230,000)	(\$280,000)	(\$165,000)	\$115,000	(41.1%)
<b>Total Debt and Transfers</b>	<b>(\$115,000)</b>	<b>\$ -</b>	<b>(\$230,000)</b>	<b>(\$280,000)</b>	<b>(\$165,000)</b>	<b>\$115,000</b>	<b>(41.1%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,134,826</b>	<b>\$1,308,900</b>	<b>\$2,175,634</b>	<b>\$1,369,400</b>	<b>\$1,479,100</b>	<b>\$109,700</b>	<b>8.0%</b>



## County Of Wellington

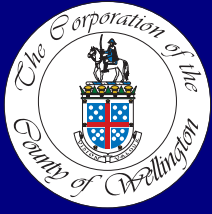
### 2023 –2032 Operating Budget

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	23,498,400	24,051,500	24,618,700	25,204,700	25,806,600
Municipal Recoveries	3,391,200	3,708,700	3,979,700	4,159,800	4,400,900
Internal Recoveries	51,400	56,500	58,500	60,500	62,400
<b>Total Revenue</b>	<b>26,941,000</b>	<b>27,816,700</b>	<b>28,656,900</b>	<b>29,425,000</b>	<b>30,269,900</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	7,076,400	7,550,300	7,856,200	8,120,100	8,378,000
Supplies, Material and Equipment	205,100	183,000	186,700	190,200	194,100
Purchased Services	499,900	480,800	491,500	502,100	514,800
Social Assistance	18,979,800	19,472,000	19,973,100	20,512,500	21,060,500
Transfer Payments	367,300	206,300	210,400	214,700	219,000
Insurance and Financial	120,200	125,800	131,500	136,700	142,100
Minor Capital Expenses				16,200	20,500
Internal Charges	1,336,400	1,380,200	1,478,900	1,467,400	1,556,900
<b>Total Expenditures</b>	<b>28,585,100</b>	<b>29,398,400</b>	<b>30,328,300</b>	<b>31,159,900</b>	<b>32,085,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,644,100</b>	<b>1,581,700</b>	<b>1,671,400</b>	<b>1,734,900</b>	<b>1,816,000</b>
yr/yr % change	(0.3%)	(3.8%)	5.7%	3.8%	4.7%
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves	(165,000)			(16,200)	(20,500)
<b>Total Debt and Transfers</b>	<b>(165,000)</b>			<b>(16,200)</b>	<b>(20,500)</b>
<b>TAX LEVY REQUIREMENT</b>					
	<b>1,479,100</b>	<b>1,581,700</b>	<b>1,671,400</b>	<b>1,718,700</b>	<b>1,795,500</b>
yr/yr % change	8.0%	6.9%	5.7%	2.8%	4.5%



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies	26,460,700	27,134,900	27,827,700	28,541,300	29,273,900
Municipal Recoveries	4,560,300	4,766,000	5,009,700	5,169,900	5,417,200
Internal Recoveries	64,700	66,800	68,600	70,400	69,700
<b>Total Revenue</b>	<b>31,085,700</b>	<b>31,967,700</b>	<b>32,906,000</b>	<b>33,781,600</b>	<b>34,760,800</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	8,638,400	8,907,000	9,184,300	9,470,100	9,766,100
Supplies, Material and Equipment	197,800	192,900	189,600	178,100	180,200
Purchased Services	527,100	521,400	492,900	497,400	506,800
Social Assistance	21,670,500	22,320,700	23,001,700	23,709,900	24,422,200
Transfer Payments	223,300	227,600	232,200	237,000	241,800
Insurance and Financial	147,300	153,200	159,100	165,100	171,400
Minor Capital Expenses				40,500	
Internal Charges	1,554,700	1,589,200	1,673,000	1,569,000	1,634,600
<b>Total Expenditures</b>	<b>32,959,100</b>	<b>33,912,000</b>	<b>34,932,800</b>	<b>35,867,100</b>	<b>36,923,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,873,400</b>	<b>1,944,300</b>	<b>2,026,800</b>	<b>2,085,500</b>	<b>2,162,300</b>
yr/yr % change	3.2%	3.8%	4.2%	2.9%	3.7%
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves				(40,500)	
<b>Total Debt and Transfers</b>				<b>(40,500)</b>	
<b>TAX LEVY REQUIREMENT</b>					
	<b>1,873,400</b>	<b>1,944,300</b>	<b>2,026,800</b>	<b>2,045,000</b>	<b>2,162,300</b>
yr/yr % change	4.3%	3.8%	4.2%	0.9%	5.7%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2023	2024	2025	2026	2027	5 Year Total
<b>Social Services</b>						
<b>Ontario Works</b>						
129 Wyndham: Building Retrofits						
129 Wyndham: Roofing						
129 Wyndham: Security					\$60,000	\$60,000
138 Wyndham: Building Retrofits						
138 Wyndham: Carpet Replacement			\$70,000			\$70,000
138 Wyndham: Fire Alarm System					\$30,000	\$30,000
138 Wyndham: Replace Heat Exchanger					\$80,000	\$80,000
138 Wyndham: Roof Top AC					\$80,000	\$80,000
138 Wyndham: Roofing						
Fergus OW: Roof Replacement			\$100,000			\$100,000
Fergus OW: Rooftop Air Conditioners						
<b>Total</b>			<b>\$170,000</b>		<b>\$250,000</b>	<b>\$420,000</b>
<b>Sources of Financing</b>						
Recoveries			\$55,000		\$194,000	\$249,000
Reserves			\$115,000		\$56,000	\$171,000
<b>Total Financing</b>			<b>\$170,000</b>		<b>\$250,000</b>	<b>\$420,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2028	2029	2030	2031	2032	10 Year Total
<b>Social Services</b>						
<b>Ontario Works</b>						
129 Wyndham: Building Retrofits					\$430,000	\$430,000
129 Wyndham: Roofing				\$300,000		\$300,000
129 Wyndham: Security						\$60,000
138 Wyndham: Building Retrofits					\$680,000	\$680,000
138 Wyndham: Carpet Replacement						\$70,000
138 Wyndham: Fire Alarm System						\$30,000
138 Wyndham: Replace Heat Exchanger						\$80,000
138 Wyndham: Roof Top AC	\$120,000					\$200,000
138 Wyndham: Roofing				\$210,000		\$210,000
Fergus OW: Roof Replacement						\$100,000
Fergus OW: Rooftop Air Conditioners				\$70,000		\$70,000
<b>Total</b>	<b>\$120,000</b>			<b>\$580,000</b>	<b>\$1,110,000</b>	<b>\$2,230,000</b>
<b>Sources of Financing</b>						
Recoveries	\$94,000			\$398,000	\$884,000	\$1,625,000
Reserves	\$26,000			\$182,000	\$226,000	\$605,000
<b>Total Financing</b>	<b>\$120,000</b>			<b>\$580,000</b>	<b>\$1,110,000</b>	<b>\$2,230,000</b>



## Programme Overview

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

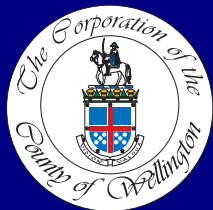
### Programme Description

- **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.

### 2023 Budget Highlights

- The funding allocation for 2023 reflects a significant increase in Federal funding related to the Canada Wide Early Learning and Child Care Funding Agreement (CWELCC). A total of \$22.4 million in grant funding has been added to the budget with all funding being 100%, requiring no municipal cost share.
- The salaries, wages and benefits line includes the addition of two new positions to administer the Canada Wide agreement. These positions are 100% funded through the federal CWELC funding.

<b>Staff Complement (Full time equivalents)</b>	<b>2022</b>	<b>2023</b>
Child Care Services	31.8	34.3
Child Care Centres	64.6	63.2
<b>Total</b>	<b>96.4</b>	<b>97.5</b>
Current employee count: 132		



## Performance Measures

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

### Programme Goals and Objectives

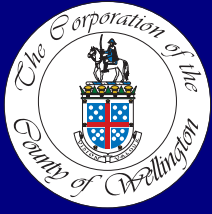
The County of Wellington Children's Early Years Division (CEYD) is the designated Consolidated Municipal Service Manager responsible for planning and managing the child care and early years (EarlyON) services for the Wellington service delivery area. As the service system manager, CEYD is required under 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 2023	Actual 2022	Actual 2021	Actual 2020
# of active contracted home child care providers	32	28	30	45
# of participants accessing EarlyON Centre programmes	3,000	2,817	2,047	4,859
# educators participating in professional learning	500	348	365	228
# of spaces available for child care fee subsidies	4,857	4,857	4,752	4,632
# of children in receipt of child care fee subsidies	1,044	976	914	1,075

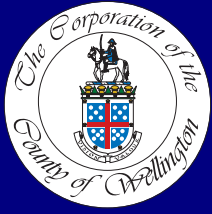


## County Of Wellington

### 2023 Operating Budget

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

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants and Subsidies	\$22,585,642	\$21,812,300	\$20,958,147	\$23,693,900	\$45,360,500	\$21,666,600	91.4%
Municipal Recoveries	\$3,286,208	\$3,315,200	\$3,560,978	\$3,025,200	\$3,462,400	\$437,200	14.5%
Licenses, Permits and Rents	\$ -	\$ -	\$17,650	\$ -	\$16,300	\$16,300	-
User Fees and Charges	\$1,158,815	\$1,186,300	\$1,149,083	\$1,261,000	\$635,300	(\$625,700)	(49.6%)
Other Revenue	\$376	\$ -	\$53,347	\$ -	\$ -	\$ -	-
Internal Recoveries	\$553,607	\$487,300	\$626,280	\$330,700	\$881,500	\$550,800	166.6%
<b>Total Revenue</b>	<b>\$27,584,648</b>	<b>\$26,801,100</b>	<b>\$26,365,485</b>	<b>\$28,310,800</b>	<b>\$50,356,000</b>	<b>\$22,045,200</b>	<b>77.9%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$7,521,658	\$8,190,800	\$7,649,090	\$8,615,500	\$9,285,700	\$670,200	7.8%
Supplies, Material and Equipment	\$419,719	\$599,600	\$370,116	\$561,500	\$597,300	\$35,800	6.4%
Purchased Services	\$648,025	\$785,500	\$615,200	\$799,100	\$874,200	\$75,100	9.4%
Social Assistance	\$19,034,053	\$17,250,400	\$21,891,173	\$18,695,500	\$39,530,900	\$20,835,400	111.4%
Insurance and Financial	\$131,616	\$151,800	\$146,903	\$149,100	\$183,200	\$34,100	22.9%
Minor Capital Expenses	\$ -	\$ -	\$7,276	\$12,500	\$ -	(\$12,500)	(100.0%)
Internal Charges	\$1,432,791	\$1,396,600	\$1,526,906	\$1,315,600	\$1,956,900	\$641,300	48.7%
<b>Total Expenditure</b>	<b>\$29,187,862</b>	<b>\$28,374,700</b>	<b>\$32,206,664</b>	<b>\$30,148,800</b>	<b>\$52,428,200</b>	<b>\$22,279,400</b>	<b>73.9%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,603,214</b>	<b>\$1,573,600</b>	<b>\$5,841,179</b>	<b>\$1,838,000</b>	<b>\$2,072,200</b>	<b>\$234,200</b>	<b>12.7%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$54,500)	\$ -	\$ -	(\$60,600)	\$ -	\$60,600	(100.0%)
<b>Total Debt and Transfers</b>	<b>(\$54,500)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(\$60,600)</b>	<b>\$ -</b>	<b>\$60,600</b>	<b>(100.0%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,548,714</b>	<b>\$1,573,600</b>	<b>\$5,841,179</b>	<b>\$1,777,400</b>	<b>\$2,072,200</b>	<b>\$294,800</b>	<b>16.6%</b>



## County Of Wellington

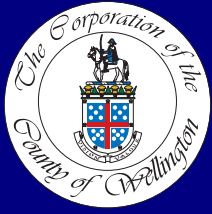
### 2023–2022 Operating Budget

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	45,360,500	43,971,000	43,971,200	43,971,200	43,971,000
Municipal Recoveries	3,462,400	4,528,600	4,767,700	5,006,900	5,204,900
Licenses, Permits and Rents	16,300	16,300	16,300	16,300	16,300
User Fees and Charges	635,300	661,000	687,100	713,800	741,100
Internal Recoveries	881,500	872,500	898,600	925,300	952,600
<b>Total Revenue</b>	<b>50,356,000</b>	<b>50,049,400</b>	<b>50,340,900</b>	<b>50,633,500</b>	<b>50,885,900</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	9,285,700	9,702,200	10,136,300	10,503,000	10,840,500
Supplies, Material and Equipment	597,300	579,200	594,400	609,700	625,400
Purchased Services	874,200	947,200	966,500	986,200	1,006,100
Social Assistance	39,530,900	39,153,400	39,088,300	39,027,200	38,971,500
Insurance and Financial	183,200	191,100	199,200	207,100	214,500
Minor Capital Expenses		12,000		43,000	47,000
Internal Charges	1,956,900	1,984,500	2,057,900	2,146,000	2,217,900
<b>Total Expenditures</b>	<b>52,428,200</b>	<b>52,569,600</b>	<b>53,042,600</b>	<b>53,522,200</b>	<b>53,922,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>2,072,200</b>	<b>2,520,200</b>	<b>2,701,700</b>	<b>2,888,700</b>	<b>3,037,000</b>
<b>TRANSFERS</b>					
Transfer from Reserves					
<b>Total Transfers</b>					
<b>TAX LEVY REQUIREMENT</b>	<b>2,072,200</b>	<b>2,520,200</b>	<b>2,701,700</b>	<b>2,888,700</b>	<b>3,037,000</b>
yr/yr % change	16.6%	21.6%	7.2%	6.9%	5.1%



## County Of Wellington

### 2023–2032 Operating Budget

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies	43,970,100	43,970,800	43,971,000	43,970,900	43,971,000
Municipal Recoveries	5,365,300	5,572,200	5,776,000	5,970,400	6,183,300
Licenses, Permits and Rents	16,300	16,300	16,300	16,300	16,300
User Fees and Charges	768,900	797,300	826,200	855,700	855,700
Internal Recoveries	980,400	1,008,800	1,037,700	1,067,200	1,067,200
<b>Total Revenue</b>	<b>51,101,000</b>	<b>51,365,400</b>	<b>51,627,200</b>	<b>51,880,500</b>	<b>52,093,500</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	11,180,700	11,531,900	11,893,700	12,268,000	12,654,700
Supplies, Material and Equipment	641,500	658,200	675,600	692,900	705,400
Purchased Services	1,026,700	1,047,600	1,069,000	1,091,500	1,109,400
Social Assistance	38,920,100	38,867,900	38,813,900	38,759,000	38,731,900
Insurance and Financial	222,900	230,800	239,100	248,400	256,900
Minor Capital Expenses	20,700	36,000	67,000	39,000	
Internal Charges	2,248,400	2,303,800	2,374,000	2,438,700	2,476,800
<b>Total Expenditures</b>	<b>54,261,000</b>	<b>54,676,200</b>	<b>55,132,300</b>	<b>55,537,500</b>	<b>55,935,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>3,160,000</b>	<b>3,310,800</b>	<b>3,505,100</b>	<b>3,657,000</b>	<b>3,841,600</b>
<b>TRANSFERS</b>					
Transfer from Reserves					
<b>Total Transfers</b>					
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	4.1%	4.8%	5.9%	4.3%	5.0%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2023	2024	2025	2026	2027	5 Year Total
133 Wyndham: Building Retrofits						
Billing and Waitlist Software	\$75,000	\$50,000				\$125,000
Mount Forest: Air Conditioning						
Mount Forest: Flooring						
Mount Forest: Parking Lot						
<b>Total Children's Early Years Division</b>	<b>\$75,000</b>	<b>\$50,000</b>				<b>\$125,000</b>
<b>Total</b>	<b>\$75,000</b>	<b>\$50,000</b>				<b>\$125,000</b>
<b>Sources of Financing</b>						
Recoveries	\$56,000	\$38,000				\$94,000
Reserves	\$19,000	\$12,000				\$31,000
<b>Total Financing</b>	<b>\$75,000</b>	<b>\$50,000</b>				<b>\$125,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2028	2029	2030	2031	2032	10 Year Total
133 Wyndham: Building Retrofits					\$110,000	\$110,000
Billing and Waitlist Software						\$125,000
Mount Forest: Air Conditioning			\$370,000			\$370,000
Mount Forest: Flooring		\$80,000				\$80,000
Mount Forest: Parking Lot				\$115,000		\$115,000
<b>Total</b>		<b>\$80,000</b>	<b>\$370,000</b>	<b>\$115,000</b>	<b>\$110,000</b>	<b>\$800,000</b>
<b>Sources of Financing</b>						
Recoveries					\$88,000	\$182,000
Reserves		\$80,000	\$370,000	\$115,000	\$22,000	\$618,000
<b>Total Financing</b>		<b>\$80,000</b>	<b>\$370,000</b>	<b>\$115,000</b>	<b>\$110,000</b>	<b>\$800,000</b>



## Programme Overview

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

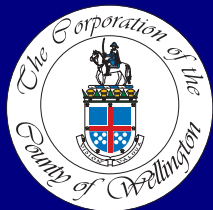
### Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,415 non-profit and co-operative housing units owned by 18 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 580 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
- Homelessness Prevention Program – Several housing stability programmes including rent bank, emergency energy funds, housing stability programme, emergency shelter payments, rent supplements, 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.

### 2023 Budget Highlights

- The budget supports a significant investment to support rent supplement and homelessness initiatives.
- Capital spending on County-owned social housing units totals \$58.6 million over the ten-year forecast. This represents a significant increase in capital investment. These projects have been added or brought forward as the County has been successful in securing a capital grant of \$12 million.
- The addition of a Maintenance Supervisor (3 year contract beginning April 1, 2023) and Capital Works Coordinator (2 year contract beginning July 1, 2023) to support the additional capital projects described above. The County's share of these positions has been funded through the use of County reserves.
- A \$7.6 million project for Transitional Housing at 65 Delhi Street will be funded using \$4.1 million from Federal/Provincial grants and \$3.5 million from the Housing Regeneration Reserve. Staff are currently seeking funding opportunities from other levels of government to address the \$900,000 funding gap. The project tender will be awarded only once funding has been secured.

Staff Complement (Full time equivalents)	2022	2023
Social Housing	49.1	51.4
<b>Total</b>	<b>49.1</b>	<b>51.4</b>
Current employee count: 56		



## Performance Measures

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

### Programme Goals and Objectives

Under the Housing Services Act, 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:

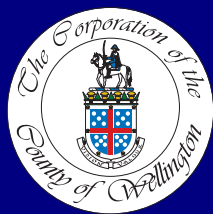
- Help low-income households close the gap between their incomes and housing expenses.  
**(People as the main priority of Wellington County)**
- Provide a range of housing stability supports to assist with housing retention and homelessness prevention.  
**(People as the main priority of Wellington 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 2023	Actual 2022	Actual 2021	Actual 2020
Number of households that receive rent supports per year.	500	580	454	416
Percentage of households at risk of homelessness that are stabilized (includes eviction prevention services and assistance with rental/energy arrears), that have retained their housing at 6 months follow up.	95%	96%	94%	75%
Number of Households participating in/accessing partnered /direct delivery support services in social/affordable housing.	425	360	233	236
Number of households in affordable housing per year.	317	317	315	315
Number of people actively experiencing chronic homelessness.*	100	137	125	145
Number of households in service level rent geared to income units.	2,505	2,508	2,501	2,342

\*2022 monthly average of # individuals experiencing chronic homelessness on the G-W By-Name-List (January to November)

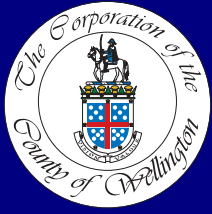


## County Of Wellington

### 2023 Operating Budget

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

	2021		2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	2022 Budget			
<b>Revenue</b>							
Grants and Subsidies	\$14,996,549	\$8,744,700	\$15,620,063	\$13,302,700	\$10,806,200	(\$2,496,500)	(18.8%)
Municipal Recoveries	\$13,010,346	\$13,305,600	\$13,740,856	\$14,045,200	\$15,495,200	\$1,450,000	10.3%
Licenses, Permits and Rents	\$5,576,867	\$5,727,000	\$5,292,880	\$5,727,000	\$5,812,800	\$85,800	1.5%
User Fees and Charges	\$46,815	\$18,200	\$24,438	\$18,200	\$18,200	\$ -	-
Other Revenue	\$429,798	\$342,300	\$228,796	\$351,800	\$368,400	\$16,600	4.7%
Internal Recoveries	\$284,333	\$148,400	\$176,937	\$207,400	\$122,700	(\$84,700)	(40.8%)
<b>Total Revenue</b>	<b>\$34,344,708</b>	<b>\$28,286,200</b>	<b>\$35,083,970</b>	<b>\$33,652,300</b>	<b>\$32,623,500</b>	<b>(\$1,028,800)</b>	<b>(3.1%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$4,400,720	\$4,431,800	\$4,343,141	\$4,839,400	\$5,401,200	\$561,800	11.6%
Supplies, Material and Equipment	\$548,898	\$494,800	\$517,145	\$581,200	\$625,800	\$44,600	7.7%
Purchased Services	\$5,885,393	\$5,711,800	\$5,955,544	\$6,289,800	\$6,400,700	\$110,900	1.8%
Social Assistance	\$24,565,381	\$18,942,000	\$26,810,326	\$23,714,800	\$22,807,500	(\$907,300)	(3.8%)
Transfer Payments	\$556,065	\$556,100	\$264,088	\$264,100	\$208,200	(\$55,900)	(21.2%)
Insurance and Financial	\$302,510	\$348,500	\$372,383	\$376,200	\$421,900	\$45,700	12.1%
Internal Charges	\$960,858	\$830,200	\$886,231	\$929,600	\$927,700	(\$1,900)	(0.2%)
<b>Total Expenditure</b>	<b>\$37,219,825</b>	<b>\$31,315,200</b>	<b>\$39,148,858</b>	<b>\$36,995,100</b>	<b>\$36,793,000</b>	<b>(\$202,100)</b>	<b>(0.5%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,875,117</b>	<b>\$3,029,000</b>	<b>\$4,064,888</b>	<b>\$3,342,800</b>	<b>\$4,169,500</b>	<b>\$826,700</b>	<b>24.7%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	\$ -	\$ -	(\$564,913)	(\$135,000)	(\$678,400)	(\$543,400)	402.5%
Transfers to Reserve	\$1,763,493	\$1,650,000	\$2,331,922	\$1,600,000	\$1,600,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$1,763,493</b>	<b>\$1,650,000</b>	<b>\$1,767,009</b>	<b>\$1,465,000</b>	<b>\$921,600</b>	<b>(\$543,400)</b>	<b>(37.1%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$4,638,610</b>	<b>\$4,679,000</b>	<b>\$5,831,897</b>	<b>\$4,807,800</b>	<b>\$5,091,100</b>	<b>\$283,300</b>	<b>5.9%</b>



## County Of Wellington

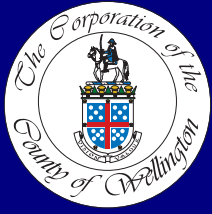
### 2023–2032 Operating Budget

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	10,806,200	8,322,000	7,342,400	7,077,400	7,262,600
Municipal Recoveries	15,495,200	16,478,500	17,382,300	18,122,700	18,722,300
Licenses, Permits and Rents	5,812,800	5,870,800	5,929,200	5,988,700	6,048,600
User Fees and Charges	18,200	18,200	18,200	18,200	18,200
Other Revenue	368,400	355,700	363,200	371,200	379,400
Internal Recoveries	122,700	116,500	116,500	119,800	122,900
<b>Total Revenue</b>	<b>32,623,500</b>	<b>31,161,700</b>	<b>31,151,800</b>	<b>31,698,000</b>	<b>32,554,000</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	5,401,200	5,595,100	5,731,200	5,785,300	5,933,900
Supplies, Material and Equipment	625,800	584,100	600,600	617,800	635,100
Purchased Services	6,400,700	6,606,000	6,762,900	6,962,400	7,317,100
Social Assistance	22,807,500	20,608,500	20,418,300	20,810,300	21,209,200
Transfer Payments	208,200	117,900			
Insurance and Financial	421,900	464,100	491,000	521,500	554,900
Internal Charges	927,700	945,900	992,300	1,001,600	1,043,000
<b>Total Expenditures</b>	<b>36,793,000</b>	<b>34,921,600</b>	<b>34,996,300</b>	<b>35,698,900</b>	<b>36,693,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>4,169,500</b>	<b>3,759,900</b>	<b>3,844,500</b>	<b>4,000,900</b>	<b>4,139,200</b>
<b>TRANSFERS</b>					
Transfer from Reserve	(678,400)	(47,700)	(38,900)	(7,100)	
Transfer to Reserves	1,600,000	1,100,000	1,100,000	1,100,000	1,100,000
<b>Total Transfers</b>	<b>921,600</b>	<b>1,052,300</b>	<b>1,061,100</b>	<b>1,092,900</b>	<b>1,100,000</b>
<b>TAX LEVY REQUIREMENT</b>					
<b>yr/yr % change</b>	<b>5.9%</b>	<b>(5.5%)</b>	<b>1.9%</b>	<b>3.8%</b>	<b>2.7%</b>



## County Of Wellington

### 2023–2032 Operating Budget

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies	6,405,700	6,378,000	5,538,100	5,431,500	5,431,800
Municipal Recoveries	20,052,400	20,766,000	22,240,700	23,020,200	23,704,800
Licenses, Permits and Rents	6,108,700	6,169,700	6,231,400	6,293,900	6,356,900
User Fees and Charges	18,200	18,200	18,200	18,200	18,200
Other Revenue	387,700	396,300	405,200	414,300	420,000
Internal Recoveries	126,000	129,300	132,700	136,200	139,800
<b>Total Revenue</b>	<b>33,098,700</b>	<b>33,857,500</b>	<b>34,566,300</b>	<b>35,314,300</b>	<b>36,071,500</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	6,118,200	6,310,700	6,507,800	6,711,100	6,919,400
Supplies, Material and Equipment	652,900	671,100	689,700	704,700	718,300
Purchased Services	7,448,000	7,824,100	7,994,100	8,189,100	8,372,800
Social Assistance	21,616,600	22,033,000	22,457,100	22,890,000	23,332,200
Transfer Payments					
Insurance and Financial	594,600	636,000	679,200	722,800	729,100
Internal Charges	1,059,900	1,081,600	1,121,300	1,141,500	1,172,300
<b>Total Expenditures</b>	<b>37,490,200</b>	<b>38,556,500</b>	<b>39,449,200</b>	<b>40,359,200</b>	<b>41,244,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>4,391,500</b>	<b>4,699,000</b>	<b>4,882,900</b>	<b>5,044,900</b>	<b>5,172,600</b>
<b>TRANSFERS</b>					
Transfer from Reserve					
Transfer to Reserves	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
<b>Total Transfers</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>5,491,500</b>	<b>5,799,000</b>	<b>5,982,900</b>	<b>6,144,900</b>	<b>6,272,600</b>
yr/yr % change	4.8%	5.6%	3.2%	2.7%	2.1%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2023	2024	2025	2026	2027	5 Year Total
65 Delhi Renovations	\$7,600,000					\$7,600,000
COCHI Community Housing Init	\$158,000					\$158,000
County Owned Housing Units	\$6,168,000	\$13,730,000	\$4,937,000	\$4,355,000	\$4,690,000	\$33,880,000
GHG Initiatives		\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
Housing Sites IT Replacements		\$60,000	\$25,000	\$70,000	\$45,000	\$200,000
Housing WiFi Replacements				\$37,000		\$37,000
OPHI Ont Priorities Housing In	\$279,000					\$279,000
<b>Total</b>	<b>\$14,205,000</b>	<b>\$14,040,000</b>	<b>\$5,212,000</b>	<b>\$4,712,000</b>	<b>\$4,985,000</b>	<b>\$43,154,000</b>
<b>Sources of Financing</b>						
Recoveries	\$3,113,000	\$4,846,000	\$3,877,200	\$3,691,000	\$3,896,000	\$19,423,200
Reserves	\$4,407,000	\$1,399,000	\$1,031,800	\$1,021,000	\$1,089,000	\$8,947,800
Subsidies	\$6,685,000	\$7,795,000	\$303,000			\$14,783,000
<b>Total Financing</b>	<b>\$14,205,000</b>	<b>\$14,040,000</b>	<b>\$5,212,000</b>	<b>\$4,712,000</b>	<b>\$4,985,000</b>	<b>\$43,154,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2028	2029	2030	2031	2032	10 Year Total
65 Delhi Renovations						\$7,600,000
COCHI Community Housing Init						\$158,000
County Owned Housing Units	\$4,960,000	\$5,040,000	\$4,775,000	\$4,700,000	\$5,304,000	\$58,659,000
GHG Initiatives	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,250,000
Housing Sites IT Replacements						\$200,000
Housing WiFi Replacements				\$44,000		\$81,000
OPHI Ont Priorities Housing In						\$279,000
<b>Total</b>	<b>\$5,210,000</b>	<b>\$5,290,000</b>	<b>\$5,025,000</b>	<b>\$4,994,000</b>	<b>\$5,554,000</b>	<b>\$69,227,000</b>
<b>Sources of Financing</b>						
Recoveries	\$3,997,000	\$4,164,000	\$3,875,000	\$3,776,000	\$4,232,000	\$39,467,200
Reserves	\$1,213,000	\$1,126,000	\$1,150,000	\$1,218,000	\$1,322,000	\$14,976,800
Subsidies						\$14,783,000
<b>Total Financing</b>	<b>\$5,210,000</b>	<b>\$5,290,000</b>	<b>\$5,025,000</b>	<b>\$4,994,000</b>	<b>\$5,554,000</b>	<b>\$69,227,000</b>

## Social Housing Major Capital Project Details

Project Description	2023	2024	2025	2026	2027
Vancouver/Edmonton - 23 Houses					
Vancouver / Edmonton Full Reno	\$150,000	\$160,000	\$170,000		
GVE Window Replacement			\$125,000		
<b>Total Vancouver/Edmonton - 23 Houses</b>	<b>\$150,000</b>	<b>\$160,000</b>	<b>\$295,000</b>		
Mohawk/Delaware - 50 Houses					
Mohawk/Delaware Driveway			\$90,000		
<b>Total Mohawk/Delaware - 50 Houses</b>			<b>\$90,000</b>		
263 Speedvale - 62 Apartments					
263 Speedvale Ltg/Clnb/Rrcrc	\$300,000				
263 Speedvale Roof Rpl	\$40,000	\$740,000			
263 Speedvale Window Replace	\$30,000	\$410,000			
263 Speedvale Unit Panel Replacement		\$205,000			
263 Speedvale MUA Installation	\$25,000	\$655,000			
263 Speedvale Solar Panels		\$150,000			
263 Speedvale West Wing Roof Replace - Delete					
<b>Total 263 Speedvale - 62 Apartments</b>	<b>\$395,000</b>	<b>\$2,160,000</b>			
Algonquin/Ferndale - 47 Houses					
Algonquin/Ferndale Metal Roofing P1		\$95,000	\$1,590,000		
Algonquin/Ferndale Site Dev Phase 3			\$30,000	\$470,000	
<b>Total Algonquin/Ferndale - 47 Houses</b>		<b>\$95,000</b>	<b>\$1,620,000</b>	<b>\$470,000</b>	
Applewood/Sunset -47 Townhomes					
Applewood / Sunset Roofing Rep	\$440,000				
Applewood Solar Panels	\$145,000				
<b>Total Applewood/Sunset -47 Townhomes</b>	<b>\$585,000</b>				
576 Woolwich - 100 Apartments					
576 Woolwich Parking Lot				\$260,000	
576 Woolwich Ltg/Clng/Rrcrc	\$230,000				
576 W Electric Heat Conversion					\$20,000
576 Woolwich Window/Mansard	\$25,000	\$320,000			
576 Waterloo Common Space Flooring Replacement					\$100,000
<b>Total 576 Woolwich - 100 Apartments</b>	<b>\$255,000</b>	<b>\$320,000</b>		<b>\$260,000</b>	<b>\$120,000</b>
232 Delhi/33 Marlborough - 109 Apartments					
232 Delhi Window Replace	\$340,000				
33 Marlborough Roofing Replace	\$25,000	\$475,000			
232 Delhi Lights/Ceiling/Recrc	\$210,000				
33 Marlborough Parking Lot Replacement			\$125,000		
232 Delhi Parking Lot Replacement			\$90,000		
33 Marlborough Solar Panels		\$190,000			
232 Delhi Roofing Replacement			\$35,000	\$615,000	
33 Marlborough Electric Heat	\$16,000	\$270,000			
232 Delhi Electric Heat Conv	\$17,000	\$275,000			
<b>Total 232 Delhi/33 Marlborough - 109 Apartments</b>	<b>\$608,000</b>	<b>\$1,210,000</b>	<b>\$250,000</b>	<b>\$615,000</b>	
Willow/Dawson - 85 Townhomes					
Willow Dawson Site Dev	\$30,000	\$400,000			
Deep Energy Retrofit Consult	\$20,000				
Willow/Dawson Deep Energy Retrofit				\$625,000	\$2,310,000
<b>Total Willow/Dawson - 85 Townhomes</b>	<b>\$50,000</b>	<b>\$400,000</b>		<b>\$625,000</b>	<b>\$2,310,000</b>

## Social Housing Major Capital Project Details

Project Description	2023	2024	2025	2026	2027
229 Dublin - 74 Apartments					
229 Dublin Modernize Elevator	\$145,000				
229 Dublin Carport Ceiling Replacement			\$20,000	\$295,000	
229 Dublin Electric Heat Conv	\$23,000	\$370,000			
229 Dublin Generator Install		\$420,000			
229 Dublin Corridor Improvements			\$110,000		
229 Dublin Balcony Replacement				\$25,000	\$415,000
<b>Total 229 Dublin - 74 Apartments</b>	\$168,000	\$790,000	\$130,000	\$320,000	\$415,000
387 Waterloo - 72 Apartments					
387 Waterloo Solar Panels		\$400,000			
387 Waterloo Window Replacemen	\$30,000	\$595,000			
387 Waterloo Roofing Repl	\$20,000	\$715,000			
<b>Total 387 Waterloo - 72 Apartments</b>	\$50,000	\$1,710,000			
130 Grange - 72 Apartments					
130 Grange Light/Clng/Rcrc	\$245,000				
130 Grange Window Replace	\$30,000	\$425,000			
130 Grange Electric Heat Conv	\$22,000	\$360,000			
130 Grange Generator Install		\$410,000			
130 Grange Parking Lot		\$20,000	\$370,000		
<b>Total 130 Grange - 72 Apartments</b>	\$297,000	\$1,215,000	\$370,000		
411 Waterloo - 41 Apartments					
411 Waterloo Solar Panels		\$275,000			
411 Waterloo Window Repl	\$20,000	\$230,000			
411 Waterloo Roofing Repl.	\$20,000	\$495,000			
411 Waterloo Elevator Modernization					\$10,000
<b>Total 411 Waterloo - 41 Apartments</b>	\$40,000	\$1,000,000			\$10,000
32 Hadati - 89 Apartments					
32 Hadati Lght/Clng/Rcrrd Repl	\$330,000				\$20,000
32 Hadati Electric Heat Conversion				\$10,000	\$175,000
32 Hadati Elevator Modernization					\$30,000
32 Hadati Retaining Wall					\$30,000
<b>Total 32 Hadati - 89 Apartments</b>	\$330,000			\$10,000	\$225,000
221 Mary St. Elora - 20 Apartments					
221 Mary Window Replace	\$15,000	\$125,000			
<b>Total 221 Mary St. Elora - 20 Apartments</b>	\$15,000	\$125,000			
14 Centre St. Erin - 16 Apartments					
14 Center Metal Roof Install		\$10,000	\$325,000		
14 Centre Window Replacement				\$120,000	
14 Center Solar Panels			\$120,000		
14 Centre Elevator Modernization					\$10,000
<b>Total 14 Centre St. Erin - 16 Apartments</b>		\$10,000	\$445,000	\$120,000	\$10,000
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Elevator Mod.	\$10,000	\$150,000			
<b>Total 450 Ferrier Ct. Fergus - 41 Apartments</b>	\$10,000	\$150,000			
500 Ferrier Ct. Fergus - 41 Apartments					
500 Ferrier Elevator Modernization					\$10,000
<b>Total 500 Ferrier Ct. Fergus - 41 Apartments</b>					\$10,000
51 John St. Harriston - 16 Apartments					
51 John St Window Replacement				\$105,000	
51 John Corridor Improvements			\$70,000		
<b>Total 51 John St. Harriston - 16 Apartments</b>			\$70,000	\$105,000	

## Social Housing Major Capital Project Details

Project Description	2023	2024	2025	2026	2027
450 Albert St. Mt. Forest - 31 Apartments					
450 Albert Elevator Modernization			\$10,000	\$165,000	
<b>Total 450 Albert St. Mt. Forest - 31 Apartments</b>			\$10,000	\$165,000	
212 Whites Rd. Palmerston -32 Apartments					
212 Whites Lghtng/Clng/Rcrc Replace		\$115,000			
212 Whites Roofing Repl	\$35,000	\$565,000			
212 Whites Solar Panels		\$205,000			
212 Whites Windows, Doors and Siding Replacement		\$20,000	\$95,000		
212 Whites Elevator Modernization			\$10,000	\$165,000	
<b>Total 212 Whites Rd. Palmerston -32 Apartments</b>	\$35,000	\$905,000	\$105,000	\$165,000	
Derby St. Palmerston - 12 Apartments					
360 Derby Windows Doors and Siding Replacement		\$20,000	\$125,000		
<b>Total Derby St. Palmerston - 12 Apartments</b>		\$20,000	\$125,000		
Social Housing Various Locations					
2023 Accessible Unit Reno	\$775,000				
2023 GHG Initiatives	\$90,000				
2023 Housing Building Retrofit	\$250,000				
2023 Various Bathroom Repl	\$150,000				
2023 Various Kitchen Replace	\$435,000				
Attic Insulation	\$130,000				
County Corridor Handrail Rpl	\$195,000				
Various Camera Installations	\$310,000				
Various Install WasteContainer	\$30,000	\$390,000			
Various Unit Door/Fob Replace	\$815,000	\$1,850,000			
Accessible unit Renovations/Upgrades		\$390,000	\$395,000	\$150,000	\$80,000
Housing Building Retrofit		\$115,000	\$282,000	\$510,000	\$350,000
Various Bathroom Replacements		\$180,000	\$190,000	\$205,000	\$300,000
Various Kitchen Replacements		\$535,000	\$560,000	\$635,000	\$860,000
<b>Total Social Housing Various Locations</b>	\$3,180,000	\$3,460,000	\$1,427,000	\$1,500,000	\$1,590,000
<b>Total 999 County Owned Units</b>	\$6,168,000	\$13,730,000	\$4,937,000	\$4,355,000	\$4,690,000

## Social Housing Major Capital Project Details

Project Description	2028	2029	2030	2031	2032
Vancouver/Edmonton - 23 Houses					
Vancouver/Edmonton Site Improvements			\$10,000	\$245,000	
<b>Total Vancouver/Edmonton - 23 Houses</b>			\$10,000	\$245,000	
Mohawk/Delaware - 50 Houses					
Mohawk Delaware Site Improvements	\$15,000	\$465,000			
Mohawk/Delaware Furnace Replacement				\$240,000	
<b>Total Mohawk/Delaware - 50 Houses</b>	\$15,000	\$465,000		\$240,000	
Algonquin/Ferndale - 47 Houses					
Algonquin Ferndale Furnace Replacement					\$240,000
<b>Total Algonquin/Ferndale - 47 Houses</b>					\$240,000
576 Woolwich - 100 Apartments					
576 W Electric Heat Conversion	\$605,000				
576 Woolwich Solar Panels		\$595,000			
576 Woolwich Roof Replacement	\$70,000	\$1,140,000			
<b>Total 576 Woolwich - 100 Apartments</b>	\$675,000	\$1,735,000			
Willow/Dawson - 85 Townhomes					
Willow/Dawson Deep Energy Retrofit	\$830,000	\$540,000	\$1,270,000		
Willow/Dawson Window Replacement					\$1,270,000
<b>Total Willow/Dawson - 85 Townhomes</b>	\$830,000	\$540,000	\$1,270,000		\$1,270,000
229 Dublin - 74 Apartments					
229 Dublin EIFS Rehab					\$675,000
<b>Total 229 Dublin - 74 Apartments</b>					\$675,000
387 Waterloo - 72 Apartments					
387 Waterloo Mansard Roof Replacement	\$180,000				
387 Waterloo Parking Lot			\$340,000		
<b>Total 387 Waterloo - 72 Apartments</b>	\$180,000		\$340,000		
130 Grange - 72 Apartments					
130 Grange MUA Replacement					\$20,000
<b>Total 130 Grange - 72 Apartments</b>					\$20,000
411 Waterloo - 41 Apartments					
411 Waterloo Elevator Modernization	\$185,000				
<b>Total 411 Waterloo - 41 Apartments</b>	\$185,000				
32 Hadati - 89 Apartments					
32 Hadati Electric Heat Conversion	\$540,000				
32 Hadati Retaining Wall	\$510,000				
32 Hadati Balcony Replacements				\$410,000	
<b>Total 32 Hadati - 89 Apartments</b>	\$1,050,000			\$410,000	
Edward St. Arthur - 14 Apartments					
110 Edward Roofing Replacement			\$45,000	\$730,000	
<b>Total Edward St. Arthur - 14 Apartments</b>			\$45,000	\$730,000	
Frederick St Arthur - 10 Apartments					
133 Frederick Metal Roof install				\$500,000	
<b>Total Frederick St Arthur - 10 Apartments</b>				\$500,000	

## Social Housing Major Capital Project Details

Project Description	2028	2029	2030	2031	2032
221 Mary St. Elora - 20 Apartments					
221 Mary Roofing Replacement			\$20,000	\$640,000	
221 Mary Elevator Mod		\$10,000	\$200,000		
E221M Wood Balcony Rebuild					\$240,000
<b>Total 221 Mary St. Elora - 20 Apartments</b>		\$10,000	\$220,000	\$640,000	\$240,000
14 Centre St. Erin - 16 Apartments					
14 Centre Elevator Modernization	\$185,000				
E221M MUA Replacement				\$120,000	
<b>Total 14 Centre St. Erin - 16 Apartments</b>	\$185,000			\$120,000	
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Balcony Replacement			\$205,000		
<b>Total 450 Ferrier Ct. Fergus - 41 Apartments</b>			\$205,000		
500 Ferrier Ct. Fergus - 41 Apartments					
500 Ferrier Elevator Modernization	\$185,000				
500 Ferrier Balcony Replacement			\$185,000		
<b>Total 500 Ferrier Ct. Fergus - 41 Apartments</b>	\$185,000		\$185,000		
Elizabeth St. Harriston - 12 Apartments					
H38E Metal Roof			\$520,000		
<b>Total Elizabeth St. Harriston - 12 Apartments</b>			\$520,000		
51 John St. Harriston - 16 Apartments					
H51J Elevator modernization				\$15,000	\$220,000
<b>Total 51 John St. Harriston - 16 Apartments</b>				\$15,000	\$220,000
450 Albert St. Mt. Forest - 31 Apartments					
M450A Window Replacement					\$230,000
<b>Total 450 Albert St. Mt. Forest - 31 Apartments</b>					\$230,000
235 Egremont St. Mt. Forest -11 Apartments					
235 Egremont Roof Replacement		\$55,000			
<b>Total 235 Egremont St. Mt. Forest -11 Apartments</b>		\$55,000			
Derby St. Palmerston - 12 Apartments					
P360D Metal Roof Install					\$590,000
<b>Total Derby St. Palmerston - 12 Apartments</b>					\$590,000
Social Housing Various Locations					
Housing Building Retrofit	\$255,000	\$870,000	\$545,000	\$395,000	\$339,000
Various Kitchen Replacements	\$910,000	\$945,000	\$990,000	\$1,035,000	\$1,085,000
Various Bathroom Replacements	\$320,000	\$335,000	\$350,000	\$370,000	\$395,000
Accessible unit Renovations/Upgrades	\$170,000	\$85,000	\$95,000		
<b>Total Social Housing Various Locations</b>	\$1,655,000	\$2,235,000	\$1,980,000	\$1,800,000	\$1,819,000
<b>Total 999 County Owned Units</b>	\$4,960,000	\$5,040,000	\$4,775,000	\$4,700,000	\$5,304,000



## Programme Overview

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

### Programme Description

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

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

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

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

### 2023 Budget Highlights

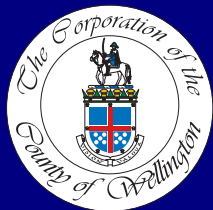
#### Operating Budget:

- Budgeted rent collections from our Affordable Housing units are increasing by \$60,000 to align the budget more closely to actual rent collections over the last several years
- The transfer to the Housing Development Reserve is increased by \$200,000 starting in 2024 to provide adequate funding for the creation of new affordable housing units in accordance with 10-year plan projections

#### Capital Budget:

- Facility improvements for County owned affordable housing total \$1.4 million over the ten-years and are funded through the Housing Capital Reserve. This represents a significant increase of approximately \$640,000 in capital investment with the addition of a lock change project and a waste container installation project at 165-169 Gordon Street. These projects have been added as the County has been successful in securing a capital grant of approximately \$640,000 to offset the additional work.

Staff Complement (Full time equivalents)		
	2022	2023
Affordable Housing	1.1	1.3
<b>Total</b>	<b>1.1</b>	<b>1.3</b>
Current employee count: 2		



## Performance Measures

<b>Programme/Service:</b>	<b>Affordable Housing</b>
<b>Department:</b>	<b>Social Services</b>
<b>Governance:</b>	<b>Social Services Committee</b>

### 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)**

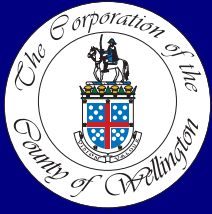
### Performance Measures

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 2023	Actual 2022	Actual 2021	Actual 2020
Number of affordable households that receive rent supports per year.*	35	35*	29*	27*
Number of new County of Wellington and Wellington Housing Corporation affordable housing units added to the portfolio per year.	0	0	0	4
Number of households in County of Wellington and Wellington Housing Corporation affordable housing units per year.**	135	135**	135**	131**

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

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

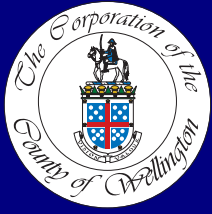


## County Of Wellington

### 2023 Operating Budget

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

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants and Subsidies	\$176,703	\$176,700	\$176,105	\$176,100	\$175,200	(\$900)	(0.5%)
Licenses, Permits and Rents	\$1,279,277	\$1,233,000	\$1,210,515	\$1,261,500	\$1,321,500	\$60,000	4.8%
User Fees and Charges	\$23,109	\$22,000	\$22,678	\$22,000	\$23,000	\$1,000	4.5%
<b>Total Revenue</b>	<b>\$1,479,089</b>	<b>\$1,431,700</b>	<b>\$1,409,298</b>	<b>\$1,459,600</b>	<b>\$1,519,700</b>	<b>\$60,100</b>	<b>4.1%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$87,796	\$94,400	\$92,934	\$104,300	\$120,000	\$15,700	15.1%
Supplies, Material and Equipment	\$71,337	\$61,300	\$90,633	\$65,300	\$84,800	\$19,500	29.9%
Purchased Services	\$591,369	\$617,700	\$655,497	\$622,500	\$709,900	\$87,400	14.0%
Insurance and Financial	\$23,630	\$28,700	\$31,535	\$31,500	\$36,200	\$4,700	14.9%
Internal Charges	\$84,700	\$84,700	\$96,100	\$96,100	\$103,900	\$7,800	8.1%
<b>Total Expenditure</b>	<b>\$858,832</b>	<b>\$886,800</b>	<b>\$966,699</b>	<b>\$919,700</b>	<b>\$1,054,800</b>	<b>\$135,100</b>	<b>14.7%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$620,257)</b>	<b>(\$544,900)</b>	<b>(\$442,599)</b>	<b>(\$539,900)</b>	<b>(\$464,900)</b>	<b>\$75,000</b>	<b>(13.9%)</b>
<b>Debt and Transfers</b>							
Debt Charges	\$176,285	\$176,700	\$175,676	\$176,100	\$175,200	(\$900)	(0.5%)
Transfers to Reserve	\$1,443,969	\$1,368,200	\$1,250,000	\$1,563,800	\$1,489,700	(\$74,100)	(4.7%)
<b>Total Debt and Transfers</b>	<b>\$1,620,254</b>	<b>\$1,544,900</b>	<b>\$1,425,676</b>	<b>\$1,739,900</b>	<b>\$1,664,900</b>	<b>(\$75,000)</b>	<b>(4.3%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$999,997</b>	<b>\$1,000,000</b>	<b>\$983,077</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$ -</b>	<b>-</b>



## County Of Wellington

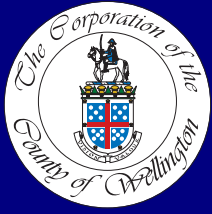
### 2023–2032 Operating Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Social Services Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	175,200	174,000	172,500	170,600	168,400
Licenses, Permits and Rents	1,321,500	1,347,100	1,373,300	1,399,900	1,427,200
User Fees and Charges	23,000	23,000	23,000	23,000	23,000
<b>Total Revenue</b>	<b>1,519,700</b>	<b>1,544,100</b>	<b>1,568,800</b>	<b>1,593,500</b>	<b>1,618,600</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	120,000	125,600	131,000	136,000	140,200
Supplies, Material and Equipment	84,800	86,100	88,000	90,100	92,200
Purchased Services	709,900	720,500	713,800	732,800	752,500
Insurance and Financial	36,200	39,300	42,400	45,700	49,600
Internal Charges	103,900	106,900	110,000	113,200	116,500
<b>Total Expenditures</b>	<b>1,054,800</b>	<b>1,078,400</b>	<b>1,085,200</b>	<b>1,117,800</b>	<b>1,151,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(464,900)</b>	<b>(465,700)</b>	<b>(483,600)</b>	<b>(475,700)</b>	<b>(467,600)</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	175,200	174,000	172,500	170,600	168,400
Transfer to Reserves	1,489,700	1,691,700	1,711,100	1,705,100	1,699,200
<b>Total Debt and Transfers</b>	<b>1,664,900</b>	<b>1,865,700</b>	<b>1,883,600</b>	<b>1,875,700</b>	<b>1,867,600</b>
<b>TAX LEVY REQUIREMENT</b>	<b>1,200,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>



## County Of Wellington

### 2023–2032 Operating Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Social Services Committee

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies	170,800	167,700	164,300		
Licenses, Permits and Rents	1,455,000	1,483,300	1,512,200	1,541,800	1,571,400
User Fees and Charges	23,000	23,000	23,000	23,000	23,000
<b>Total Revenue</b>	<b>1,648,800</b>	<b>1,674,000</b>	<b>1,699,500</b>	<b>1,564,800</b>	<b>1,594,400</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	144,200	148,800	153,800	158,600	163,400
Supplies, Material and Equipment	94,300	96,400	98,600	98,900	100,600
Purchased Services	834,500	825,100	814,300	828,400	839,800
Insurance and Financial	53,600	57,700	62,400	67,300	67,300
Internal Charges	119,900	123,400	127,000	130,700	130,700
<b>Total Expenditures</b>	<b>1,246,500</b>	<b>1,251,400</b>	<b>1,256,100</b>	<b>1,283,900</b>	<b>1,301,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(402,300)</b>	<b>(422,600)</b>	<b>(443,400)</b>	<b>(280,900)</b>	<b>(292,600)</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	170,800	167,700	164,300		
Transfer to Reserves	1,631,500	1,654,900	1,679,100	1,680,900	1,692,600
<b>Total Transfers</b>	<b>1,802,300</b>	<b>1,822,600</b>	<b>1,843,400</b>	<b>1,680,900</b>	<b>1,692,600</b>
<b>TAX LEVY REQUIREMENT</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Social Services Committee

	2023	2024	2025	2026	2027	5 Year Total
165 - 169 Gordon Lock Changes		\$580,000				\$580,000
2023 Affordable Housing Retro		\$42,000	\$57,000	\$147,000	\$49,000	\$295,000
2023 Affordable Housing Retro	\$76,000					\$76,000
Gordon St Waste Container Installation		\$60,000				\$60,000
Provision for New County Afd Housing Units			\$6,000,000	\$6,000,000		\$12,000,000
<b>Total</b>	<b>\$76,000</b>	<b>\$682,000</b>	<b>\$6,057,000</b>	<b>\$6,147,000</b>	<b>\$49,000</b>	<b>\$13,011,000</b>
<b>Sources of Financing</b>						
Reserves	\$76,000	\$42,000	\$4,057,000	\$4,147,000	\$49,000	\$8,371,000
Subsidies		\$640,000	\$2,000,000	\$2,000,000		\$4,640,000
<b>Total Financing</b>	<b>\$76,000</b>	<b>\$682,000</b>	<b>\$6,057,000</b>	<b>\$6,147,000</b>	<b>\$49,000</b>	<b>\$13,011,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Social Services Committee

	2028	2029	2030	2031	2032	10 Year Total
165 - 169 Gordon Lock Changes						\$580,000
2023 Affordable Housing Retro	\$54,000	\$97,000	\$61,000	\$89,000	\$69,000	\$665,000
2023 Affordable Housing Retro						\$76,000
Gordon St Waste Container Installation						\$60,000
Provision for New County Afd Housing Units		\$6,000,000			\$6,000,000	\$24,000,000
<b>Total</b>	<b>\$54,000</b>	<b>\$6,097,000</b>	<b>\$61,000</b>	<b>\$89,000</b>	<b>\$6,069,000</b>	<b>\$25,381,000</b>
<b>Sources of Financing</b>						
Subsidies		\$2,000,000			\$2,000,000	\$8,640,000
Reserves	\$54,000	\$4,097,000	\$61,000	\$89,000	\$4,069,000	\$16,741,000
<b>Total Financing</b>	<b>\$54,000</b>	<b>\$6,097,000</b>	<b>\$61,000</b>	<b>\$89,000</b>	<b>\$6,069,000</b>	<b>\$25,381,000</b>



## Programme Overview

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

### 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.”

### 2023 Budget Highlights

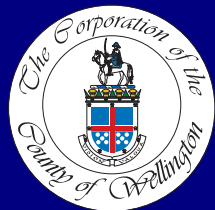
#### Operating Budget

- Grants and subsidies are increasing by \$875,000. The majority of this increase comes as a result of a continuation of a funding commitment from the province to increase direct hours of care (\$805,000).
- Increases in salaries and wages include increases to shift premiums, position re-ratings, job step progression and economic increases as well as an Employee Support Clerk position approved in 2022.
- Additional expenses are included to allow for increased support service and grounds maintenance costs as well as one-time security camera upgrades.

#### Capital Budget

- Staff continue to plan for lifecycle replacements and repairs on building components and equipment. Projects for replacements total \$4.8 million over the ten years and are funding from the Wellington Terrace Capital reserve.

<b>Staff Complement (Full time equivalents)</b>	<b>2022</b>	<b>2023</b>
Wellington Terrace Administration	6.5	7.5
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	6.0	6.0
Nursing Direct Care	125.9	125.9
Nutrition	34.1	34.1
COVID-19 Related	4.7	4.1
<b>Total</b>	<b>215.5</b>	<b>215.9</b>
Current employee count: 341		



## Performance Measures

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

### Programme Goals and Objectives

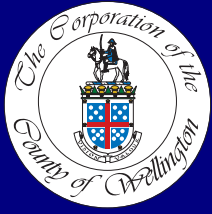
Wellington Terrace's mission is to provide compassionate care, honouring the unique needs of each individual. The following are included in the goals and objectives of Wellington Terrace's Quality Improvement Programme (QIP).

- 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 residents' 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 2023	Actual 2022	Actual 2021	Actual 2020
Percentage of residents responding "Excellent or Good" to: "How would you rate the home as a place to live?"	100%	95%	100%	100%
Percentage of residents and families responding "Yes" to "Do you find the staff compassionate and caring?"	100%	N/A	100%	100%

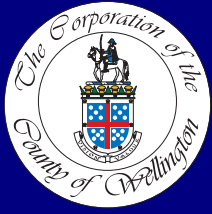


## County Of Wellington

### 2023 Operating Budget

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

	2021	2021	2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	2022 Budget			
<b>Revenue</b>							
Grants and Subsidies	\$13,050,549	\$9,538,800	\$13,334,291	\$11,334,800	\$12,209,900	\$875,100	7.7%
User Fees and Charges	\$4,503,811	\$4,834,000	\$4,237,287	\$4,817,800	\$4,769,000	(\$48,800)	(1.0%)
Sales Revenue	\$63,559	\$54,600	\$53,019	\$69,400	\$58,100	(\$11,300)	(16.3%)
Other Revenue	\$98,342	\$27,800	\$89,513	\$25,000	\$25,000	\$ -	-
<b>Total Revenue</b>	<b>\$17,716,261</b>	<b>\$14,455,200</b>	<b>\$17,714,110</b>	<b>\$16,247,000</b>	<b>\$17,062,000</b>	<b>\$815,000</b>	<b>5.0%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$19,524,387	\$18,030,000	\$19,426,614	\$18,970,500	\$20,576,400	\$1,605,900	8.5%
Supplies, Material and Equipment	\$2,096,606	\$1,491,800	\$1,652,610	\$1,582,900	\$1,645,400	\$62,500	3.9%
Purchased Services	\$1,332,007	\$1,252,100	\$1,357,389	\$1,307,200	\$1,514,300	\$207,100	15.8%
Insurance and Financial	\$361,964	\$343,500	\$376,404	\$364,900	\$408,800	\$43,900	12.0%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$951,388	\$941,000	\$916,071	\$995,500	\$1,087,000	\$91,500	9.2%
<b>Total Expenditure</b>	<b>\$24,266,352</b>	<b>\$22,058,400</b>	<b>\$23,729,088</b>	<b>\$23,221,000</b>	<b>\$25,231,900</b>	<b>\$2,010,900</b>	<b>8.7%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$6,550,091</b>	<b>\$7,603,200</b>	<b>\$6,014,978</b>	<b>\$6,974,000</b>	<b>\$8,169,900</b>	<b>\$1,195,900</b>	<b>17.1%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$1,817,692	\$1,849,700	\$1,814,877	\$1,849,700	\$1,849,700	\$ -	-
Transfer from Reserve	\$ -	(\$250,900)	\$ -	(\$246,200)	(\$494,200)	(\$248,000)	100.7%
Transfers to Reserve	\$255,134	\$250,000	\$250,000	\$250,000	\$250,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$2,072,826</b>	<b>\$1,848,800</b>	<b>\$2,064,877</b>	<b>\$1,853,500</b>	<b>\$1,605,500</b>	<b>(\$248,000)</b>	<b>(13.4%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$8,622,917</b>	<b>\$9,452,000</b>	<b>\$8,079,855</b>	<b>\$8,827,500</b>	<b>\$9,775,400</b>	<b>\$947,900</b>	<b>10.7%</b>

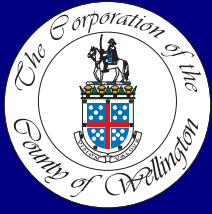


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	\$ 12,209,900	\$ 13,011,900	\$ 13,221,300	\$ 12,604,400	\$ 12,604,400
User Fees and Charges	\$ 4,769,000	\$ 4,845,100	\$ 4,941,000	\$ 5,038,800	\$ 5,038,800
Sales Revenue	\$ 58,100	\$ 60,500	\$ 62,400	\$ 65,500	\$ 65,500
Other Revenue	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>Total Revenue</b>	<b>\$ 17,062,000</b>	<b>\$ 17,942,500</b>	<b>\$ 18,249,700</b>	<b>\$ 17,733,700</b>	<b>\$ 17,733,700</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$ 20,576,400	\$ 21,842,900	\$ 22,762,300	\$ 23,458,200	\$ 24,168,400
Supplies, Material and Equipment	\$ 1,645,400	\$ 1,661,500	\$ 1,680,000	\$ 1,730,100	\$ 1,781,500
Purchased Services	\$ 1,514,300	\$ 1,416,400	\$ 1,451,000	\$ 1,486,300	\$ 1,522,500
Insurance and Financial	\$ 408,800	\$ 426,900	\$ 446,300	\$ 465,600	\$ 485,400
Internal Charges	\$ 1,087,000	\$ 1,119,400	\$ 1,152,800	\$ 1,187,200	\$ 1,222,700
<b>Total Expenditures</b>	<b>\$ 25,231,900</b>	<b>\$ 26,467,100</b>	<b>\$ 27,492,400</b>	<b>\$ 28,327,400</b>	<b>\$ 29,180,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$ 8,169,900</b>	<b>\$ 8,524,600</b>	<b>\$ 9,242,700</b>	<b>\$ 10,593,700</b>	<b>\$ 11,296,300</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$1,849,700	\$1,849,700	\$1,713,000		
Transfer from Reserves	(\$494,200)				
Transfer to Reserves	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000
<b>Total Debt and Transfers</b>	<b>\$ 1,605,500</b>	<b>\$ 2,099,700</b>	<b>\$ 1,963,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>TAX LEVY REQUIREMENT</b>					
	<b>\$ 9,775,400</b>	<b>\$ 10,624,300</b>	<b>\$ 11,205,700</b>	<b>\$ 10,893,700</b>	<b>\$ 11,596,300</b>
yr/yr % change	10.7%	8.7%	5.5%	(2.8%)	6.4%

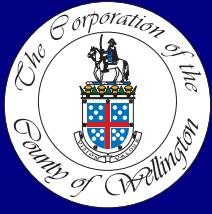


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies	\$ 12,699,300	\$ 12,746,400	\$ 12,793,100	\$ 12,839,400	\$ 12,936,400
User Fees and Charges	\$ 5,240,400	\$ 5,344,200	\$ 5,450,100	\$ 5,558,100	\$ 5,693,300
Sales Revenue	\$ 72,100	\$ 75,500	\$ 79,100	\$ 83,100	\$ 87,200
Other Revenue	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>Total Revenue</b>	<b>\$ 18,036,800</b>	<b>\$ 18,191,100</b>	<b>\$ 18,347,300</b>	<b>\$ 18,505,600</b>	<b>\$ 18,741,900</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$ 24,904,100	\$ 25,664,400	\$ 26,452,600	\$ 27,269,200	\$ 28,177,600
Supplies, Material and Equipment	\$ 1,834,400	\$ 1,889,000	\$ 1,945,400	\$ 2,003,700	\$ 2,044,700
Purchased Services	\$ 1,560,100	\$ 1,598,800	\$ 1,638,400	\$ 1,679,100	\$ 1,703,600
Insurance and Financial	\$ 506,500	\$ 522,000	\$ 538,100	\$ 554,700	\$ 572,500
Internal Charges	\$ 1,259,200	\$ 1,296,800	\$ 1,335,500	\$ 1,375,400	\$ 1,416,500
<b>Total Expenditures</b>	<b>\$ 30,064,300</b>	<b>\$ 30,971,000</b>	<b>\$ 31,910,000</b>	<b>\$ 32,882,100</b>	<b>\$ 33,914,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$ 12,027,500</b>	<b>\$ 12,779,900</b>	<b>\$ 13,562,700</b>	<b>\$ 14,376,500</b>	<b>\$ 15,173,000</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges					
Transfer from Reserves					
Transfer to Reserves	\$ 300,000	\$ 300,000	\$ 300,000	\$ 350,000	\$ 350,000
<b>Total Debt and Transfers</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	6.3%	6.1%	6.0%	6.2%	5.4%



## County Of Wellington

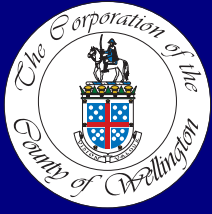
### 2022-2031 Capital Budget

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Seniors Committee

	2023	2024	2025	2026	2027	5 Year Total
<b>Long-Term Care Homes</b>						
Equipment and Technology						
2023 Nursing Equip Repl	\$100,000					\$100,000
2023 Nutritional Srvs Equip	\$50,000					\$50,000
Nursing Equip Replacements		\$100,000	\$110,000	\$110,000	\$110,000	\$430,000
Nutritional Services Equipment		\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Resident Van Replacement					\$85,000	\$85,000
Tablet Replacements			\$35,000			\$35,000
Terrace Network					\$120,000	\$120,000
Tractor/Winter/Summer Maint	\$55,000					\$55,000
Wireless Phone Replacements	\$50,000					\$50,000
<b>Total Equipment and Technology</b>	<b>\$255,000</b>	<b>\$150,000</b>	<b>\$195,000</b>	<b>\$160,000</b>	<b>\$365,000</b>	<b>\$1,125,000</b>
Facility Improvements						
2023 WT Building Retrofits	\$50,000					\$50,000
Awnings(5) Replacement	\$55,000					\$55,000
Courtyard Door Replacement						
Garbage Compactor Replacement						
Roof Waterproofing				\$210,000		\$210,000
Steam Wells (2) Replacement	\$25,000					\$25,000
Terrace AC Replacement			\$770,000			\$770,000
Terrace Parking Lot						
Walk-in Freezer Upgrade	\$25,000					\$25,000
Window File for Building	\$50,000					\$50,000
Window Sills Replacement	\$25,000					\$25,000
WT Building Retrofits		\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
<b>Total Facility Improvements</b>	<b>\$230,000</b>	<b>\$50,000</b>	<b>\$820,000</b>	<b>\$260,000</b>	<b>\$50,000</b>	<b>\$1,410,000</b>
<b>Total</b>	<b>\$485,000</b>	<b>\$200,000</b>	<b>\$1,015,000</b>	<b>\$420,000</b>	<b>\$415,000</b>	<b>\$2,535,000</b>
<b>Sources of Financing</b>						
Reserves	\$485,000	\$200,000	\$1,015,000	\$420,000	\$415,000	\$2,535,000
<b>Total Financing</b>	<b>\$485,000</b>	<b>\$200,000</b>	<b>\$1,015,000</b>	<b>\$420,000</b>	<b>\$415,000</b>	<b>\$2,535,000</b>



## County Of Wellington

### 2022-2031 Capital Budget

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Seniors Committee

	2028	2029	2030	2031	2032	10 Year Total
<b>Long-Term Care Homes</b>						
Equipment and Technology						
2023 Nursing Equip Repl						\$100,000
2023 Nutritional Srvs Equip						\$50,000
Nursing Equip Replacements	\$120,000	\$120,000	\$120,000	\$130,000	\$130,000	\$1,050,000
Nutritional Services Equipment	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$450,000
Resident Van Replacement						\$85,000
Tablet Replacements		\$40,000				\$75,000
Terrace Network						\$120,000
Tractor/Winter/Summer Maint						\$55,000
Wireless Phone Replacements		\$130,000				\$180,000
<b>Total Equipment and Technology</b>	\$170,000	\$340,000	\$170,000	\$180,000	\$180,000	\$2,165,000
Facility Improvements						
2023 WT Building Retrofits						\$50,000
Awnings(5) Replacement						\$55,000
Courtyard Door Replacement			\$50,000			\$50,000
Garbage Compactor Replacement			\$60,000			\$60,000
Roof Waterproofing						\$210,000
Steam Wells (2) Replacement						\$25,000
Terrace AC Replacement						\$770,000
Terrace Parking Lot	\$620,000					\$620,000
Walk-in Freezer Upgrade						\$25,000
Window File for Building						\$50,000
Window Sills Replacement						\$25,000
WT Building Retrofits	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$450,000
<b>Total Facility Improvements</b>	\$670,000	\$50,000	\$160,000	\$50,000	\$50,000	\$2,390,000
<b>Total</b>	<b>\$840,000</b>	<b>\$390,000</b>	<b>\$330,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$4,555,000</b>
<b>Sources of Financing</b>						
Reserves	\$840,000	\$390,000	\$330,000	\$230,000	\$230,000	\$4,555,000
<b>Total Financing</b>	<b>\$840,000</b>	<b>\$390,000</b>	<b>\$330,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$4,555,000</b>



## Programme Overview

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

## 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.

## 2023 Budget Highlights

### Operating Budget:

- Additional Assistant Branch Supervisor Hours at the Drayton and Palmerston Branches to support increased hours of operation
- An Information Services Librarian has been added to increase community outreach and promotion of library programmes and services

### Capital Branch Improvements:

- The remaining \$6.5 million of an \$8.0 million budget is included for the construction of a new Erin Branch (2023-2024).
- Lifecycle replacement for building components at various branches total \$4.1 million and are scheduled throughout the forecast.

### Capital Programme Enhancements:

- The Courier van is scheduled for replacement in 2023 and 2028. The budget accounts for an electric vehicle purchase in 2028.
- 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)		
	2022	2023
Library Administration	8.0	8.3
Library Branch Staff	52.1	52.5
<b>Total</b>	<b>60.1</b>	<b>60.8</b>
Current employee count: 108		



## Performance Measures

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

### Programme Goals and Objectives

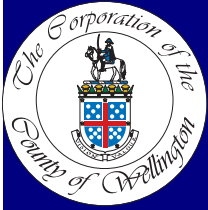
The following goals and objectives have been adapted from Wellington County's Library Collection Policy, Technology Guidelines and Branch Manual:

- 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 2023	Actual 2022	Actual 2021	Actual 2020
Number of materials circulated	875,000	848,589	725,562	655,149
Library website traffic including database, catalogue, and calendar usage	710,000	698,440	598,046	418,673
Number of programmes offered	2,300	2,168	1,291	1,555
Number of people attending programmes	42,000	40,791	33,635	19,152



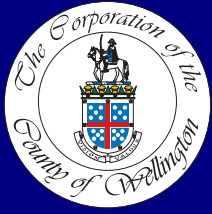
## County Of Wellington 2023 Operating Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2021		2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	2022 Budget			
<b>Revenue</b>							
Grants and Subsidies	\$141,275	\$148,500	\$ -	\$148,500	\$141,500	(\$7,000)	(4.7%)
Municipal Recoveries	\$29,640	\$30,000	\$17,160	\$30,000	\$30,000	\$ -	-
Licenses, Permits and Rents	\$11,839	\$50,000	\$34,911	\$50,000	\$47,500	(\$2,500)	(5.0%)
User Fees and Charges	\$5,017	\$86,200	\$14,024	\$23,400	\$17,900	(\$5,500)	(23.5%)
Sales Revenue	\$4,386	\$8,100	\$6,542	\$8,100	\$8,100	\$ -	-
Other Revenue	\$3,290	\$ -	\$4,928	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$195,447</b>	<b>\$322,800</b>	<b>\$77,565</b>	<b>\$260,000</b>	<b>\$245,000</b>	<b>(\$15,000)</b>	<b>(5.8%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$4,589,033	\$4,698,000	\$4,620,427	\$4,947,000	\$5,313,100	\$366,100	7.4%
Supplies, Material and Equipment	\$875,658	\$875,800	\$1,008,723	\$975,000	\$958,600	(\$16,400)	(1.7%)
Purchased Services	\$1,124,941	\$1,229,800	\$1,178,874	\$1,208,100	\$1,248,300	\$40,200	3.3%
Insurance and Financial	\$113,706	\$111,500	\$117,939	\$116,900	\$134,600	\$17,700	15.1%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$43,500	\$43,500	-
Internal Charges	\$7,381	\$3,000	\$23,064	\$3,000	\$25,700	\$22,700	756.7%
<b>Total Expenditure</b>	<b>\$6,710,719</b>	<b>\$6,918,100</b>	<b>\$6,949,027</b>	<b>\$7,250,000</b>	<b>\$7,723,800</b>	<b>\$473,800</b>	<b>6.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$6,515,272</b>	<b>\$6,595,300</b>	<b>\$6,871,462</b>	<b>\$6,990,000</b>	<b>\$7,478,800</b>	<b>\$488,800</b>	<b>7.0%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$565,463	\$568,000	\$504,478	\$506,600	\$371,800	(\$134,800)	(26.6%)
Transfer from Reserve	(\$178,073)	(\$178,300)	\$ -	(\$128,000)	(\$195,500)	(\$67,500)	52.7%
Transfer to Capital	\$90,000	\$90,000	\$120,000	\$120,000	\$ -	(\$120,000)	(100.0%)
Transfers to Reserve	\$360,000	\$360,000	\$360,000	\$360,000	\$440,000	\$80,000	22.2%
<b>Total Debt and Transfers</b>	<b>\$837,390</b>	<b>\$839,700</b>	<b>\$984,478</b>	<b>\$858,600</b>	<b>\$616,300</b>	<b>(\$242,300)</b>	<b>(28.2%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$7,352,662</b>	<b>\$7,435,000</b>	<b>\$7,855,940</b>	<b>\$7,848,600</b>	<b>\$8,095,100</b>	<b>\$246,500</b>	<b>3.1%</b>



## County Of Wellington

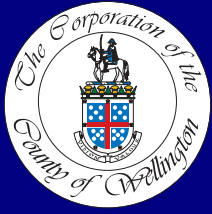
### 2023 –2032 Operating Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	\$141,500	\$141,500	\$141,500	\$141,500	\$141,500
Municipal Recoveries	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Licenses, Permits and Rents	\$47,500	\$47,500	\$47,500	\$47,500	\$47,500
User Fees and Charges	\$17,900	\$17,900	\$17,900	\$17,900	\$17,900
Sales Revenue	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100
<b>Total Revenue</b>	<b>\$245,000</b>	<b>\$245,000</b>	<b>\$245,000</b>	<b>\$245,000</b>	<b>\$245,000</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$5,313,100	\$5,647,800	\$5,886,300	\$6,090,100	\$6,290,300
Supplies, Material and Equipment	\$958,600	\$980,700	\$1,010,900	\$1,042,100	\$1,073,900
Purchased Services	\$1,248,300	\$1,383,700	\$1,423,400	\$1,464,300	\$1,506,800
Insurance and Financial	\$134,600	\$143,600	\$150,800	\$159,000	\$165,900
Minor Capital Expenses	\$43,500	\$66,000	\$56,200	\$80,000	\$73,800
Internal Charges	\$25,700	\$25,700	\$25,700	\$25,700	\$25,700
<b>Total Expenditures</b>	<b>\$7,723,800</b>	<b>\$8,247,500</b>	<b>\$8,553,300</b>	<b>\$8,861,200</b>	<b>\$9,136,400</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$7,478,800</b>	<b>\$8,002,500</b>	<b>\$8,308,300</b>	<b>\$8,616,200</b>	<b>\$8,891,400</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$371,800	\$278,300	\$458,500	\$459,000	\$458,300
Transfer from Reserves	(\$195,500)	(\$287,100)	(\$479,700)	(\$526,600)	(\$544,300)
Transfer to Reserves	\$440,000	\$440,000	\$470,000	\$470,000	\$470,000
<b>Total Debt and Transfers</b>	<b>\$616,300</b>	<b>\$431,200</b>	<b>\$448,800</b>	<b>\$402,400</b>	<b>\$384,000</b>
<b>TAX LEVY REQUIREMENT</b>					
<b>yr/yr % change</b>	<b>3.1%</b>	<b>4.2%</b>	<b>3.8%</b>	<b>3.0%</b>	<b>2.8%</b>



## County Of Wellington

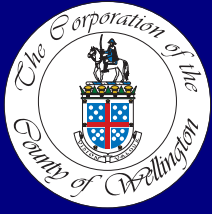
### 2023 –2032 Operating Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies	\$141,500	\$141,500	\$141,500	\$141,500	\$141,500
Municipal Recoveries	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Licenses, Permits and Rents	\$47,800	\$48,200	\$48,600	\$48,900	\$49,200
User Fees and Charges	\$18,000	\$18,200	\$18,600	\$18,900	\$19,200
Sales Revenue	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100
<b>Total Revenue</b>	<b>\$245,400</b>	<b>\$246,000</b>	<b>\$246,800</b>	<b>\$247,400</b>	<b>\$248,000</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$6,497,700	\$6,706,300	\$6,921,900	\$7,150,000	\$7,389,400
Supplies, Material and Equipment	\$1,103,400	\$1,133,600	\$1,165,000	\$1,194,800	\$1,225,500
Purchased Services	\$1,536,000	\$1,583,700	\$1,620,400	\$1,646,400	\$1,672,300
Insurance and Financial	\$173,800	\$182,700	\$191,500	\$200,600	\$205,200
Minor Capital Expenses	\$60,900	\$114,000	\$155,300	\$27,500	\$9,000
Internal Charges	\$25,700	\$25,700	\$25,700	\$25,700	\$25,700
<b>Total Expenditures</b>	<b>\$9,397,500</b>	<b>\$9,746,000</b>	<b>\$10,079,800</b>	<b>\$10,245,000</b>	<b>\$10,527,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$9,152,100</b>	<b>\$9,500,000</b>	<b>\$9,833,000</b>	<b>\$9,997,600</b>	<b>\$10,279,100</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$459,100	\$227,500	\$227,500	\$227,500	\$227,500
Transfer from Reserves	(\$555,300)	(\$632,900)	(\$767,200)	(\$598,500)	(\$580,000)
Transfer to Reserves	\$470,000	\$730,000	\$730,000	\$730,000	\$730,000
<b>Total Debt and Transfers</b>	<b>\$373,800</b>	<b>\$324,600</b>	<b>\$190,300</b>	<b>\$359,000</b>	<b>\$377,500</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	2.7%	3.1%	2.0%	3.3%	2.9%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2023	2024	2025	2026	2027	5 Year Total
Library Services						
Programming						
2023 Branch Improvements FFE	\$30,000					\$30,000
Branch Improvements FFE		\$30,000	\$30,000	\$30,000	\$30,000	\$120,000
Catalogue Software Replacement			\$35,000			\$35,000
Collection Enhancement			\$55,000			\$55,000
Courier Van Replacement	\$15,000					\$15,000
Future Technology Advancements			\$35,000	\$35,000	\$35,000	\$105,000
Library Courier Electric Van						
Library Master Plan			\$50,000			\$50,000
<b>Total Programming</b>	<b>\$45,000</b>	<b>\$30,000</b>	<b>\$205,000</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$410,000</b>
Facilities						
2023 Library Building Retrofit	\$85,000					\$85,000
Aboyne Branch: Interior Upgrades						
Aboyne Branch: Roof Replacement						
Aboyne Branch: Lighting Upgrade	\$60,000					\$60,000
Arthur Branch: Elevator Modernization						
Arthur Branch: HVAC Replacements						
Arthur Branch: Parking Lot						
Clifford Branch: AC Replacement				\$80,000		\$80,000
Clifford Branch: Roof Replace		\$75,000				\$75,000
Drayton Branch: Flooring						
Drayton Branch: HVAC Replacements						
Drayton Branch: Parking Lot						
Elora Branch: Elevator Modernization		\$250,000				\$250,000
Erin Branch: New Construction	\$4,000,000	\$2,460,000				\$6,460,000
Fergus Branch: Flooring						
Harriston Branch: Plumbing Upgrades						
Harriston Library: Common Areas Floor Finishes						
Harriston Library: Elevator Rehabilitation						
Harriston Library: Exterior Rehabilitation						
Harriston Library: HVAC Rehabilitation						
Harriston Library: Phone & Fire Sys. Upgrades						
Library Building Retrofits		\$80,000	\$75,000	\$75,000	\$75,000	\$305,000
Marden Library: Bathroom Refurbishment						
Marden Library: Parking Lot Rehabilitation						
MF Branch: Elevator Modernization						
MF Branch: Exterior Rehab						
MF Branch: HVAC Upgrades						
Palmerston Branch: Air Conditioning						
Palmerston Branch: Interior Upgrades						

## County Of Wellington

## 2023-2032 Capital Budget

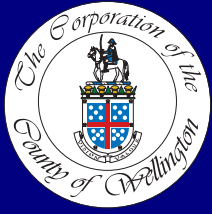


Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2028	2029	2030	2031	2032	10 Year Total
Library Services						
Programming						
2023 Branch Improvements FFE						\$30,000
Branch Improvements FFE	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$270,000
Catalogue Software Replacement		\$40,000				\$75,000
Collection Enhancement						\$55,000
Courier Van Replacement						\$15,000
Future Technology Advancements	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$280,000
Library Courier Electric Van	\$105,000					\$105,000
Library Master Plan						\$50,000
<b>Total Programming</b>	<b>\$170,000</b>	<b>\$105,000</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$880,000</b>
Facilities						
2023 Library Building Retrofit						\$85,000
Aboyne Branch: Interior Upgrades			\$65,000			\$65,000
Aboyne Branch: Roof Replacement				\$220,000		\$220,000
Aboyne Branch: Lighting Upgrade						\$60,000
Arthur Branch: Elevator Modernization	\$140,000					\$140,000
Arthur Branch: HVAC Replacements		\$110,000				\$110,000
Arthur Branch: Parking Lot		\$50,000				\$50,000
Clifford Branch: AC Replacement						\$80,000
Clifford Branch: Roof Replace						\$75,000
Drayton Branch: Flooring		\$50,000				\$50,000
Drayton Branch: HVAC Replacements		\$50,000				\$50,000
Drayton Branch: Parking Lot		\$110,000				\$110,000
Elora Branch: Elevator Modernization						\$250,000
Erin Branch: New Construction						\$6,460,000
Fergus Branch: Flooring		\$120,000				\$120,000
Harriston Branch: Plumbing Upgrades			\$60,000			\$60,000
Harriston Library: Common Areas Floor Finishes					\$30,000	\$30,000
Harriston Library: Elevator Rehabilitation					\$235,000	\$235,000
Harriston Library: Exterior Rehabilitation					\$150,000	\$150,000
Harriston Library: HVAC Rehabilitation					\$210,000	\$210,000
Harriston Library: Phone & Fire Sys. Upgrades					\$95,000	\$95,000
Library Building Retrofits	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$780,000
Marden Library: Bathroom Refurbishment					\$25,000	\$25,000
Marden Library: Parking Lot Rehabilitation					\$165,000	\$165,000
MF Branch: Elevator Modernization			\$350,000			\$350,000
MF Branch: Exterior Rehab			\$50,000			\$50,000
MF Branch: HVAC Upgrades			\$40,000			\$40,000
Palmerston Branch: Air Conditioning			\$75,000			\$75,000
Palmerston Branch: Interior Upgrades			\$70,000			\$70,000



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2023	2024	2025	2026	2027	5 Year Total
Puslinch Branch: Air Conditioning						
Puslinch Branch: Flooring Replacements						
Puslinch Branch: Water Heater						
Puslinch Branch: Parking Lot	\$60,000					\$60,000
<b>Total Facilities</b>	\$4,205,000	\$2,865,000	\$75,000	\$155,000	\$75,000	\$7,375,000
<b>Total</b>	<b>\$4,250,000</b>	<b>\$2,895,000</b>	<b>\$280,000</b>	<b>\$220,000</b>	<b>\$140,000</b>	<b>\$7,785,000</b>
<b>Sources of Financing</b>						
Reserves	\$3,466,000	\$1,095,000	\$195,000	\$220,000	\$140,000	\$5,116,000
Development Charges	\$784,000		\$85,000			\$869,000
Growth Related Debenture		\$1,800,000				\$1,800,000
<b>Total Financing</b>	<b>\$4,250,000</b>	<b>\$2,895,000</b>	<b>\$280,000</b>	<b>\$220,000</b>	<b>\$140,000</b>	<b>\$7,785,000</b>

## County Of Wellington

## 2023-2032 Capital Budget



Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2028	2029	2030	2031	2032	10 Year Total
Puslinch Branch: Air Conditioning			\$110,000			\$110,000
Puslinch Branch: Flooring Replacements				\$50,000		\$50,000
Puslinch Branch: Water Heater			\$45,000			\$45,000
Puslinch Branch: Parking Lot						\$60,000
<b>Total Facilities</b>	\$215,000	\$590,000	\$965,000	\$370,000	\$1,010,000	\$10,525,000
<b>Total</b>	<b>\$385,000</b>	<b>\$695,000</b>	<b>\$1,030,000</b>	<b>\$435,000</b>	<b>\$1,075,000</b>	<b>\$11,405,000</b>
<b>Sources of Financing</b>						
Reserves	\$385,000	\$695,000	\$1,030,000	\$435,000	\$1,075,000	\$8,736,000
Development Charges						\$869,000
Growth Related Debenture						\$1,800,000
<b>Total Financing</b>	<b>\$385,000</b>	<b>\$695,000</b>	<b>\$1,030,000</b>	<b>\$435,000</b>	<b>\$1,075,000</b>	<b>\$11,405,000</b>



## Programme Overview

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

## 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.

## 2023 Budget Highlights

### Capital Budget

- Projects to advance the Wellington Place Mini Master Plan include the rehabilitation on the Museum Building and improvements to the grounds to improve visitor experience and provide a place for people to meet, learn and reflect (\$5.4 million over 2023-2026)
- Infrastructure work on the internal roads at Wellington Place include the rehabilitation of Charles Allen Way (2023) 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.
- An initiative for Archives Digital Asset Software will provide the greater space for digital records and assist in ensuring proper storage of records.
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement (Full time equivalents)		
	2022	2023
Museum and Archives	18.2	18.2
Current employee count: 20		



## Performance Measures

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

### 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)**

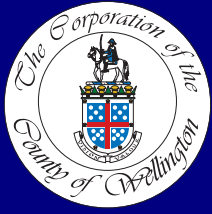
**Goal 7:** To provide a safe, accessible and fun site for the public. **Objective:** Not only showcasing, but providing spaces for engagement in our beautiful County-owned grounds. Creating new assets that respectfully and naturally fit with the entire historic Wellington Place campus. **(Planning for 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 2023	Actual 2022	Actual 2021	Actual 2020
# of attendees – 2022 Extended hours pilot	10,000	30,750*	7,422	6,016
# of interactive pieces in exhibits	4	3	1	0
# of speaking engagements to businesses	7	6	5	3
# of consultations with key audiences to guide new exhibits	6	5	N/A	N/A
# of public events for targeted audiences	8	7	6	2
# of new promotion initiatives	3	3	2	0
% of patrons likely to return and recommend (Customer satisfaction score)	98%	97%	97%	N/A
# of capital improvements to historic site	6	5	4	3

\*Note: Includes significant attendance to one-time Dinosaur Exhibit - 13,000

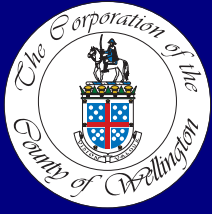


## County Of Wellington

### 2023 Operating Budget

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

	2021		2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	2022 Budget			
<b>Revenue</b>							
Grants and Subsidies	\$57,589	\$54,800	\$51,064	\$51,100	\$51,100	\$ -	-
Licenses, Permits and Rents	\$7,914	\$52,100	\$32,518	\$52,100	\$52,100	\$ -	-
User Fees and Charges	\$35,613	\$75,000	\$106,895	\$80,100	\$80,500	\$400	0.5%
Sales Revenue	\$4,834	\$10,000	\$22,740	\$10,200	\$15,300	\$5,100	50.0%
Other Revenue	\$11,067	\$ -	\$9,684	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$117,017</b>	<b>\$191,900</b>	<b>\$222,901</b>	<b>\$193,500</b>	<b>\$199,000</b>	<b>\$5,500</b>	<b>2.8%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,554,237	\$1,605,500	\$1,471,366	\$1,586,600	\$1,720,600	\$134,000	8.4%
Supplies, Material and Equipment	\$127,203	\$150,800	\$145,690	\$168,400	\$174,000	\$5,600	3.3%
Purchased Services	\$404,174	\$461,500	\$403,871	\$457,100	\$459,300	\$2,200	0.5%
Transfer Payments	\$ -	\$ -	\$5,425	\$ -	\$ -	\$ -	-
Insurance and Financial	\$57,049	\$60,900	\$50,733	\$57,500	\$64,600	\$7,100	12.3%
Minor Capital Expenses	\$51,068	\$13,000	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$8,553	\$ -	\$10,181	\$10,000	\$10,000	\$ -	-
<b>Total Expenditure</b>	<b>\$2,202,284</b>	<b>\$2,291,700</b>	<b>\$2,087,266</b>	<b>\$2,279,600</b>	<b>\$2,428,500</b>	<b>\$148,900</b>	<b>6.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,085,267</b>	<b>\$2,099,800</b>	<b>\$1,864,365</b>	<b>\$2,086,100</b>	<b>\$2,229,500</b>	<b>\$143,400</b>	<b>6.9%</b>
<b>Debt and Transfers</b>							
Transfer to Capital	\$70,000	\$70,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$19,682	\$27,000	\$400,000	\$427,000	\$427,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$89,682</b>	<b>\$97,000</b>	<b>\$400,000</b>	<b>\$427,000</b>	<b>\$427,000</b>	<b>\$ -</b>	<b>-</b>
<b>NET COST / (REVENUE)</b>	<b>\$2,174,949</b>	<b>\$2,196,800</b>	<b>\$2,264,365</b>	<b>\$2,513,100</b>	<b>\$2,656,500</b>	<b>\$143,400</b>	<b>5.7%</b>

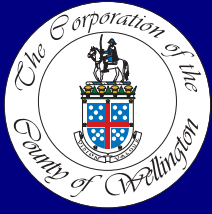


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	\$51,100	\$51,100	\$51,100	\$51,100	\$51,100
Licenses, Permits and Rents	\$52,100	\$52,100	\$52,100	\$52,100	\$52,100
User Fees and Charges	\$80,500	\$80,500	\$80,500	\$80,500	\$80,500
Sales Revenue	\$15,300	\$15,500	\$15,700	\$15,900	\$15,900
<b>Total Revenue</b>	<b>\$199,000</b>	<b>\$199,200</b>	<b>\$199,400</b>	<b>\$199,600</b>	<b>\$199,600</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$1,720,600	\$1,810,300	\$1,890,900	\$1,971,400	\$2,037,700
Supplies, Material and Equipment	\$174,000	\$185,500	\$171,000	\$176,600	\$182,300
Purchased Services	\$459,300	\$449,600	\$467,800	\$486,700	\$506,300
Insurance and Financial	\$64,600	\$68,800	\$72,900	\$77,000	\$81,200
Internal Charges	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
<b>Total Expenditures</b>	<b>\$2,428,500</b>	<b>\$2,524,200</b>	<b>\$2,612,600</b>	<b>\$2,721,700</b>	<b>\$2,817,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,229,500</b>	<b>\$2,325,000</b>	<b>\$2,413,200</b>	<b>\$2,522,100</b>	<b>\$2,617,900</b>
<b>DEBT AND TRANSFERS</b>					
Transfer to Reserves	\$427,000	\$427,000	\$427,000	\$427,000	\$427,000
<b>Total Debt and Transfers</b>	<b>\$427,000</b>	<b>\$427,000</b>	<b>\$427,000</b>	<b>\$427,000</b>	<b>\$427,000</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	5.7%	3.6%	3.2%	3.8%	3.2%

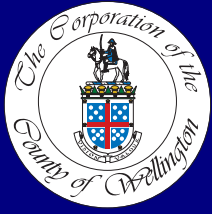


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies	\$51,100	\$51,100	\$51,100	\$51,100	\$51,100
Licenses, Permits and Rents	\$53,800	\$55,500	\$57,200	\$58,300	\$59,500
User Fees and Charges	\$82,400	\$84,000	\$85,100	\$85,800	\$87,100
Sales Revenue	\$16,100	\$16,300	\$16,500	\$16,700	\$16,900
<b>Total Revenue</b>	<b>\$203,400</b>	<b>\$206,900</b>	<b>\$209,900</b>	<b>\$211,900</b>	<b>\$214,600</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$2,106,500	\$2,177,700	\$2,252,100	\$2,329,000	\$2,416,000
Supplies, Material and Equipment	\$188,300	\$194,400	\$199,800	\$203,800	\$207,900
Purchased Services	\$517,200	\$537,100	\$547,300	\$555,600	\$563,000
Insurance and Financial	\$85,800	\$91,000	\$96,200	\$102,000	\$103,700
Internal Charges	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
<b>Total Expenditures</b>	<b>\$2,907,800</b>	<b>\$3,010,200</b>	<b>\$3,105,400</b>	<b>\$3,200,400</b>	<b>\$3,300,600</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,704,400</b>	<b>\$2,803,300</b>	<b>\$2,895,500</b>	<b>\$2,988,500</b>	<b>\$3,086,000</b>
<b>DEBT AND TRANSFERS</b>					
Transfer to Reserves	\$427,000	\$427,000	\$427,000	\$427,000	\$427,000
<b>Total Debt and Transfers</b>	<b>\$427,000</b>	<b>\$427,000</b>	<b>\$427,000</b>	<b>\$427,000</b>	<b>\$427,000</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	2.8%	3.2%	2.9%	2.8%	2.9%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service:

Museum and Archives at Wellington Place

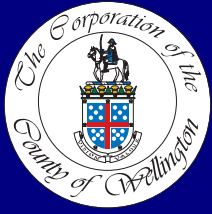
Department:

Wellington County Museum and Archives

Governance:

Information, Heritage and Seniors Committee

	2023	2024	2025	2026	2027	5 Year Total
Museum and Archives at WP						
Programming and Administration						
Archives Digital Asst Software	\$60,000					\$60,000
<b>Total Programming and Administration</b>	\$60,000					\$60,000
Facilities						
Aboyne Hall Flooring Replacement			\$28,000			\$28,000
Aboyne Hall Kitchen						
Archives Reading Room Flooring			\$28,000			\$28,000
Archives Roof Replacement						
Fire Alarm Panel						
Main Elec Panel Replacement						
Museum Air Conditioning					\$214,000	\$214,000
Museum Carpet Replacement		\$30,000	\$30,000	\$35,000	\$35,000	\$130,000
Museum Exterior Entrance	\$75,000					\$75,000
Replace Boilers				\$230,000		\$230,000
Replace Humidification Units						
WP - Museum Attic Renovation				\$780,000		\$780,000
WP - Museum Building Renovations		\$1,200,000				\$1,200,000
<b>Total Facilities</b>	\$75,000	\$1,230,000	\$86,000	\$1,045,000	\$249,000	\$2,685,000
Wellington Place						
Beatty Line: Garafraxa/Andrew	\$580,000					\$580,000
Charles Allan Way Rehab	\$170,000					\$170,000
East Park Lot/Vehicle Access	\$90,000					\$90,000
Front Mount Lawn Mower					\$42,000	\$42,000
Museum Tractor		\$80,000				\$80,000
Museum Trail	\$60,000					\$60,000
Pavilion	\$775,000					\$775,000
Samuel Honey Drive Construction		\$1,400,000				\$1,400,000
WP - Amphitheatre				\$210,000		\$210,000
WP - Commons Recreation Area		\$625,000				\$625,000
WP - Root Cellar				\$110,000		\$110,000
WP - Storage Building, Bicycle/Water Stations			\$1,450,000			\$1,450,000
<b>Total Wellington Place</b>	\$1,675,000	\$2,105,000	\$1,450,000	\$320,000	\$42,000	\$5,592,000
<b>Total</b>	<b>\$1,810,000</b>	<b>\$3,335,000</b>	<b>\$1,536,000</b>	<b>\$1,365,000</b>	<b>\$291,000</b>	<b>\$8,337,000</b>
<b>Sources of Financing</b>						
Reserves	\$1,810,000	\$3,335,000	\$1,536,000	\$1,365,000	\$291,000	\$8,337,000
<b>Total Financing</b>	<b>\$1,810,000</b>	<b>\$3,335,000</b>	<b>\$1,536,000</b>	<b>\$1,365,000</b>	<b>\$291,000</b>	<b>\$8,337,000</b>



## County Of Wellington

### 2023-2032 Capital budget

Programme/Service:

Museum and Archives at Wellington Place

Department:

Wellington County Museum and Archives

Governance:

Information, Heritage and Seniors Committee

	2028	2029	2030	2031	2032	10 Year Total
Museum and Archives at WP						
Programming and Administration						
Archives Digital Asst Software						\$60,000
<b>Total Programming and Administration</b>						\$60,000
Facilities						
Aboyne Hall Flooring Replacement						\$28,000
Aboyne Hall Kitchen		\$64,000				\$64,000
Archives Reading Room Flooring						\$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
Museum Carpet Replacement						\$130,000
Museum Exterior Entrance						\$75,000
Replace Boilers						\$230,000
Replace Humidification Units			\$33,000			\$33,000
WP - Museum Attic Renovation						\$780,000
WP - Museum Building Renovations						\$1,200,000
<b>Total Facilities</b>	\$120,000	\$64,000	\$33,000	\$204,000		\$3,106,000
Wellington Place						
Beatty Line: Garafraxa/Andrew						\$580,000
Charles Allan Way Rehab						\$170,000
East Park Lot/Vehicle Access						\$90,000
Front Mount Lawn Mower						\$42,000
Museum Tractor						\$80,000
Museum Trail						\$60,000
Pavilion						\$775,000
Samuel Honey Drive Construction						\$1,400,000
WP - Amphitheatre						\$210,000
WP - Commons Recreation Area						\$625,000
WP - Root Cellar						\$110,000
WP - Storage Building, Bicycle/Water Stations						\$1,450,000
<b>Total Wellington Place</b>						\$5,592,000
<b>Total</b>	<b>\$120,000</b>	<b>\$64,000</b>	<b>\$33,000</b>	<b>\$204,000</b>		<b>\$8,758,000</b>
<b>Sources of Financing</b>						
Reserves	\$120,000	\$64,000	\$33,000	\$204,000		\$8,758,000
<b>Total Financing</b>	<b>\$120,000</b>	<b>\$64,000</b>	<b>\$33,000</b>	<b>\$204,000</b>		<b>\$8,758,000</b>



## Programme Overview

<b>Programme/Service:</b>	<b>Planning and Land Division</b>
<b>Department:</b>	<b>Planning</b>
<b>Governance:</b>	<b>Planning and Land Division Committee</b>

### 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.

### 2023 Budget Highlights

#### Operating Budget:

- User fees and charges have been increased by \$243,000 to reflect increases to applications
- A new Forestry Sustainability Officer position has been added in 2023. This position will be responsible for ensuring adherence to the Forest Conservation By-law, managing the 11 County-owned Forest Tracts, responding to emerging environmental issues, as well as improvement of the County's response to and implementation of its obligations and requirements regarding the Weed Control Act.
- The County has come to an agreement with the City of Guelph for funding of \$120K towards the Source Water Protection programme going forward
- Grants and Subsidies for the Climate Change programme as well as major operating expenditures are coming out of the budget starting in 2023. Where possible projects for Climate Change that meet the capital threshold amount are being allocated to capital to better facilitate project timing and reporting.

#### 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 \$2.6 million and are included in 2023-2025 of the forecast.

<b>Staff Complement (Full time equivalents)</b>	<b>2022</b>	<b>2023</b>
Planning and Development	14.0	14.0
Land Division Committee	2.0	2.0
Climate Change	2.1	2.5
Weed Inspection / Tree Cutting	0.5	1.0
<b>Total</b>	<b>18.6</b>	<b>19.5</b>
Current employee count: 20		



## Performance Overview

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

### Programme Goals and Objectives

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

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

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

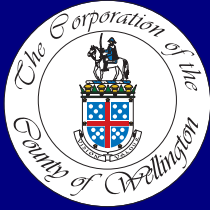
- **Communicate** - develop a common understanding of climate change and climate change action to improve our collective climate literacy. **(People as the main priority of Wellington County)**
- **Connect-leverage** and expand interconnections across all levels of the community and corporation to build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

### Performance Measures

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

	Projected 2023	Estimated 2022	Actual 2021	Actual 2020
Percent of new residential units from building permits in settlement areas	80%	N/A	86%	85%
Percent of agriculturally designated land retained since year 2000*	99%	N/A	99.6%	99.6%
Number of new residential units from building permits	800	N/A	814	497
Corporate greenhouse gas emission % reduction yr/yr	N/A	1.0%	N/A	N/A
Community greenhouse gas emissions % reduction yr/yr	N/A	0.8%	N/A	N/A

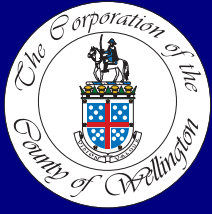
\*Note: Agricultural land is taken from the Wellington County Official Plan and includes Prime Agricultural Area, Secondary Agricultural Area and Greenland Areas.



## County Of Wellington 2023 Operating Budget

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

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants and Subsidies	(\$6,186)	\$10,000	\$ -	\$405,000	\$ -	(\$405,000)	(100.0%)
Municipal Recoveries	\$375,367	\$290,000	\$340,316	\$290,000	\$418,700	\$128,700	44.4%
User Fees and Charges	\$1,016,249	\$932,000	\$1,159,027	\$957,000	\$1,200,600	\$243,600	25.5%
Other Revenue	\$186	\$ -	\$452	\$ -	\$ -	\$ -	-
Internal Recoveries	\$ -	\$ -	\$9,243	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$1,385,616</b>	<b>\$1,232,000</b>	<b>\$1,509,038</b>	<b>\$1,652,000</b>	<b>\$1,619,300</b>	<b>(\$32,700)</b>	<b>(2.0%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$2,092,789	\$2,181,100	\$2,109,791	\$2,317,000	\$2,655,500	\$338,500	14.6%
Supplies, Material and Equipment	\$46,901	\$53,900	\$43,576	\$54,500	\$43,000	(\$11,500)	(21.1%)
Purchased Services	\$115,533	\$364,900	\$170,498	\$918,900	\$392,800	(\$526,100)	(57.3%)
Transfer Payments	\$524,114	\$725,000	\$502,079	\$725,000	\$785,000	\$60,000	8.3%
Insurance and Financial	\$42,905	\$45,400	\$38,423	\$40,000	\$47,300	\$7,300	18.3%
Internal Charges	\$7,746	\$6,600	\$4,544	\$6,600	\$6,600	\$ -	-
<b>Total Expenditure</b>	<b>\$2,829,988</b>	<b>\$3,376,900</b>	<b>\$2,868,911</b>	<b>\$4,062,000</b>	<b>\$3,930,200</b>	<b>(\$131,800)</b>	<b>(3.2%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,444,372</b>	<b>\$2,144,900</b>	<b>\$1,359,873</b>	<b>\$2,410,000</b>	<b>\$2,310,900</b>	<b>(\$99,100)</b>	<b>(4.1%)</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	\$ -	(\$10,000)	\$ -	\$ -	(\$20,000)	(\$20,000)	-
Transfer to Capital	\$17,500	\$17,500	\$23,000	\$23,000	\$ -	(\$23,000)	(100.0%)
Transfers to Reserve	\$186,275	\$ -	\$112,500	\$ -	\$10,000	\$10,000	-
<b>Total Debt and Transfers</b>	<b>\$203,775</b>	<b>\$7,500</b>	<b>\$135,500</b>	<b>\$23,000</b>	<b>(\$10,000)</b>	<b>(\$33,000)</b>	<b>(143.5%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,648,147</b>	<b>\$2,152,400</b>	<b>\$1,495,373</b>	<b>\$2,433,000</b>	<b>\$2,300,900</b>	<b>(\$132,100)</b>	<b>(5.4%)</b>



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service:

Planning and Land Division

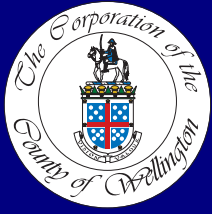
Department:

Planning

Governance:

Planning and Land Division Committee

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Municipal Recoveries	\$418,700	\$422,400	\$426,100	\$429,800	\$433,500
User Fees and Charges	\$1,200,600	\$1,208,900	\$1,217,200	\$1,225,600	\$1,231,900
<b>Total Revenue</b>	<b>\$1,619,300</b>	<b>\$1,631,300</b>	<b>\$1,643,300</b>	<b>\$1,655,400</b>	<b>\$1,665,400</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$2,655,500	\$2,881,500	\$3,028,800	\$3,054,900	\$3,163,300
Supplies, Material and Equipment	\$43,000	\$43,600	\$44,200	\$44,800	\$45,400
Purchased Services	\$392,800	\$433,500	\$444,400	\$455,600	\$467,200
Transfer Payments	\$785,000	\$805,000	\$805,000	\$805,000	\$805,000
Insurance and Financial	\$47,300	\$51,100	\$53,500	\$54,300	\$56,200
Internal Charges	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
<b>Total Expenditures</b>	<b>\$3,930,200</b>	<b>\$4,221,300</b>	<b>\$4,382,500</b>	<b>\$4,421,200</b>	<b>\$4,543,700</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,310,900</b>	<b>\$2,590,000</b>	<b>\$2,739,200</b>	<b>\$2,765,800</b>	<b>\$2,878,300</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves	(\$20,000)				
Transfer to Reserves	\$10,000	\$10,000	\$10,000	\$10,000	\$30,000
<b>Total Debt and Transfers</b>	<b>(\$10,000)</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$30,000</b>
<b>TAX LEVY REQUIREMENT</b>					
<b>yr/yr % change</b>	<b>(5.4%)</b>	<b>13.0%</b>	<b>5.7%</b>	<b>1.0%</b>	<b>4.8%</b>



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service:

Planning and Land Division

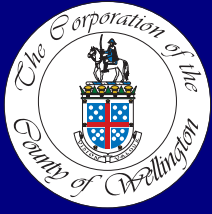
Department:

Planning

Governance:

Planning and Land Division Committee

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Municipal Recoveries	\$437,200	\$440,900	\$444,600	\$444,600	\$444,600
User Fees and Charges	\$1,240,400	\$1,266,500	\$1,293,500	\$1,314,400	\$1,336,000
<b>Total Revenue</b>	<b>\$1,677,600</b>	<b>\$1,707,400</b>	<b>\$1,738,100</b>	<b>\$1,759,000</b>	<b>\$1,780,600</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$3,270,600	\$3,378,100	\$3,488,000	\$3,600,800	\$3,720,300
Supplies, Material and Equipment	\$46,000	\$46,600	\$47,200	\$47,700	\$48,400
Purchased Services	\$479,000	\$492,500	\$506,400	\$515,700	\$524,500
Transfer Payments	\$805,000	\$805,000	\$805,000	\$805,000	\$805,000
Insurance and Financial	\$58,200	\$60,300	\$62,500	\$64,700	\$67,100
Internal Charges	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
<b>Total Expenditures</b>	<b>\$4,665,400</b>	<b>\$4,789,100</b>	<b>\$4,915,700</b>	<b>\$5,040,500</b>	<b>\$5,171,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,987,800</b>	<b>\$3,081,700</b>	<b>\$3,177,600</b>	<b>\$3,281,500</b>	<b>\$3,391,300</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves					
Transfer to Reserves	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
<b>Total Debt and Transfers</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>
<b>TAX LEVY REQUIREMENT</b>					
	<b>\$3,017,800</b>	<b>\$3,111,700</b>	<b>\$3,207,600</b>	<b>\$3,311,500</b>	<b>\$3,421,300</b>
yr/yr % change	3.8%	3.1%	3.1%	3.2%	3.3%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Planning and Land Division

Department: Planning

Governance: Planning and Land Division Committee

	2023	2024	2025	2026	2027	5 Year Total
<b>Planning</b>						
Economic Development Area Study		\$250,000				\$250,000
Official Plan / MCR Update	\$180,000					\$180,000
Official Plan Rev/Update	\$210,000					\$210,000
Planning and Trails						
<b>Total Planning and Trails</b>	\$390,000	\$250,000				\$640,000
<b>Climate Change Initiatives</b>						
Adaptation Plan	\$50,000	\$130,000				\$180,000
Community EV Infrastructure	\$100,000					\$100,000
Corporate Building Audits	\$100,000					\$100,000
Corporate EV Infrastructure			\$1,570,000			\$1,570,000
Energy Management Software	\$75,000					\$75,000
Green Energy Mapping			\$100,000			\$100,000
Green Fleet Strategy	\$100,000					\$100,000
Home Energy Retrofit Programme	\$210,000	\$100,000				\$310,000
ICI Energy Retrofit Programme			\$100,000			\$100,000
<b>Total Climate Change Initiatives</b>	\$635,000	\$230,000	\$1,770,000			\$2,635,000
<b>Total</b>	<b>\$1,025,000</b>	<b>\$480,000</b>	<b>\$1,770,000</b>			<b>\$3,275,000</b>
<b>Sources of Financing</b>						
Development Charges	\$295,000	\$170,000				\$465,000
Reserves	\$562,000	\$230,000	\$1,020,000			\$1,812,000
Subsidies	\$168,000	\$80,000	\$750,000			\$998,000
<b>Total Financing</b>	<b>\$1,025,000</b>	<b>\$480,000</b>	<b>\$1,770,000</b>			<b>\$3,275,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Planning and Land Division

Department: Planning

Governance: Planning and Land Division Committee

	2028	2029	2030	2031	2032	10 Year Total
<b>Planning</b>						
Economic Development Area Study						\$250,000
Official Plan / MCR Update						\$180,000
Official Plan Rev/Update	\$250,000					\$460,000
Planning and Trails						
<b>Total Planning and Trails</b>	\$250,000					\$890,000
<b>Climate Change Initiatives</b>						
Adaptation Plan						\$180,000
Community EV Infrastructure						\$100,000
Corporate Building Audits						\$100,000
Corporate EV Infrastructure						\$1,570,000
Energy Management Software						\$75,000
Green Energy Mapping						\$100,000
Green Fleet Strategy						\$100,000
Home Energy Retrofit Programme						\$310,000
ICI Energy Retrofit Programme						\$100,000
<b>Total Climate Change Initiatives</b>						\$2,635,000
<b>Total</b>	<b>\$250,000</b>					<b>\$3,525,000</b>
<b>Sources of Financing</b>						
Development Charges						\$465,000
Reserves	\$250,000					\$2,062,000
Subsidies						\$998,000
<b>Total Financing</b>	<b>\$250,000</b>					<b>\$3,525,000</b>



## 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.

### 2023 Budget Highlights

#### Operating Budget

- Seedling sales and donations revenue from the Green Legacy programme have been increased by \$33,000 in 2023 as the County will now be supplying some trees to the City of Guelph
- The budget includes a one time expense in relation to network equipment upgrades at the Southern Nursery in 2023 (\$7,500)
- Vehicle repair costs have been reallocated to internal charges as the new County Mechanic being added in Roads will be responsible for the repairs to the Green Legacy vehicles

#### Capital Budget

- The 2023-2032 capital budget forecast includes end of lifecycle vehicle and equipment replacements totalling \$875,000.
- Future years plan for the replacement of vehicles with electric vehicles.

Staff Complement (Full time equivalents)		
	2022	2023
Green Legacy Manager	1.0	1.0
Brad Whitcombe Nursery	4.7	4.7
Northern Tree Nursery	2.5	2.5
<b>Total</b>	<b>8.2</b>	<b>8.2</b>
Current employee count: 10		



## Performance Measures

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

### Programme Description

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

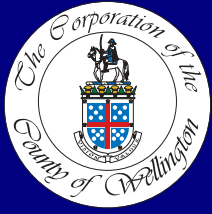
- Provide 175,000 high quality trees a year to residents of the County of Wellington. **(Providing the highest level and best quality services)**
- Provide a work and educational experience for all students from K-8 in the Upper Grand District School Board and the Wellington Catholic School Board. **(People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

### Performance Measures

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

	Projected 2023	Actual 2022	Actual 2021	Actual 2020
Plant 175,000 high quality trees a year	160,000*	156,318*	173,628	165,305*
# of students (grades K-8) involved in Green Legacy events	4,000*	2,818*	0*	0*
# of volunteers involved in Green Legacy events	300*	144*	0*	0*
# of trees provided to municipalities, conservation authorities and service groups	30,000*	29,454*	28,050	15,966*

\*COVID 19 Restrictions adversely Affected volunteer opportunities and community projects



## County Of Wellington 2023 Operating Budget

Programme/Service:

Green Legacy

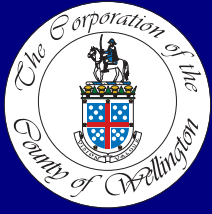
Department:

Planning

Governance:

Planning and Land Division Committee

	2021 Actuals	2021 Budget	2022		2023 Budget	\$ Change Budget	% Change Budget
			Preliminary Actuals	2022 Budget			
<b>Revenue</b>							
Sales Revenue	\$8,873	\$2,000	\$26,390	\$2,000	\$35,000	\$33,000	1,650.0%
Other Revenue	\$1,300	\$1,500	\$3,460	\$1,500	\$2,000	\$500	33.3%
<b>Total Revenue</b>	<b>\$10,173</b>	<b>\$3,500</b>	<b>\$29,850</b>	<b>\$3,500</b>	<b>\$37,000</b>	<b>\$33,500</b>	<b>957.1%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$649,089	\$631,200	\$602,217	\$647,900	\$676,500	\$28,600	4.4%
Supplies, Material and Equipment	\$94,709	\$99,500	\$91,740	\$99,500	\$110,300	\$10,800	10.9%
Purchased Services	\$52,566	\$86,800	\$48,829	\$85,300	\$79,500	(\$5,800)	(6.8%)
Insurance and Financial	\$22,884	\$25,100	\$22,939	\$24,600	\$27,600	\$3,000	12.2%
Minor Capital Expenses	\$ -	\$35,000	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$30	\$5,600	\$3,215	\$5,600	\$13,000	\$7,400	132.1%
<b>Total Expenditure</b>	<b>\$819,278</b>	<b>\$883,200</b>	<b>\$768,940</b>	<b>\$862,900</b>	<b>\$906,900</b>	<b>\$44,000</b>	<b>5.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$809,105</b>	<b>\$879,700</b>	<b>\$739,090</b>	<b>\$859,400</b>	<b>\$869,900</b>	<b>\$10,500</b>	<b>1.2%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	\$ -	(\$35,000)	\$ -	\$ -	\$ -	\$ -	-
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$30,000	\$30,000	\$30,000	\$30,000	\$60,000	\$30,000	100.0%
<b>Total Debt and Transfers</b>	<b>\$30,000</b>	<b>(\$5,000)</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$60,000</b>	<b>\$30,000</b>	<b>100.0%</b>
<b>NET COST / (REVENUE)</b>	<b>\$839,105</b>	<b>\$874,700</b>	<b>\$769,090</b>	<b>\$889,400</b>	<b>\$929,900</b>	<b>\$40,500</b>	<b>4.6%</b>

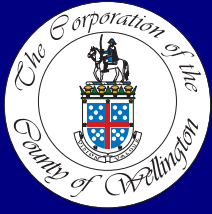


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Sales Revenue	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Other Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Revenue</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$37,000</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$676,500	\$711,200	\$744,900	\$777,000	\$806,100
Supplies, Material and Equipment	\$110,300	\$106,300	\$109,800	\$113,400	\$117,100
Purchased Services	\$79,500	\$82,300	\$85,200	\$88,100	\$91,100
Insurance and Financial	\$27,600	\$29,500	\$31,300	\$33,400	\$35,200
Minor Capital Expenses		\$16,000	\$11,000	\$18,000	\$35,000
Internal Charges	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000
<b>Total Expenditures</b>	<b>\$906,900</b>	<b>\$958,300</b>	<b>\$995,200</b>	<b>\$1,042,900</b>	<b>\$1,097,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$869,900</b>	<b>\$921,300</b>	<b>\$958,200</b>	<b>\$1,005,900</b>	<b>\$1,060,500</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves		(\$16,000)	(\$11,000)	(\$18,000)	(\$35,000)
Transfer to Reserves	\$60,000	\$60,000	\$100,000	\$100,000	\$100,000
<b>Total Debt and Transfers</b>	<b>\$60,000</b>	<b>\$44,000</b>	<b>\$89,000</b>	<b>\$82,000</b>	<b>\$65,000</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	4.6%	3.8%	8.5%	3.9%	3.5%



## County Of Wellington

### 2023 –2032 Operating Budget

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

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Sales Revenue	\$35,000	\$35,000	\$35,100	\$35,100	\$35,100
Other Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Revenue</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$37,100</b>	<b>\$37,100</b>	<b>\$37,100</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$832,400	\$859,700	\$888,300	\$917,800	\$950,000
Supplies, Material and Equipment	\$120,900	\$124,500	\$128,100	\$130,500	\$133,000
Purchased Services	\$93,500	\$96,600	\$99,200	\$101,100	\$102,900
Insurance and Financial	\$37,400	\$39,900	\$42,300	\$45,300	\$45,900
Minor Capital Expenses		\$10,000	\$7,000	\$73,000	
Internal Charges	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000
<b>Total Expenditures</b>	<b>\$1,097,200</b>	<b>\$1,143,700</b>	<b>\$1,177,900</b>	<b>\$1,280,700</b>	<b>\$1,244,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,060,200</b>	<b>\$1,106,700</b>	<b>\$1,140,800</b>	<b>\$1,243,600</b>	<b>\$1,207,700</b>
<b>DEBT AND TRANSFERS</b>					
Transfer from Reserves		(\$10,000)	(\$7,000)	(\$73,000)	
Transfer to Reserves	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Total Debt and Transfers</b>	<b>\$100,000</b>	<b>\$90,000</b>	<b>\$93,000</b>	<b>\$27,000</b>	<b>\$100,000</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	3.1%	3.1%	3.1%	3.0%	2.9%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

	2023	2024	2025	2026	2027	5 Year Total
Green Legacy Pick up Replacement		\$90,000				\$90,000
Green Legacy Van Replacement	\$15,000					\$15,000
Inventory Management Software	\$40,000					\$40,000
Northern Nursery Pick Up Replacement						
Skid Steer Replacement (North)	\$105,000					\$105,000
South Tree Nursery: HVAC Rehabilitation						
<b>Total</b>	<b>\$160,000</b>	<b>\$90,000</b>				<b>\$250,000</b>
<b>Sources of Financing</b>						
Reserves	\$160,000	\$90,000				\$250,000
<b>Total Financing</b>	<b>\$160,000</b>	<b>\$90,000</b>				<b>\$250,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

	2028	2029	2030	2031	2032	10 Year Total
Green Legacy Pick up Replacement				\$175,000		\$265,000
Green Legacy Van Replacement			\$110,000			\$125,000
Inventory Management Software						\$40,000
Northern Nursery Pick Up Replacement	\$130,000					\$130,000
Skid Steer Replacement (North)						\$105,000
South Tree Nursery: HVAC Rehabilitation					\$210,000	\$210,000
<b>Total</b>	<b>\$130,000</b>		<b>\$110,000</b>	<b>\$175,000</b>	<b>\$210,000</b>	<b>\$875,000</b>
<b>Sources of Financing</b>						
Reserves	\$130,000		\$110,000	\$175,000	\$210,000	\$875,000
<b>Total Financing</b>	<b>\$130,000</b>		<b>\$110,000</b>	<b>\$175,000</b>	<b>\$210,000</b>	<b>\$875,000</b>



## Programme Overview

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

### 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.

### 2023 Budget Highlights

#### Operating Budget

- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2023-2032
- Annual subscription to the Weather Alert communication system, cost shared with the Roads Department
- An annual transfer to the General Capital Reserve of \$20,000 has been included to provide sufficient funding for the 10-year capital forecast.

#### Capital Budget

- 2023 initiative for Emergency Management Software to provide efficiencies and provide coordination across the County; fully grant funded (\$125,000)
- Continued program funding for paging site batteries, generator replacements and radio replacements (\$140,000 in 2026-2028)
- Vehicle replacement with an electric vehicle scheduled for 2028

<b>Staff Complement (Full time equivalents)</b>	<b>2022</b>	<b>2023</b>
Community Emergency Management	4.3	4.3
<b>Total</b>	<b>4.3</b>	<b>4.3</b>
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 2023	Actual 2022	Actual 2021	Actual 2020
ER Plans developed or updated	15	20	15	N/A
New MECG members trained	12	15	16	N/A
Public educational engagements conducted	15	20	16	N/A
Training exercises completed	16	16	9	N/A



**County Of Wellington**  
**2023 Operating Budget**

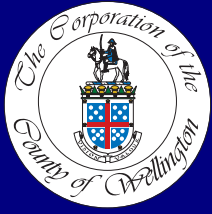
**Programme/Service:** Community Emergency Management

**Department:** Planning

**Governance:** Planning and Land Division Committee

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$360,100	\$365,800	\$407,997	\$414,600	\$455,000	\$40,400	9.7%
Supplies, Material and Equipment	\$320,242	\$9,900	\$42,058	\$10,900	\$21,800	\$10,900	100.0%
Purchased Services	\$483,493	\$200,500	\$289,515	\$198,500	\$193,300	(\$5,200)	(2.6%)
Transfer Payments	\$154,264	\$151,200	\$114,555	\$151,200	\$151,200	\$ -	-
Insurance and Financial	\$10,642	\$10,600	\$12,790	\$10,900	\$12,400	\$1,500	13.8%
Internal Charges	\$ -	\$ -	\$27	\$ -	\$1,500	\$1,500	-
<b>Total Expenditure</b>	<b>\$1,328,741</b>	<b>\$738,000</b>	<b>\$866,942</b>	<b>\$786,100</b>	<b>\$835,200</b>	<b>\$49,100</b>	<b>6.2%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,328,741</b>	<b>\$738,000</b>	<b>\$866,942</b>	<b>\$786,100</b>	<b>\$835,200</b>	<b>\$49,100</b>	<b>6.2%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$618,139)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$20,000	\$20,000	-
<b>Total Debt and Transfers</b>	<b>(\$618,139)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>-</b>
<b>NET COST / (REVENUE)</b>	<b>\$710,602</b>	<b>\$738,000</b>	<b>\$866,942</b>	<b>\$786,100</b>	<b>\$855,200</b>	<b>\$69,100</b>	<b>8.8%</b>

\*2022 Preliminary Actuals include County Wide COVID-19 Pandemic costs approximating \$149,600



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service:

Community Emergency Management

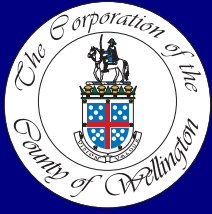
Department:

Planning

Governance:

Planning and Land Division Committee

	2023	2024	Projected 2025	2026	2027
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$455,000	\$484,100	\$512,200	\$537,400	\$555,400
Supplies, Material and Equipment	\$21,800	\$21,900	\$22,000	\$22,100	\$22,200
Purchased Services	\$193,300	\$198,800	\$205,300	\$212,000	\$219,300
Transfer Payments	\$151,200	\$151,200	\$151,200	\$151,200	\$151,200
Insurance and Financial	\$12,400	\$13,500	\$14,300	\$15,200	\$15,900
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
<b>Total Expenditures</b>	<b>\$835,200</b>	<b>\$871,000</b>	<b>\$906,500</b>	<b>\$939,400</b>	<b>\$965,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$835,200</b>	<b>\$871,000</b>	<b>\$906,500</b>	<b>\$939,400</b>	<b>\$965,500</b>
<b>DEBT AND TRANSFERS</b>					
Transfer to Reserves	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Total Debt and Transfers</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>\$855,200</b>	<b>\$891,000</b>	<b>\$926,500</b>	<b>\$959,400</b>	<b>\$985,500</b>
yr/yr % change	8.8%	4.2%	4.0%	3.6%	2.7%



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service:

Community Emergency Management

Department:

Planning

Governance:

Planning and Land Division Committee

	2028	2029	Projected 2030	2031	2032
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$573,700	\$593,000	\$612,600	\$633,300	\$656,200
Supplies, Material and Equipment	\$22,300	\$22,400	\$22,500	\$22,600	\$22,800
Purchased Services	\$226,400	\$233,600	\$241,200	\$246,400	\$251,600
Transfer Payments	\$151,200	\$151,200	\$151,200	\$151,200	\$151,200
Insurance and Financial	\$16,800	\$17,700	\$18,500	\$19,500	\$19,900
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
<b>Total Expenditures</b>	<b>\$991,900</b>	<b>\$1,019,400</b>	<b>\$1,047,500</b>	<b>\$1,074,500</b>	<b>\$1,103,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$991,900</b>	<b>\$1,019,400</b>	<b>\$1,047,500</b>	<b>\$1,074,500</b>	<b>\$1,103,200</b>
<b>DEBT AND TRANSFERS</b>					
Transfer to Reserves	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Total Debt and Transfers</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>\$1,011,900</b>	<b>\$1,039,400</b>	<b>\$1,067,500</b>	<b>\$1,094,500</b>	<b>\$1,123,200</b>
yr/yr % change	2.7%	2.7%	2.7%	2.5%	2.6%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division Committee

	2023	2024	2025	2026	2027	5 Year Total
CEM Vehicle Replacement						
EM Portable and Mobile Radio Replacement						
Emergency Management Software	\$125,000					\$125,000
Generator Replacement Program						
Replace Paging Site Batteries				\$45,000		\$45,000
<b>Total</b>	<b>\$125,000</b>			<b>\$45,000</b>		<b>\$170,000</b>
<b>Sources of Financing</b>						
Reserves	\$125,000			\$45,000		\$170,000
<b>Total Financing</b>	<b>\$125,000</b>			<b>\$45,000</b>		<b>\$170,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division Committee

	2028	2029	2030	2031	2032	10 Year Total
CEM Vehicle Replacement	\$95,000					\$95,000
EM Portable and Mobile Radio Replacement	\$40,000					\$40,000
Emergency Management Software						\$125,000
Generator Replacement Program	\$55,000					\$55,000
Replace Paging Site Batteries						\$45,000
<b>Total</b>	<b>\$190,000</b>					<b>\$360,000</b>
<b>Sources of Financing</b>						
Reserves	\$190,000					\$360,000
<b>Total Financing</b>	<b>\$190,000</b>					<b>\$360,000</b>



## Programme Overview

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

## 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.

## 2023 Budget Highlights

- The revenue budget for false alarms has been increased to \$100,000 based on changes made to fines in February 2022. Record check revenue has been increased to \$120,000 based on amounts collected to date for 2022.
- The 2023 policing contract estimate of \$17,626,800 is up by 1.2% from 2022. The transfer payment line has been reduced by \$450,000 as a provision for the OPP contract reconciliation.
- Due to the moratorium on uniform officer hiring while the OPP is working on a new service delivery model – it is recommended that the funds earmarked for one uniformed officer in 2023 be redirected to three civilian positions (1 FT and 2 PT Collision Reporting Clerks) with an April 2023 start date. The positions are expected to cost \$113,000 in the 2023 budget.
- 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 2022 cost for the van for the Community Safety Services unit that was on order but not received has been added to the contract transfer line (\$100,000) in 2023. Staff will transfer the savings in 2022 to the General Capital reserve and fund the 2023 cost from this reserve.
- The 2023-2032 capital budget includes facility improvements and equipment replacements at the three County owned detachments.

Staff Complement (Full time equivalents)	2022		2023	
	2022	2023	2022	2023
Purchasing and Risk Analysts	0.7	0.7		
Cleaners- Rockwood/Fergus	1.4	1.4		
<b>Total</b>	<b>2.1</b>	<b>2.1</b>		
Current employee count: 4				



## Performance Measures

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

### 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

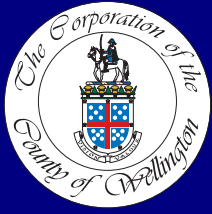
In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2023	Actual 2022	Actual 2021	Actual 2020
# of completed Investigations*	92	104	109	150
# of mental health associated calls for service that include the support/involvement of the IMPACT team	N/A	647	596	192
# of Memorandums of Understanding with local hospitals and other care facilities	2	1**	4	4
% of collisions that use the Collision Reporting Centres	30%	37%	32%	N/A
Total # of calls from the public for service	30,949	33,687	31,072	24,665

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

\*\* Note: 2022 MOU encompassed three hospitals

The 2023 projections for number of completed investigations and calls for service are based on a 10-year history

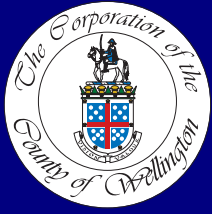


## County Of Wellington

### 2023 Operating Budget

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

	2021		2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	2022 Budget			
<b>Revenue</b>							
Grants & Subsidies	\$265,286	\$263,300	\$212,308	\$139,300	\$282,800	\$143,500	103.0%
Municipal Recoveries	\$ -	\$ -	\$34,093	\$ -	\$ -	\$ -	-
Licenses, Permits and Rents	\$118,215	\$115,400	\$127,250	\$129,800	\$129,800	\$ -	-
Fines and Penalties	\$105,987	\$52,000	\$126,606	\$52,000	\$132,000	\$80,000	153.8%
User Fees & Charges	\$100,857	\$80,000	\$116,899	\$80,000	\$120,000	\$40,000	50.0%
Other Revenue	\$9,261	\$16,000	\$11,496	\$16,000	\$16,000	\$ -	-
<b>Total Revenue</b>	<b>\$599,606</b>	<b>\$526,700</b>	<b>\$628,652</b>	<b>\$417,100</b>	<b>\$680,600</b>	<b>\$263,500</b>	<b>63.2%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$143,286	\$146,300	\$148,762	\$149,800	\$166,000	\$16,200	10.8%
Supplies, Material & Equip- ment	\$58,525	\$61,400	\$87,260	\$61,400	\$65,400	\$4,000	6.5%
Purchased Services	\$663,779	\$687,100	\$670,204	\$577,800	\$756,200	\$178,400	30.9%
Transfer Payments	\$16,536,819	\$16,940,000	\$17,145,025	\$17,311,000	\$17,430,000	\$119,000	0.7%
Insurance & Financial	\$11,094	\$15,600	\$13,177	\$15,800	\$17,200	\$1,400	8.9%
Minor Capital Expenses	\$33,992	\$62,000	\$20,342	\$22,000	\$40,000	\$18,000	81.8%
Internal Charges	\$1,737	\$1,600	\$2,311	\$1,600	\$1,900	\$300	18.8%
<b>Total Expenditure</b>	<b>\$17,449,232</b>	<b>\$17,914,000</b>	<b>\$18,087,081</b>	<b>\$18,139,400</b>	<b>\$18,476,700</b>	<b>\$337,300</b>	<b>1.9%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$16,849,626</b>	<b>\$17,387,300</b>	<b>\$17,458,429</b>	<b>\$17,722,300</b>	<b>\$17,796,100</b>	<b>\$73,800</b>	<b>0.4%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$399,406	\$402,400	\$219,668	\$220,800	\$141,200	(\$79,600)	(36.1%)
Transfer from Reserve	(\$184,903)	(\$155,000)	(\$20,342)	(\$22,000)	(\$140,000)	(\$118,000)	536.4%
Transfers to Reserve	\$90,000	\$90,000	\$250,000	\$150,000	\$200,000	\$50,000	33.3%
<b>Total Debt and Transfers</b>	<b>\$304,503</b>	<b>\$337,400</b>	<b>\$449,326</b>	<b>\$348,800</b>	<b>\$201,200</b>	<b>(\$147,600)</b>	<b>(42.3%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$17,154,129</b>	<b>\$17,724,700</b>	<b>\$17,907,755</b>	<b>\$18,071,100</b>	<b>\$17,997,300</b>	<b>(\$73,800)</b>	<b>(0.4%)</b>



## County Of Wellington

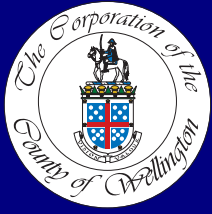
### 2023 –2032 Operating Budget

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	Projected				
	2023	2024	2025	2026	2027
<b>REVENUE</b>					
Grants and Subsidies	\$282,800	\$282,800	\$114,200	\$58,000	\$58,000
Licenses, Permits and Rents	\$129,800	\$129,800	\$129,800	\$129,800	\$129,800
Fines and Penalties	\$132,000	\$132,000	\$132,000	\$132,000	\$132,000
User Fees and Charges	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Other Revenue	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
<b>Total Revenue</b>	<b>\$680,600</b>	<b>\$680,600</b>	<b>\$512,000</b>	<b>\$455,800</b>	<b>\$455,800</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$166,000	\$173,800	\$182,200	\$189,600	\$195,500
Supplies, Material and Equipment	\$65,400	\$66,800	\$68,200	\$69,600	\$71,000
Purchased Services	\$756,200	\$776,600	\$631,800	\$600,500	\$626,200
Transfer Payments	\$17,430,000	\$17,968,000	\$18,553,000	\$19,165,000	\$19,794,000
Insurance and Financial	\$17,200	\$18,500	\$19,300	\$20,600	\$21,900
Minor Capital Expenses	\$40,000	\$12,000	\$31,100	\$76,000	
Internal Charges	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900
<b>Total Expenditures</b>	<b>\$18,476,700</b>	<b>\$19,017,600</b>	<b>\$19,487,500</b>	<b>\$20,123,200</b>	<b>\$20,710,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$17,796,100</b>	<b>\$18,337,000</b>	<b>\$18,975,500</b>	<b>\$19,667,400</b>	<b>\$20,254,700</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$141,200				
Transfer from Reserves	(\$140,000)	(\$12,000)	(\$31,100)	(\$76,000)	
Transfer to Reserves	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
<b>Total Debt and Transfers</b>	<b>\$201,200</b>	<b>\$188,000</b>	<b>\$168,900</b>	<b>\$124,000</b>	<b>\$200,000</b>
<b>TAX LEVY REQUIREMENT</b>					
	<b>\$17,997,300</b>	<b>\$18,525,000</b>	<b>\$19,144,400</b>	<b>\$19,791,400</b>	<b>\$20,454,700</b>
yr/yr % change	(0.4%)	2.9%	3.3%	3.4%	3.4%



## County Of Wellington

### 2023 –2032 Operating Budget

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	Projected				
	2028	2029	2030	2031	2032
<b>REVENUE</b>					
Grants and Subsidies	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000
Licenses, Permits and Rents	\$129,800	\$129,800	\$129,800	\$129,800	\$129,800
Fines and Penalties	\$132,000	\$132,000	\$132,000	\$132,000	\$132,000
User Fees and Charges	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Other Revenue	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
<b>Total Revenue</b>	<b>\$455,800</b>	<b>\$455,800</b>	<b>\$455,800</b>	<b>\$455,800</b>	<b>\$455,800</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	\$201,600	\$208,300	\$215,000	\$221,600	\$229,800
Supplies, Material and Equipment	\$72,500	\$74,000	\$75,600	\$76,700	\$77,800
Purchased Services	\$635,300	\$661,200	\$672,100	\$679,300	\$686,600
Transfer Payments	\$20,452,000	\$21,104,000	\$21,785,000	\$22,481,000	\$23,204,000
Insurance and Financial	\$22,900	\$24,100	\$25,800	\$27,100	\$27,200
Minor Capital Expenses	\$5,000	\$28,000	\$71,800	\$37,300	
Internal Charges	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900
<b>Total Expenditures</b>	<b>\$21,391,200</b>	<b>\$22,101,500</b>	<b>\$22,847,200</b>	<b>\$23,524,900</b>	<b>\$24,227,300</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$20,935,400</b>	<b>\$21,645,700</b>	<b>\$22,391,400</b>	<b>\$23,069,100</b>	<b>\$23,771,500</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges					
Transfer from Reserves	(\$5,000)	(\$28,000)	(\$71,800)	(\$37,300)	
Transfer to Reserves	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
<b>Total Debt and Transfers</b>	<b>\$195,000</b>	<b>\$172,000</b>	<b>\$128,200</b>	<b>\$162,700</b>	<b>\$200,000</b>
<b>TAX LEVY REQUIREMENT</b>					
	<b>\$21,130,400</b>	<b>\$21,817,700</b>	<b>\$22,519,600</b>	<b>\$23,231,800</b>	<b>\$23,971,500</b>
yr/yr % change	3.3%	3.3%	3.2%	3.2%	3.2%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service:

Police Services

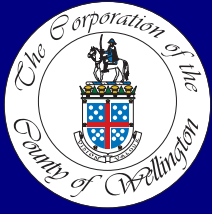
Department:

Provided under contract by Ontario Provincial Police

Governance:

Police Services Board

	2023	2024	2025	2026	2027	5 Year Total
<b>Equipment</b>						
Radar Detection Replacements					\$40,000	\$40,000
Rockwood OPP: Generator						
<b>Total Equipment</b>					\$40,000	\$40,000
<b>Facilities</b>						
Aboyne OPP: Elevator Modernization						
Aboyne OPP: Furniture Replacements					\$90,000	\$90,000
Aboyne OPP: Interior Upgrades			\$50,000			\$50,000
Aboyne OPP: Plumbing Replacements						
Aboyne OPP: Rehab Air Handling Units				\$65,000		\$65,000
Aboyne OPP: Replace HVAC Control System						
Constable Chair Replacements				\$30,000		\$30,000
Rockwood OPP: Elevator Modernization				\$150,000		\$150,000
Rockwood OPP: Fire Alarm System						
Rockwood OPP: Flooring Replacements						
Rockwood OPP: Heating and Cooling						
Rockwood OPP: HVAC Replacements						
Rockwood OPP: Lockup Cell Plumbing Fixtures						
Rockwood OPP: Parking Lot						
Teviotdale OPP: Air Conditioning						
Teviotdale OPP: Building Retrofits						
Teviotdale OPP: Ext Weathering	\$130,000					\$130,000
Teviotdale OPP: Furniture Repl	\$30,000					\$30,000
Teviotdale OPP: Interior Upgrades						
Teviotdale OPP: Security Camera Replacement						
<b>Total Facilities</b>	\$160,000		\$50,000	\$245,000	\$90,000	\$545,000
<b>Total</b>	\$160,000		\$50,000	\$245,000	\$130,000	\$585,000
<b>Sources of Financing</b>						
Reserves	\$160,000		\$50,000	\$245,000	\$130,000	\$585,000
<b>Total Financing</b>	\$160,000		\$50,000	\$245,000	\$130,000	\$585,000



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	2028	2029	2030	2031	2032	10 Year Total
<b>Equipment</b>						
Radar Detection Replacements						\$40,000
Rockwood OPP: Generator				\$130,000		\$130,000
<b>Total Equipment</b>				\$130,000		\$170,000
<b>Facilities</b>						
Aboyne OPP: Elevator Modernization			\$150,000			\$150,000
Aboyne OPP: Furniture Replacements						\$90,000
Aboyne OPP: Interior Upgrades						\$50,000
Aboyne OPP: Plumbing Replacements		\$130,000				\$130,000
Aboyne OPP: Rehab Air Handling Units						\$65,000
Aboyne OPP: Replace HVAC Control System		\$140,000				\$140,000
Constable Chair Replacements				\$35,000		\$65,000
Rockwood OPP: Elevator Modernization						\$150,000
Rockwood OPP: Fire Alarm System				\$100,000		\$100,000
Rockwood OPP: Flooring Replacements				\$65,000		\$65,000
Rockwood OPP: Heating and Cooling				\$260,000		\$260,000
Rockwood OPP: HVAC Replacements	\$45,000					\$45,000
Rockwood OPP: Lockup Cell Plumbing Fixtures	\$55,000					\$55,000
Rockwood OPP: Parking Lot				\$250,000		\$250,000
Teviotdale OPP: Air Conditioning			\$80,000			\$80,000
Teviotdale OPP: Building Retrofits					\$25,000	\$25,000
Teviotdale OPP: Ext Weathering						\$130,000
Teviotdale OPP: Furniture Repl						\$30,000
Teviotdale OPP: Interior Upgrades		\$70,000				\$70,000
Teviotdale OPP: Security Camera Replacement		\$40,000				\$40,000
<b>Total Facilities</b>	\$100,000	\$380,000	\$230,000	\$710,000	\$25,000	\$1,990,000
<b>Total</b>	<b>\$100,000</b>	<b>\$380,000</b>	<b>\$230,000</b>	<b>\$840,000</b>	<b>\$25,000</b>	<b>\$2,160,000</b>
<b>Sources of Financing</b>						
Reserves	\$100,000	\$380,000	\$230,000	\$840,000	\$25,000	\$2,160,000
<b>Total Financing</b>	<b>\$100,000</b>	<b>\$380,000</b>	<b>\$230,000</b>	<b>\$840,000</b>	<b>\$25,000</b>	<b>\$2,160,000</b>



## Programme Overview

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

## 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.

## 2023 Budget Highlights

- Net fine revenue to the County has been estimated at \$288,900. This amount has been increased by \$15,000 from 2022 in the County budget based on information received from the City of Guelph.
- The 2023 – 2032 capital budget includes the County's portion of capital equipment replacements totalling \$1.3 million over ten years. POA capital is funded through the General Capital Reserve.



## County Of Wellington

### 2023 Operating Budget

Programme/Service:

Provincial Offences Act (POA) Administration

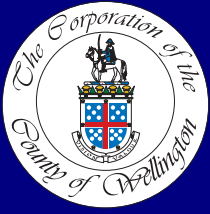
Department:

Administered by the City of Guelph

Governance:

Administration, Finance and Human Resources Committee

	2021		2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	2022 Budget			
<b>Revenue</b>							
Municipal Recoveries	\$206,413	\$266,400	\$379,246	\$273,900	\$288,900	\$15,000	5.5%
<b>Total Revenue</b>	<b>\$206,413</b>	<b>\$266,400</b>	<b>\$379,246</b>	<b>\$273,900</b>	<b>\$288,900</b>	<b>\$15,000</b>	<b>5.5%</b>
<b>Net Operating Cost / (Revenue)</b>							
	(\$206,413)	(\$266,400)	(\$379,246)	(\$273,900)	(\$288,900)	(\$15,000)	5.5%
<b>Debt and Transfers</b>							
Debt Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$80,000	\$80,000	\$80,000	\$80,000	\$120,000	\$40,000	50.0%
<b>Total Debt and Transfers</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$120,000</b>	<b>\$40,000</b>	<b>50.0%</b>
<b>NET COST / (REVENUE)</b>	<b>(\$126,413)</b>	<b>(\$186,400)</b>	<b>(\$299,246)</b>	<b>(\$193,900)</b>	<b>(\$168,900)</b>	<b>\$25,000</b>	<b>(12.9%)</b>

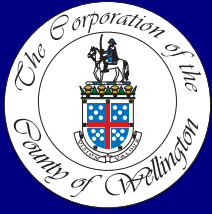


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Municipal Recoveries	\$288,900	\$296,400	\$303,900	\$311,400	\$318,900
<b>Total Revenue</b>	<b>\$288,900</b>	<b>\$296,400</b>	<b>\$303,900</b>	<b>\$311,400</b>	<b>\$318,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$288,900)</b>	<b>(\$296,400)</b>	<b>(\$303,900)</b>	<b>(\$311,400)</b>	<b>(\$318,900)</b>
<b>TRANSFERS</b>					
Transfer to Reserves	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
<b>Total Transfers</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	(12.9%)	4.4%	4.3%	4.1%	3.9%



## County Of Wellington

### 2023 –2032 Operating Budget

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

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Municipal Recoveries	\$326,400	\$333,900	\$341,400	\$348,900	\$356,400
<b>Total Revenue</b>	<b>\$326,400</b>	<b>\$333,900</b>	<b>\$341,400</b>	<b>\$348,900</b>	<b>\$356,400</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$326,400)</b>	<b>(\$333,900)</b>	<b>(\$341,400)</b>	<b>(\$348,900)</b>	<b>(\$356,400)</b>
<b>TRANSFERS</b>					
Transfer to Reserves	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
<b>Total Transfers</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>
<b>TAX LEVY REQUIREMENT</b>					
yr/yr % change	3.8%	3.6%	3.5%	3.4%	3.3%



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Provincial Offences Act (POA) Administration

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2023	2024	2025	2026	2027	5 Year Total
POA Administration						
POA Replacements	\$114,000	\$102,000	\$121,000	\$83,000	\$75,000	\$495,000
<b>Total</b>	<b>\$114,000</b>	<b>\$102,000</b>	<b>\$121,000</b>	<b>\$83,000</b>	<b>\$75,000</b>	<b>\$495,000</b>
<b>Sources of Financing</b>						
Reserves	\$114,000	\$102,000	\$121,000	\$83,000	\$75,000	\$495,000
<b>Total Financing</b>	<b>\$114,000</b>	<b>\$102,000</b>	<b>\$121,000</b>	<b>\$83,000</b>	<b>\$75,000</b>	<b>\$495,000</b>



## County Of Wellington

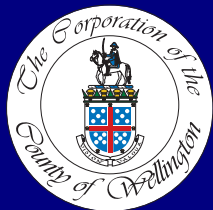
### 2023-2032 Capital Budget

Programme/Service: Provincial Offences Act (POA) Administration

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2028	2029	2030	2031	2032	10 Year Total
POA Administration						
POA Replacements	\$66,000	\$185,000	\$319,000	\$143,000	\$132,000	\$1,340,000
<b>Total</b>	<b>\$66,000</b>	<b>\$185,000</b>	<b>\$319,000</b>	<b>\$143,000</b>	<b>\$132,000</b>	<b>\$1,340,000</b>
<b>Sources of Financing</b>						
Reserves	\$66,000	\$185,000	\$319,000	\$143,000	\$132,000	\$1,340,000
<b>Total Financing</b>	<b>\$66,000</b>	<b>\$185,000</b>	<b>\$319,000</b>	<b>\$143,000</b>	<b>\$132,000</b>	<b>\$1,340,000</b>



## Programme Overview

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

### 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.

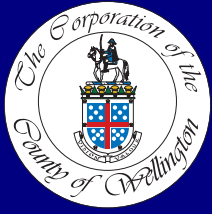
### 2023 Budget Highlights

#### Operating Budget

- Service expansions are approved for 2023 to provide two additional supervisors at the Erin Station (estimated total cost of \$343,800, net County cost \$131,000) and 4 Paramedics scheduled in 2025 have advanced to 2023 (estimated total cost of \$636,000, net County cost \$242,000). 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 2023-2032. 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% (2022 budget—38%) of the municipal share of Land Ambulance expenditures based on calls for service, and has a levy requirement of \$5.8 million in 2023.

#### Capital Budget

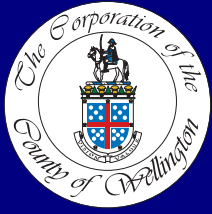
- The capital forecast includes a proposal to build five new ambulance facilities throughout the County (plus additional facilities outside the 10-years) and lease back to the Ambulance Service through the City. Station construction projects have been delayed by another year throughout the forecast awaiting Provincial announcements on the future of this service.
  - Proposed locations include: Erin (2019-24), Guelph/Eramosa (2025-26), Arthur (2027-28), Drayton (2029-30), Mount Forest (2031-32). Construction for the five stations in the current 10 year plan is budgeted at \$11.2 million.
- 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 \$4.9 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**  
**2023 Operating Budget**

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

	2021		2022		2023	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	Budget			
<b>Revenue</b>							
Licenses, Permits and Rents	\$ -	\$ -	\$ -	\$66,700	\$75,000	\$8,300	12.4%
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$66,700</b>	<b>\$75,000</b>	<b>\$8,300</b>	<b>12.4%</b>
<b>Expenditure</b>							
Purchased Services	\$ -	\$ -	\$11,795	\$ -	\$ -	\$ -	-
Transfer Payments	\$5,074,419	\$4,705,500	\$4,883,459	\$5,109,700	\$5,338,000	\$228,300	4.5%
<b>Total Expenditure</b>	<b>\$5,074,419</b>	<b>\$4,705,500</b>	<b>\$4,895,254</b>	<b>\$5,109,700</b>	<b>\$5,338,000</b>	<b>\$228,300</b>	<b>4.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$5,074,419</b>	<b>\$4,705,500</b>	<b>\$4,895,254</b>	<b>\$5,043,000</b>	<b>\$5,263,000</b>	<b>\$220,000</b>	<b>4.4%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	(\$126,000)	(\$126,000)	-
Transfers to Reserve	\$600,000	\$600,000	\$600,000	\$666,700	\$675,000	\$8,300	1.2%
<b>Total Debt and Transfers</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$666,700</b>	<b>\$549,000</b>	<b>(\$117,700)</b>	<b>(17.7%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$5,674,419</b>	<b>\$5,305,500</b>	<b>\$5,495,254</b>	<b>\$5,709,700</b>	<b>\$5,812,000</b>	<b>\$102,300</b>	<b>1.8%</b>

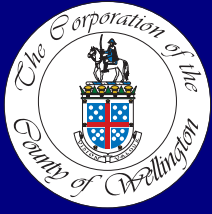


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2023	2024	Projected 2025	2026	2027
<b>REVENUE</b>					
Licenses, Permits and Rents	\$75,000	\$55,500	\$55,500	\$55,500	\$55,500
<b>Total Revenue</b>	<b>\$75,000</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>
<b>EXPENDITURES</b>					
Transfer Payments	\$5,338,000	\$5,129,000	\$5,222,000	\$6,203,000	\$6,542,000
<b>Total Expenditures</b>	<b>\$5,338,000</b>	<b>\$5,129,000</b>	<b>\$5,222,000</b>	<b>\$6,203,000</b>	<b>\$6,542,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$ 5,263,000</b>	<b>\$ 5,073,500</b>	<b>\$ 5,166,500</b>	<b>\$ 6,147,500</b>	<b>\$6,486,500</b>
<b>TRANSFERS</b>					
Debt Charges			\$8,000	\$62,800	\$62,800
Transfer from Reserves	(\$126,000)		(\$8,000)	(\$62,800)	(\$62,800)
Transfer to Reserves	\$675,000	\$705,500	\$705,500	\$755,500	\$755,500
<b>Total Transfers</b>	<b>\$549,000</b>	<b>\$705,500</b>	<b>\$705,500</b>	<b>\$755,500</b>	<b>\$755,500</b>
<b>TAX LEVY REQUIREMENT</b>					
<b>yr/yr % change</b>	<b>1.8%</b>	<b>(0.6%)</b>	<b>1.6%</b>	<b>17.6%</b>	<b>4.9%</b>

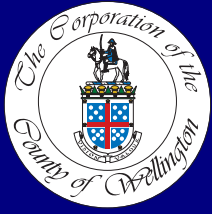


## County Of Wellington

### 2023 –2032 Operating Budget

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

	2028	2029	Projected 2030	2031	2032
<b>REVENUE</b>					
Licenses, Permits and Rents	\$55,500	\$55,500	\$55,500	\$55,500	\$55,500
<b>Total Revenue</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>
<b>EXPENDITURES</b>					
Transfer Payments	\$6,980,000	\$7,319,000	\$7,760,000	\$7,851,000	\$8,323,000
<b>Total Expenditures</b>	<b>\$6,980,000</b>	<b>\$7,319,000</b>	<b>\$7,760,000</b>	<b>\$7,851,000</b>	<b>\$8,323,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$6,924,500</b>	<b>\$7,263,500</b>	<b>\$7,704,500</b>	<b>\$7,795,500</b>	<b>\$8,267,500</b>
<b>TRANSFERS</b>					
Debt Charges	\$82,100	\$136,800	\$145,600	\$167,100	\$167,100
Transfer from Reserves	(\$82,100)	(\$136,800)	(\$145,600)	(\$167,100)	(\$167,100)
Transfer to Reserves	\$755,500	\$755,500	\$755,500	\$755,500	\$755,500
<b>Total Transfers</b>	<b>\$755,500</b>	<b>\$755,500</b>	<b>\$755,500</b>	<b>\$755,500</b>	<b>\$755,500</b>
<b>TAX LEVY REQUIREMENT</b>					
<b>yr/yr % change</b>	<b>6.0%</b>	<b>4.4%</b>	<b>5.5%</b>	<b>1.1%</b>	<b>5.5%</b>



## County Of Wellington

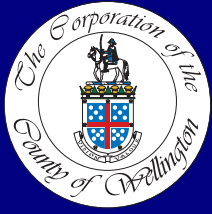
### 2023-2032 Capital Budget

Programme/Service: Ambulance Services

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2023	2024	2025	2026	2027	5 Year Total
<b>Land Ambulance</b>						
County of Wellington Led Projects						
Guelph/Eramosa Ambulance Station			\$700,000	\$1,290,000		\$1,990,000
Arthur Ambulance Station					\$115,000	\$115,000
Drayton Ambulance Station						
Mt. Forest Ambulance Station						
Erin Ambulance Station		\$1,435,000				\$1,435,000
<b>Total County of Wellington Led Projects</b>		\$1,435,000	\$700,000	\$1,290,000	\$115,000	\$3,540,000
City of Guelph Led Projects						
2023 Replacement Ambulances	\$260,000					\$260,000
2023 Ambulance IT Replacements	\$64,000					\$64,000
Ambulance Equipment			\$63,000	\$31,000	\$60,000	\$154,000
Replacement Ambulances		\$412,000	\$378,000	\$362,000	\$182,000	\$1,334,000
Ambulance IT Implementations		\$67,000	\$59,000	\$51,000	\$60,000	\$237,000
Facility Replacement						
COG Amb Facilities & Studies					\$66,000	\$66,000
<b>Total City of Guelph Led Projects</b>	\$324,000	\$479,000	\$500,000	\$444,000	\$368,000	\$2,115,000
<b>Total</b>	<b>\$324,000</b>	<b>\$1,914,000</b>	<b>\$1,200,000</b>	<b>\$1,734,000</b>	<b>\$483,000</b>	<b>\$5,655,000</b>
<b>Sources of Financing</b>						
Recoveries		\$890,000		\$1,235,000		\$2,125,000
Reserves	\$324,000	\$780,000	\$650,000	\$499,000	\$483,000	\$2,736,000
Development Charges		\$244,000				\$244,000
Growth Related Debenture			\$550,000			\$550,000
<b>Total Financing</b>	<b>\$324,000</b>	<b>\$1,914,000</b>	<b>\$1,200,000</b>	<b>\$1,734,000</b>	<b>\$483,000</b>	<b>\$5,655,000</b>



## County Of Wellington

### 2023-2032 Capital Budget

Programme/Service: Ambulance Services

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2028	2029	2030	2031	2032	10 Year Total
Land Ambulance						
County of Wellington Led Projects						
Guelph/Eramosa Ambulance Station						\$1,990,000
Arthur Ambulance Station	\$3,490,000					\$3,605,000
Drayton Ambulance Station		\$430,000	\$1,480,000			\$1,910,000
Mt. Forest Ambulance Station				\$660,000	\$1,580,000	\$2,240,000
Erin Ambulance Station						\$1,435,000
<b>Total County of Wellington Led Projects</b>	\$3,490,000	\$430,000	\$1,480,000	\$660,000	\$1,580,000	\$11,180,000
City of Guelph Led Projects						
2023 Replacement Ambulances						\$260,000
2023 Ambulance IT Replacements						\$64,000
Ambulance Equipment	\$251,000	\$42,000	\$67,000	\$60,000	\$72,000	\$646,000
Replacement Ambulances	\$495,000	\$496,000	\$215,000	\$400,000	\$385,000	\$3,325,000
Ambulance IT Implementations	\$50,000	\$55,000	\$60,000	\$38,000	\$61,000	\$501,000
Facility Replacement	\$1,820,000					\$1,820,000
COG Amb Facilities & Studies						\$66,000
<b>Total City of Guelph Led Projects</b>	\$2,616,000	\$593,000	\$342,000	\$498,000	\$518,000	\$6,682,000
<b>Total</b>	<b>\$6,106,000</b>	<b>\$1,023,000</b>	<b>\$1,822,000</b>	<b>\$1,158,000</b>	<b>\$2,098,000</b>	<b>\$17,862,000</b>
<b>Sources of Financing</b>						
Recoveries	\$2,270,000	\$205,000	\$980,000	\$400,000	\$990,000	\$6,970,000
Reserves	\$2,736,000	\$818,000	\$412,000	\$758,000	\$1,108,000	\$8,568,000
Development Charges						\$244,000
Growth Related Debenture	\$1,100,000		\$430,000			\$2,080,000
<b>Total Financing</b>	<b>\$6,106,000</b>	<b>\$1,023,000</b>	<b>\$1,822,000</b>	<b>\$1,158,000</b>	<b>\$2,098,000</b>	<b>\$17,862,000</b>



## Programme Overview

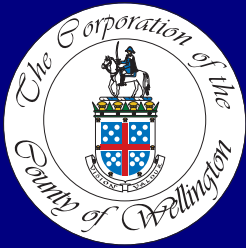
Programme/Service:	Public Health
Department:	Wellington-Dufferin-Guelph Public Health
Governance:	Board of Health

## 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 (46.7%), the County of Wellington (31.7%) and the County of Dufferin (21.6%) in proportion to their population. These proportions reflect the 2021 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.

## 2023 Budget Highlights

- The County of Wellington's share of the gross municipal levy for WDGPH in 2023 is \$2,929,400. The annual loan repayment of \$419,100 is deducted from that amount, for a net transfer in 2023 of \$2,510,300.
- This represents an increase of 1.1% (\$27,000) from the 2022 gross levy and no change in the loan repayment amount.
- 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 this year and will be fully paid off using funds from the Public Health Debt Retirement Reserve Fund, eliminating approximately \$346,000 in annual principal and interest payments from the operating budget in future years.



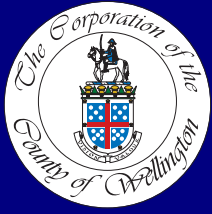
**County Of Wellington**  
**2023 Operating Budget**

**Programme/Service: Public Health**

**Department: Wellington-Dufferin-Guelph Public Health**

**Governance: Board of Health**

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$497,336	\$ -	\$93,126	\$ -	\$ -	\$ -	-
Supplies, Material and Equipment	\$84,880	\$ -	(\$45,955)	\$ -	\$ -	\$ -	-
Purchased Services	\$123,515	\$ -	\$38,518	\$ -	\$ -	\$ -	-
Transfer Payments	\$2,426,459	\$2,426,500	\$2,483,370	\$2,483,400	\$2,510,300	\$26,900	1.1%
Insurance and Financial	\$10,272	\$ -	\$1,926	\$ -	\$ -	\$ -	-
<b>Total Expenditure</b>	<b>\$3,142,462</b>	<b>\$2,426,500</b>	<b>\$2,570,985</b>	<b>\$2,483,400</b>	<b>\$2,510,300</b>	<b>\$26,900</b>	<b>1.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$3,142,462</b>	<b>\$2,426,500</b>	<b>\$2,570,985</b>	<b>\$2,483,400</b>	<b>\$2,510,300</b>	<b>\$26,900</b>	<b>1.1%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$346,590	\$347,100	\$345,388	\$345,900	\$3,054,100	\$2,708,200	782.9%
Transfer from Reserve	(\$529,698)	\$ -	\$ -	\$ -	(\$3,000,000)	(\$3,000,000)	-
<b>Total Debt and Transfers</b>	<b>(\$183,108)</b>	<b>\$347,100</b>	<b>\$345,388</b>	<b>\$345,900</b>	<b>\$54,100</b>	<b>(\$291,800)</b>	<b>(84.4%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$2,959,354</b>	<b>\$2,773,600</b>	<b>\$2,916,373</b>	<b>\$2,829,300</b>	<b>\$2,564,400</b>	<b>(\$264,900)</b>	<b>(9.4%)</b>



## County Of Wellington

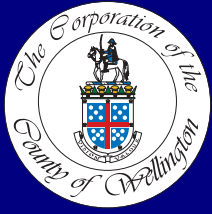
### 2023 –2032 Operating Budget

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2023	2024	Projected 2025	2026	2027
<b>EXPENDITURES</b>					
Transfer Payments	\$2,510,300	\$2,684,500	\$3,107,500	\$3,231,800	\$3,361,100
<b>Total Expenditures</b>	<b>\$2,510,300</b>	<b>\$2,684,500</b>	<b>\$3,107,500</b>	<b>\$3,231,800</b>	<b>\$3,361,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,510,300</b>	<b>\$2,684,500</b>	<b>\$3,107,500</b>	<b>\$3,231,800</b>	<b>\$3,361,100</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges	\$3,054,100				
Transfer from Reserves	(\$3,000,000)				
<b>Total Transfers</b>	<b>\$54,100</b>				
<b>TAX LEVY REQUIREMENT</b>					
	<b>\$2,564,400</b>	<b>\$2,684,500</b>	<b>\$3,107,500</b>	<b>\$3,231,800</b>	<b>\$3,361,100</b>
yr/yr % change	(9.4%)	4.7%	15.8%	4.0%	4.0%



## County Of Wellington

### 2023–2032 Operating Budget

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2028	2029	Projected 2030	2031	2032
<b>EXPENDITURES</b>					
Transfer Payments	\$3,495,500	\$3,635,300	\$3,780,700	\$3,931,900	\$4,089,200
<b>Total Expenditures</b>	<b>\$3,495,500</b>	<b>\$3,635,300</b>	<b>\$3,780,700</b>	<b>\$3,931,900</b>	<b>\$4,089,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$3,495,500</b>	<b>\$3,635,300</b>	<b>\$3,780,700</b>	<b>\$3,931,900</b>	<b>\$4,089,200</b>
<b>DEBT AND TRANSFERS</b>					
Debt Charges					
Transfer from Reserves					
<b>Total Transfers</b>					
<b>TAX LEVY REQUIREMENT</b>					
	<b>\$3,495,500</b>	<b>\$3,635,300</b>	<b>\$3,780,700</b>	<b>\$3,931,900</b>	<b>\$4,089,200</b>
yr/yr % change	4.0%	4.0%	4.0%	4.0%	4.0%

# Glossary Of Terms

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

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

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

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

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

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

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

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

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

**BCGW:** Business Centre Guelph-Wellington

**BR+E (BRandE):** Business Retention and Expansion Project

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

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

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

**CAO:** Chief Administrative Officer

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

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

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

# Glossary Of Terms

**CEMC:** Community Emergency Management Coordinator

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

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

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

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

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

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

**HHW:** Household Hazardous Waste

**HST:** Harmonized Sales Tax

**HVAC:** Heating, Ventilation and Air Conditioning

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

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

**IT:** Information Technology

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

**MPAC:** Municipal Property Assessment Corporation

**OMPF:** Ontario Municipal Partnership Fund

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

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

**OPP:** Ontario Provincial Police

**OW:** Ontario Works

**POA:** Provincial Offences Act

# Glossary Of Terms

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

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

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

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

**SWIFT:** Southwestern Integrated Fibre Technology

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

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

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

**WCMA:** Wellington County Museum and Archives

**WDGPH:** Wellington-Dufferin-Guelph Public Health

**WDO:** Waste Diversion Ontario

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

**WSIB:** Workplace Safety and Insurance Board

**WWCFDC:** Wellington-Waterloo Community Futures Development Corporation

# Acknowledgements

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**Nathan D'Costa**, Finance Co-op Student

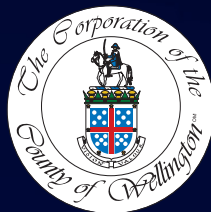
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