

County of Wellington

2023 Budget Review Package



County Council
January 26, 2023

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COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, January 17, 2023
Subject: **2023 Budget and 2023-2032 Ten-Year Plan**

Background:

The proposed 2023 Operating and Capital Budgets and 2023-2032 Ten-Year Plan are attached for the Committee's consideration. The current status of the 2023 operating budget is summarized as follows:

- ❑ 2023 tax levy requirement = \$120,491,300
- ❑ Proposed County tax increase = 3.8%
- ❑ Tax impact per \$100,000 of assessment = \$24

Overview of attachments

The package includes programme information pages, performance measures, operating budgets and capital forecasts for all services provided and/or funded by the County. The 2023 Budget reports have been reviewed by all Committees and Boards, with the exception of the Economic Development Committee which has yet to meet at the time of this writing. Highlights of the 2023 Budgets for programme areas that report directly to the Administration, Finance and Human Resources Committee are set out below.

County Council

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

Office of the CAO and Clerk

- Staffing changes include:
 - The addition of a Cyber Security Analyst to improve the County's overall security posture. This position will be the security expert for the County and will be responsible for completing security vulnerability assessments, reviewing security logs, investigating incidents and implementing best practices.
- The budget includes increases to software and licenses (\$167,000) as well as cyber security insurance (\$69,000). These areas have seen significant escalations as a result of inflationary pressures, additional requirements for security upgrades and pricing increases across the industry
- The transfer to reserves line includes a significant increase of \$450,000 in order to address the forecasted capital needs for Information Technology throughout the 10-year forecast. This increase reflects the significant growth in the County's IT infrastructure needs in recent years, as well as substantial inflationary increases in IT costs.
- The ten-year plan includes capital works for Technical Services, Applications Services and Information Management.
- Technical Services plans for both replacement and expansion activities in network, storage, servers and security systems. The annual Computer Hardware Lifecycle Replacements program has been

removed from the Operating Budget and is now included in Capital (\$1.7 million). Projects total \$9.4 million over the forecast.

- Applications Services 2023 budget includes funding for the continued implementation of the new HR Information System. It is being implemented to facilitate improvements in day-to-day HR functions including recruitment, managing employee data, managing payroll and benefits and maintaining regulatory and legal requirements. Subsidies applied to this project reflect a successful funding application through the Municipal Modernization Program Intake 2.
- Information Management plans for lifecycle upgrades to the Intranet and County website.

Treasury

- Staffing changes include:
 - The addition of a Budget and Accounting Coordinator is proposed to assist with the development and preparation of the County's annual operating budget with a focus on salaries and benefits, utilities and other recurring expenses. The position will more closely monitor the County's cash flow, which will help to maximize investment opportunities and returns. The position will also coordinate the preparation of 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.

Human Resources

- Staffing changes include two proposed positions in the 2024 forecast:
 - The addition of a second Payroll Coordinator in order to have sufficient coverage and backup for payroll functions currently performed by the existing position. Currently, the Pension and Benefits Coordinator position is responsible for a number of payroll functions, in addition to providing regular back-up/coverage of the Payroll Coordinator position. The volume of work in this role continues to increase, with more employees participating in benefit plans and the OMERS pension plan, along with required administration needed for processing leaves and retirements. With an increased workload, it is becoming less feasible for this position to continue being responsible for payroll-related functions and providing regular back-up/coverage for the Payroll Coordinator position. Having another Payroll Coordinator role will also allow cross-training of the Payroll Manager's year-end functions, such as T4s and OMERS 119 process, and provide further assistance with software upgrade testing.
 - The addition of a Manager of Health and Safety is also included in the 2024 forecast. This position would oversee the functional areas of Human Resources for Health, Safety and Disability Management as the need for dedicated staff and support in this area has increased significantly as a result of COVID-related circumstances, a focus on workplace safety and violence prevention, Ministry of Labour requirements and activities, development of standard operating procedures, health and safety training, accessibility support as well as the increased focus on employee mental health initiatives.
- In 2023, the Modernization 2.0 funding grant (\$65,000) used to offset software and licensing costs for the new HRIS system ends
- The 2023 budget includes an increase to other professional fees under purchased services in order to address programme enhancements and structural changes to the Here4Hope programme in partnership with the CMHA. As a result of the proposed changes, a net increase of \$80K has been added to this budget beginning in 2023.

County Property

- Rent increases for the Courthouse, Gaol and 131-133 Wyndham apartments based on new lease agreements totals approximately \$72,000 in 2023
- The transfer to the property reserve has been increased by \$100K in 2023 in order to provide sufficient funding for the 10-year capital plan requirements
- Projects identified over the forecast period relate to major repairs or renovations to County owned facilities. Projects total \$4.0 million funded from the Property Reserve, which receives an annual contribution from the operating budget.
- The 21 Douglas Reconstruction and Parking project in 2028 accounts for \$28 million and is an initiative to reconstruct the former Employment Services office (now houses the County IT department), create space for staff downtown and provide additional parking. Due to the magnitude of this project, funding with \$27 million in debenture and \$1 million contribution from the property reserve maintains the levy increase within an acceptable level.
- Three vehicles are scheduled for replacement in the forecast. Due to availability, the van in 2023 is budgeted for a traditional fuel vehicle. The pick-up trucks in 2025 and future replacements of the van and pick-ups are budgeted to accommodate electric vehicle purchases and reflects preliminary corporate climate change budget initiatives. The actual purchase will be dependent on the availability of this technology and charging infrastructure at the time of acquisition.

Ambulance

- Service enhancements planned for 2023 include the addition of two supervisors for the Erin Station as well as the continuation of four paramedics added during COVID. Making the four positions permanent was an enhancement originally planned for 2025. It is unknown if funding will be available to support the COVID related positions. The net cost to the County for both enhancements is estimated to be \$322,000 after the use of reserve funding.
- The cost-sharing ratio for land ambulance services has been adjusted from 61.5% City/38.5% County to 61.9% City/38.1% County in the 2023 budget. The exact percentage in any given year is based on the ratio of calls for service to the County and City.
- The levy requirement in 2023 is \$5.8 million, which is an increase of \$102,300 over 2022.
- Station construction projects have been delayed one additional year throughout the forecast awaiting Provincial announcements on the future of funding and service delivery.
 - Erin (2019-2024)
 - Guelph/Eramosa (2025-2026)
 - Arthur (2027-2028)
 - Drayton (2029-2030)
 - Mount Forest (2031-2032)
- Funding for construction of the stations is funded 79% from Property Reserves and 21% from development charges and will be leased back to City on completion.
- The County contributes approximately 40% of capital costs for City projects for replacement ambulances, ambulance equipment and ambulance related IT replacements. Total County costs over the ten-years of \$4.9 million is funded through the Ambulance Reserve.
- In addition, the City has identified a station replacement project in 2028. The County's share is \$1.8 million.

Public Health

- The 2023 budget reflects a 1.1% increase in funding for Public Health. Future years have been adjusted as follows: 2024 – 2%, all other years – 4%.
- A balloon payment for the County’s debt issue for the funds loaned to public health to build the Guelph and Orangeville facilities is due in this year and will be fully paid off using funds from the Public Health Debt Retirement Reserve Fund, eliminating approximately \$345,000 in annual principal and interest payments from the operating budget in future years.

General Expenditures and Revenues

- The Ontario Municipal Partnership Fund grant for 2023 is budgeted at \$787,400, which represents a reduction of \$138,900 (or 15%) from 2022
- Interest revenue on investments is projected to be \$3.6 million which is transferred to reserves and reserve funds
- Payments-in-lieu of taxes (PILs) and supplementary tax revenue are estimated at \$3.4 million
- Tax write-off estimates have been maintained at \$1 million.
- The County’s share of MPAC’s 2023 budget for property assessment services is \$1,522,400

Staffing Summary

The 2023 budget incorporates a number of staffing adjustments which are summarized on pages 21-22 of the budget package. The net impact of all staffing changes (in-year and proposed) is just under \$460,000 in 2023. The budget includes a proposed 5.0% economic adjustment for non-union members as of January 1, 2023.

Ten-year levy and tax projection

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

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

Capital Summary

The 2023-2032 Capital Plan contemplates a \$555.1 million investment in infrastructure, facilities and equipment.

- Roads and bridges accounts for 63.2% of projected capital spending
- Social Services (Housing, Children’s Early Years and Ontario Works) accounts for an additional 17.6%
- Property Services 5.9%
- Ambulance Services 3.2%
- Library Services 2.1%
- The remaining areas of investment include technology, solid waste services, POA, police, museum, long-term care homes, emergency management, green legacy and planning.

Facility development projects include:

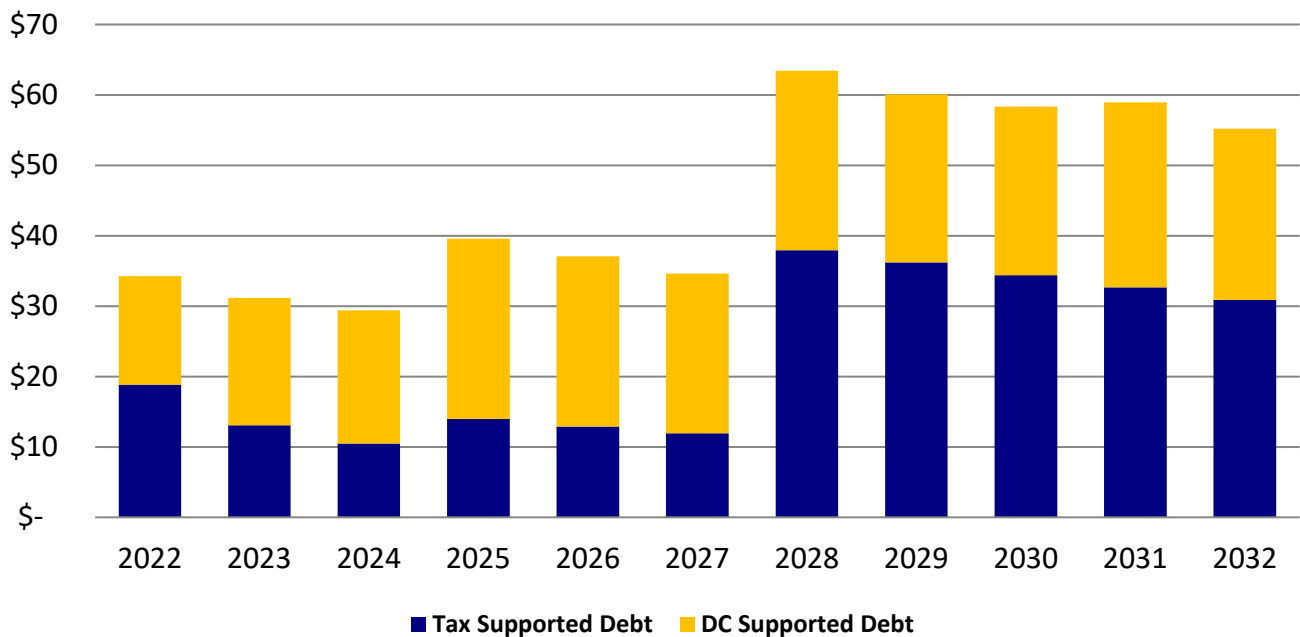
- Design and construction of a new Erin Library Branch
- Design and construction of the roads garages located in Arthur, Erin / Brucedale, Harriston and Aberfoyle
- Proposed construction of five ambulance facilities located throughout the County that will be leased back to the City
- Ongoing improvements at County landfill sites and transfer stations
- Work to improve the condition of the County-owned social and affordable housing units
- Rehabilitation of 65 Delhi Street
- Proposed new affordable housing construction throughout the County
- Provision for 21 Douglas: Reconstruction and Parking is included in 2028

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 is funded from reserves (60.7%).

County debt outstanding is projected at \$31.2 million in 2023, consisting of \$13.1 million in tax-supported debt and \$18.1 million in growth supported debt. Debt outstanding is projected to peak at \$63.4 million in 2028 when the 21 Douglas Reconstruction and Parking project debt is forecasted to be issued. Debt servicing costs will top out at \$8.1 million (\$6.4 million tax supported, \$1.7 million growth supported) and includes a \$3.1 million balloon payment for the health unit debt. Debt charges do not exceed 6.7% of the County tax levy over the ten-year plan.

County of Wellington Debt Outstanding 2023-2032 (\$ Million)



Reserve and Reserve Funds

Projections for reserve and reserve fund balances take into account transfers from the operating budget, and funding of related operating and capital budget expenditures.

Reserve and reserve fund balances totalled \$119.0 million at the end of 2021. This was made up of the following:

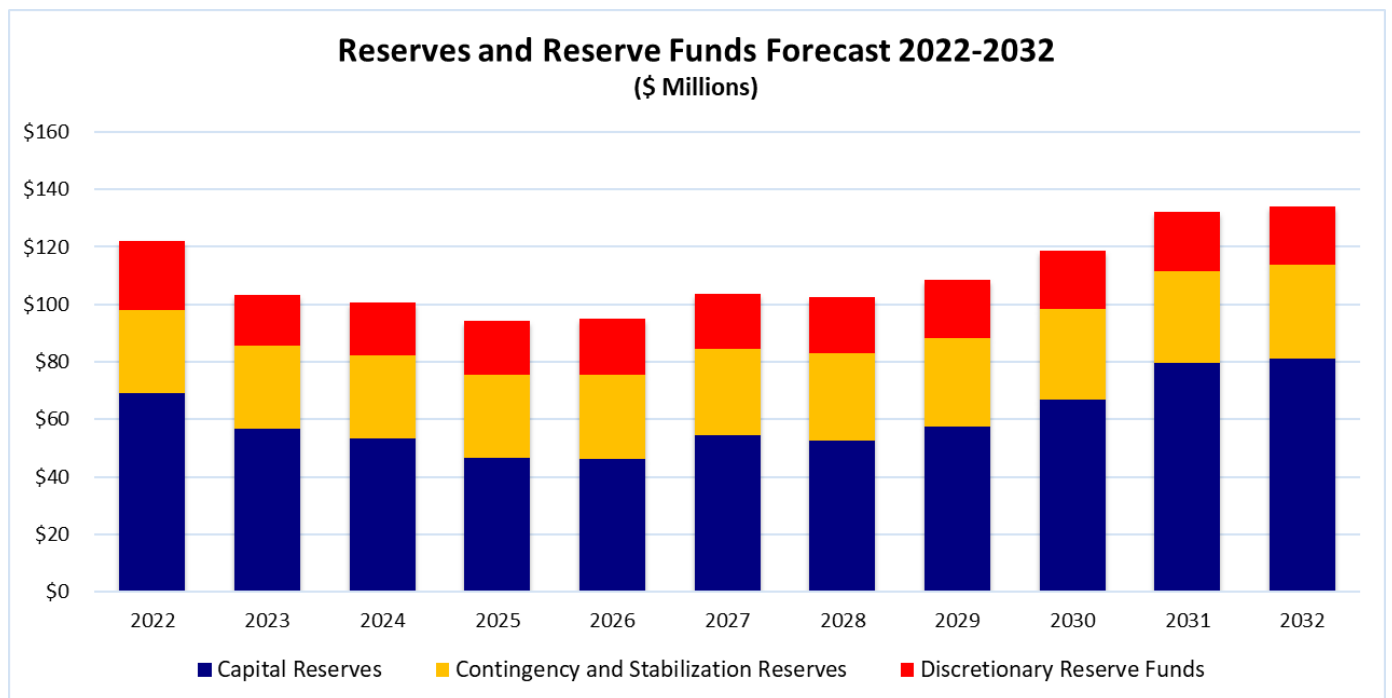
- ❑ Capital Reserves: \$66.8 million
- ❑ Contingency and Stabilization Reserves: \$28.8 million
- ❑ Discretionary Reserve Funds: \$23.4 million

The 2023-2032 capital plan is predominately funded through use of county reserves (60.7%) providing stable, predictable and sustainable funding to address infrastructure needs.

Contingency and Stabilization Reserves provide funding for extraordinary and unforeseen expenditure requirements, revenue shortfalls, to avoid large fluctuations in the tax levy and to provide cash flow needed to run the operations of the County.

Discretionary Reserve Funds are for specific purposes and generally provide funding for long-term liabilities, such as landfill closure and post closure, post-employment benefits, WSIB self-insurance and debt retirement reserves.

The following chart outlines the County's projected reserve and reserve fund balances through 2032 and shows the breakdown by the three types of County reserves.



Summary

Significant inflationary pressures and disruption to provincial funding models are driving the increases to the 2023 budget. The Consumer Price Index for Ontario has averaged 6.9% in 2022 (low of 5.7% in January, high of 7.9% in June). Construction prices have increased by double digits for the last five quarters and have been above 15% for over a year. This level of inflation has lasted more than anyone could have predicted and is driving the cost of services that the County delivers significantly upwards. A sample of some of the larger (double-digit) inflationary impacts that the County is facing are itemized below:

Item	% Increase	\$ Increase	Impact on County levy
Engineering (Roads and SWS)			
Curbside Collection Contract	12.4%	\$ 846,000	0.7%
Fuel	42.9%	480,000	0.4%
Parts (Fleet Maintenance)	28.6%	200,000	0.2%
Line Painting Contract	39.0%	230,000	0.2%
Vehicles and Equipment Capital Costs			
Roads (10-year capital up \$10.8 million)	35.8%	500,000	0.4%
SWS (10-year capital up \$1.8 million)	37.8%	100,000	0.1%
Insurance			
Employee Insurance (LTD, EHC, Dental, Life)	15.0%	810,000	0.7%
Corporate Insurance	16.5%	223,000	0.2%
Cyber Security	114.0%	69,000	0.1%
Information Technology			
Capital Costs (10-Year capital up \$5.1 million)	69.4%	450,000	0.4%
Software Maintenance & Licensing	15.2%	290,000	0.2%
		4,198,000	3.6%

In addition, the province has made sweeping changes to legislation, including Bill 23, the More Homes Built Faster Act and introduced substantial changes to provincial funding models, including the Ontario Community Infrastructure Fund that has disrupted how the County will fund its infrastructure requirements for years to come.

Bill 23 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.

Despite some of these challenges, the County does continue to have strong assessment growth, supplementary taxes and planning application fees to help offset the additional costs. 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.

There are a number of important investments in County infrastructure, including the roads network, social and affordable housing improvements, 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.

Staff have brought forward a proposed budget that 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.

Recommendation:

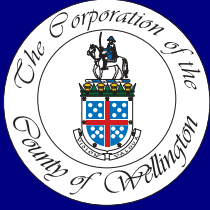
That the 2023 Operating and Capital Budget and 2023-2032 Ten-Year Plan be approved; and

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish at the end.

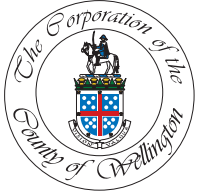
Ken DeHart, CPA, CGA
County Treasurer



COUNTY OF WELLINGTON

2021-2023 OPERATING BUDGET SUMMARY

	2021 Actuals	2021 Budget	2022 Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue							
Property Taxation	\$112,549,147	\$111,160,900	\$114,408,003	\$116,401,800	\$123,924,600	\$7,522,800	6.5%
Grants & Subsidies	\$73,218,114	\$67,537,100	\$72,815,391	\$76,538,200	\$95,430,600	\$18,892,400	24.7%
Municipal Recoveries	\$20,439,984	\$21,335,900	\$21,692,560	\$22,003,000	\$24,229,300	\$2,226,300	10.1%
Licenses, Permits and Rents	\$8,425,938	\$8,491,300	\$8,747,584	\$8,604,000	\$8,935,100	\$251,100	2.9%
User Fees & Charges	\$10,962,212	\$11,398,000	\$11,038,702	\$11,316,500	\$11,030,300	(\$286,200)	(2.5%)
Sales Revenue	\$1,942,547	\$1,006,000	\$2,171,075	\$1,363,800	\$1,963,100	\$599,300	43.9%
Other Revenue	\$4,432,911	\$3,302,600	\$4,544,585	\$5,254,600	\$4,137,300	(\$1,117,300)	(21.3%)
Internal Recoveries	\$7,221,400	\$7,534,800	\$7,371,892	\$7,383,100	\$8,228,900	\$845,800	11.5%
Total Revenue	\$239,192,253	\$231,766,600	\$242,789,792	\$248,865,000	\$277,879,200	\$29,014,200	11.7%
Expenditure							
Salaries, Wages and Benefits	\$66,990,779	\$66,542,600	\$69,024,921	\$70,363,400	\$76,373,800	\$6,010,400	8.5%
Supplies, Material & Equipment	\$12,204,880	\$12,828,900	\$12,928,800	\$12,427,200	\$13,316,100	\$888,900	7.2%
Purchased Services	\$27,858,630	\$29,688,200	\$29,484,478	\$32,480,700	\$34,171,500	\$1,690,800	5.2%
Social Assistance	\$58,305,431	\$55,799,100	\$66,271,982	\$61,964,100	\$81,318,200	\$19,354,100	31.2%
Transfer Payments	\$26,334,180	\$26,546,100	\$26,226,995	\$27,166,700	\$27,421,300	\$254,600	0.9%
Insurance & Financial	\$3,703,339	\$4,209,200	\$3,312,025	\$4,385,300	\$4,839,000	\$453,700	10.3%
Minor Capital Expenses	\$390,639	\$676,500	\$125,499	\$579,000	\$509,000	(\$70,000)	(12.1%)
Internal Charges	\$7,109,222	\$7,385,400	\$7,324,040	\$7,262,100	\$8,133,200	\$871,100	12.0%
Total Expenditure	\$202,897,100	\$203,676,000	\$214,698,740	\$216,628,500	\$246,082,100	\$29,453,600	13.6%
Net Operating Cost / (Revenue)	(\$36,295,153)	(\$28,090,600)	(\$28,091,052)	(\$32,236,500)	(\$31,797,100)	\$439,400	(1.4%)
Debt and Transfers							
Debt Charges	\$4,868,679	\$4,968,000	\$5,472,332	\$5,632,100	\$8,107,600	\$2,475,500	44.0%
Transfer from Reserve	(\$4,227,257)	(\$3,889,900)	(\$2,060,346)	(\$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	\$28,525,877	\$31,025,700	\$31,914,100	\$888,400	2.9%
Total Debt and Transfers	\$36,295,158	\$28,090,600	\$32,080,863	\$32,236,500	\$31,797,100	(\$439,400)	(1.4%)
NET COST / (REVENUE)	\$ -	\$ -	\$ 3,989,811	\$ -	\$ -	\$ -	-

	THE COUNTY OF WELLINGTON 2023 OPERATING BUDGET						
	2021 Net Budget	2022 Net Budget	2023 Expenditure	2023 Revenue	2023 Net Budget	Net Change \$	Net Change %
Programmes and Services							
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%
Subtotal	99,805,700	104,070,600	252,891,600	143,568,200	109,323,400	\$5,252,800	5.0%
General Government							
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%
Subtotal	10,256,900	11,551,900	19,488,100	5,944,000	13,544,100	\$1,992,200	17.2%
Non-Programme Expenditures and Revenues							
General Expenses and Revenues	1,098,300	779,300	5,499,500	4,442,400	1,057,100	277,800	35.6%
PIIs and Supplementary Taxes	(2,332,800)	(2,911,300)	0	3,433,300	(3,433,300)	(522,000)	17.9%
Subtotal	(1,234,500)	(2,132,000)	5,499,500	7,875,700	(2,376,200)	(\$244,200)	11.5%
TOTAL	108,828,100	113,490,500	277,879,200	157,387,900	120,491,300	7,000,800	6.2%

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%
County tax summary					
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%



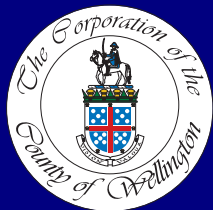
**COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET
AND TAX RATE FORECAST**

	Approved		Projected								
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
EXPENDITURES											
Salaries, Wages and Benefits	70,363,400	76,373,800	81,289,100	85,723,900	89,147,000	92,668,600	96,657,800	100,437,800	104,010,400	108,442,600	112,510,500
Supplies, Material & Equipment	12,427,200	13,316,100	13,458,300	13,760,800	14,106,700	14,503,200	14,917,700	15,336,300	15,782,500	16,101,100	16,420,000
Purchased Services	32,480,700	34,171,500	34,745,400	32,968,200	31,315,900	32,331,000	33,021,800	34,031,900	34,735,900	35,437,400	36,100,900
Social Assistance	61,964,100	81,318,200	79,233,900	79,479,700	80,350,000	81,241,200	82,207,200	83,221,600	84,272,700	85,358,900	86,486,300
Transfer Payments	27,166,700	27,421,300	27,680,700	28,670,400	30,394,500	31,498,700	32,736,100	33,874,000	35,148,900	36,094,900	37,455,000
Minor Capital Expenses	579,000	509,000	526,400	530,200	674,100	681,300	462,000	558,700	685,000	613,300	309,000
Insurance & Financial	4,385,300	4,839,000	5,071,400	5,290,800	5,524,600	5,772,200	6,045,700	6,322,900	6,613,800	6,914,500	7,016,200
Internal Charges	7,262,100	8,133,200	8,318,200	8,635,200	8,822,700	9,130,300	9,216,000	9,369,300	9,605,300	9,629,800	9,805,400
Total Expenditures	216,628,500	246,082,100	250,323,400	255,059,200	260,335,500	267,826,500	275,264,300	283,152,500	290,854,500	298,592,500	306,103,300
yr/yr % change		13.6%	1.7%	1.9%	2.1%	2.9%	2.8%	2.9%	2.7%	2.7%	2.5%
DEBT AND TRANSFERS											
Debt Charges	5,632,100	8,107,600	4,642,600	4,929,800	3,928,900	3,781,100	4,427,100	5,643,900	5,680,800	5,687,300	5,890,500
Transfer from Reserves	(4,564,300)	(8,224,600)	(4,132,900)	(4,629,300)	(4,971,300)	(4,697,700)	(4,364,800)	(4,943,700)	(5,058,500)	(5,047,600)	(5,022,900)
Transfer to Capital	143,000										
Transfer to Reserves	31,025,700	31,914,100	33,051,200	34,850,300	37,458,800	38,592,500	39,024,400	39,707,200	41,330,900	42,782,000	44,593,600
Total Debt and Transfers	32,236,500	31,797,100	33,560,900	35,150,800	36,416,400	37,675,900	39,086,700	40,407,400	41,953,200	43,421,700	45,461,200
yr/yr % change		(1.4%)	5.5%	4.7%	3.6%	3.5%	3.7%	3.4%	3.8%	3.5%	4.7%
REVENUE											
Grants & Subsidies	76,538,200	95,430,600	92,474,000	90,956,100	89,538,100	90,173,300	90,019,400	90,710,600	90,607,000	91,095,900	91,925,900
Municipal Recoveries	22,003,000	24,229,300	26,610,000	28,037,600	29,211,000	30,263,400	31,927,000	33,066,900	35,002,800	36,144,400	37,296,700
Licenses, Permits and Rents	8,552,000	8,803,100	8,865,700	8,957,000	9,038,600	9,130,200	9,217,200	9,306,900	9,402,700	9,493,600	9,587,900
Fines and Penalties	52,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
User Fees & Charges	11,316,500	11,030,300	11,175,900	11,300,800	11,456,900	11,627,700	11,806,400	12,004,900	12,206,600	12,366,200	12,524,800
Sales Revenue	1,363,800	1,963,100	1,966,100	1,453,100	932,200	935,400	939,600	943,900	948,500	953,600	960,000
Other Revenue	5,254,600	4,137,300	4,241,000	4,362,900	4,490,300	4,623,100	4,636,100	4,649,400	4,663,100	4,677,100	4,684,800
Internal Recoveries	7,383,100	8,228,900	8,413,800	8,730,700	8,918,300	9,225,900	9,310,900	9,463,600	9,699,600	9,832,500	10,003,300
PILs and Supplementary Taxes	2,911,300	3,433,300	3,556,000	3,679,300	3,803,300	3,928,100	4,028,100	4,128,100	4,228,100	4,328,100	4,428,100
Total Revenue	135,374,500	157,387,900	157,434,500	157,609,500	157,520,700	160,039,100	162,016,700	164,406,300	166,890,400	169,023,400	171,543,500
yr/yr % change		16.3%		0.1%	(0.1%)	1.6%	1.2%	1.5%	1.5%	1.3%	1.5%



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

	Approved		Projected								
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
TAX LEVY REQUIREMENT	113,490,500	120,491,300	126,449,800	132,600,500	139,231,200	145,463,300	152,334,300	159,153,600	165,917,300	172,990,800	180,021,000
yr/yr % change	4.3%	6.2%	4.9%	4.9%	5.0%	4.5%	4.7%	4.5%	4.2%	4.3%	4.1%
Weighted Assessment	17,882	18,286	19,070	19,888	20,741	21,630	22,557	23,524	24,533	25,585	26,682
yr/yr % change	2.20%	2.26%	4.29%	4.29%	4.29%	4.29%	4.29%	4.29%	4.29%	4.29%	4.29%
Phase in Growth %			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Real Growth % from new properties	2.20%	2.26%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
County Tax summary											
Residential tax rate	0.634663%	0.658927%	0.663082%	0.666736%	0.671285%	0.672507%	0.675330%	0.676558%	0.676303%	0.676141%	0.674691%
Per \$100,000 of Assessment	100,000	100,000	103,000	106,090	109,273	112,551	115,928	119,406	122,988	126,678	130,478
Taxes per \$100,000 of Assessment	\$634.66	\$658.93	\$682.97	\$707.34	\$733.53	\$756.91	\$782.90	\$807.85	\$831.77	\$856.52	\$880.32
yr/yr \$ change	13	24	24	24	26	23	26	25	24	25	24
yr/yr % residential impact	2.0%	3.8%	3.6%	3.6%	3.7%	3.2%	3.4%	3.2%	3.0%	3.0%	2.8%
yr/yr % budget impact	2.0%	3.8%	3.6%	3.6%	3.7%	3.2%	3.4%	3.2%	3.0%	3.0%	2.8%
Equivalent to a 1% change in taxes (\$000's)		1,161	1,220	1,280	1,343	1,410	1,473	1,542	1,611	1,680	1,752



COUNTY OF WELLINGTON

2021-2023 CAPITAL BUDGET SUMMARY

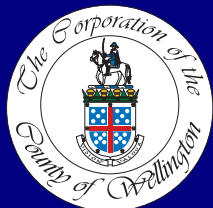
(ALL FIGURES IN \$000's)

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%
Total Expenditure	\$ 27,498	\$ 38,110	\$ 34,657	\$ 57,380	\$ 61,559	\$ 4,714	8%

PROJECT FINANCING

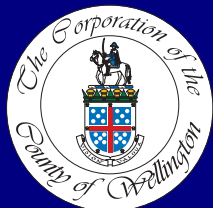
Source of Financing	2021 Actuals	2021 Adjusted Budget	2022 Actuals	2022 Adjusted Budget	2023 Budget	\$ Change Budget	% Change Budget
Recoveries	\$ 2,475	\$ 3,245	\$ 2,923	\$ 4,213	\$ 5,449	\$ 1,236	29%
Subsidy	3,380	3,370	1,329	3,074	6,957	3,883	126%
OCIF	3,170	1,860	2,954	3,780	0	(3,780)	-100%
CCBF	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	
Total Financing	\$ 40,766	\$ 38,110	\$ 49,841	\$ 57,380	\$ 61,559	\$ 4,179	7%



COUNTY OF WELLINGTON

2023-2032 CAPITAL BUDGET SUMMARY

	2023	2024	2025	2026	2027	5 Year Total	% of Total
Programme / Service							
Project Expenditure							
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%
Total Expenditure	\$61,559,000	\$62,914,000	\$69,475,000	\$48,615,000	\$39,483,000	\$282,046,000	100.0%
Project Financing							
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%
Total Financing	\$61,559,000	\$62,914,000	\$69,475,000	\$48,615,000	\$39,483,000	\$282,046,000	100.0%



COUNTY OF WELLINGTON

2023-2032 CAPITAL BUDGET SUMMARY

Programme / Service	2028	2029	2030	2031	2032	10 Year Total	% of Total
Project Expenditure							
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%
Total Expenditure	\$84,782,000	\$46,339,000	\$42,631,000	\$41,245,000	\$58,083,000	\$555,126,000	100.0%
Project Financing							
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%
Total Financing	\$84,782,000	\$46,339,000	\$42,631,000	\$41,245,000	\$58,083,000	\$555,126,000	100.0%

EXECUTIVE SUMMARY - OPERATING BUDGET

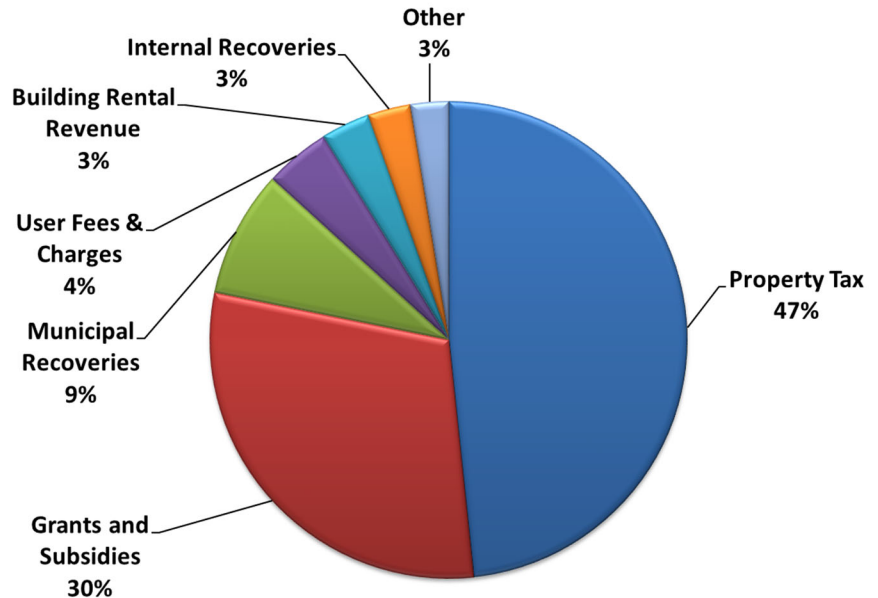
2023 Operating Budget Revenues

\$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



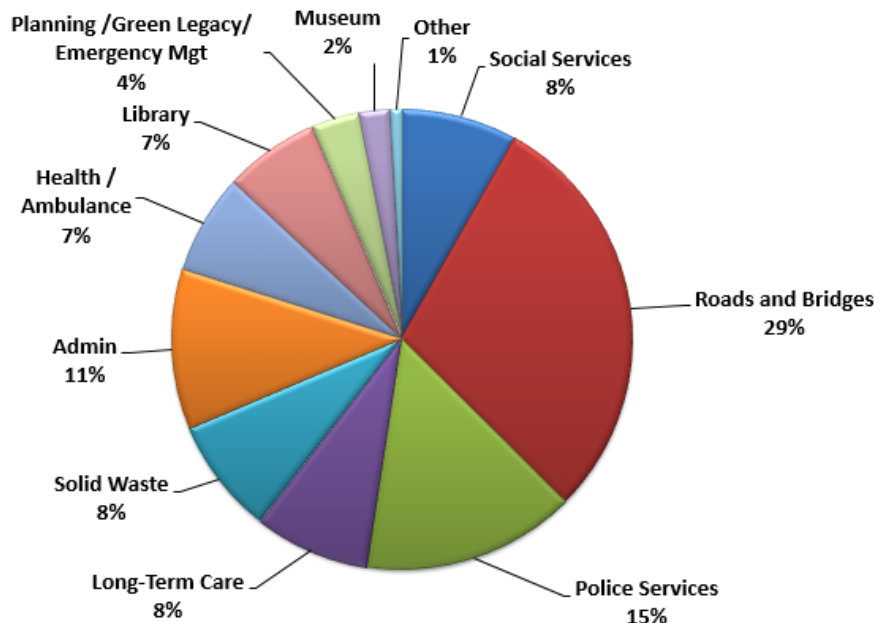
2023 County Property Tax Requirement

\$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.

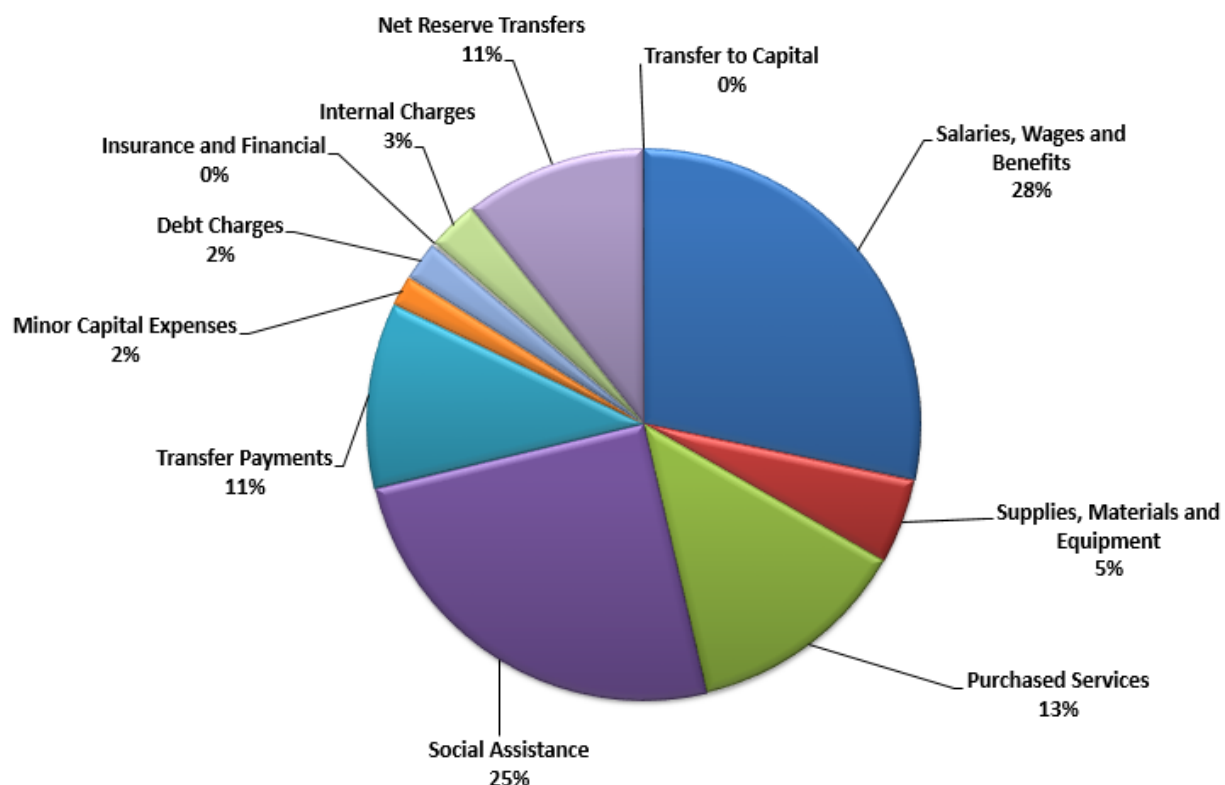
Supplies, Materials and Equipment

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 & Clerks: Cyber Security Analyst

Roads: Truck and Coach Technician

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

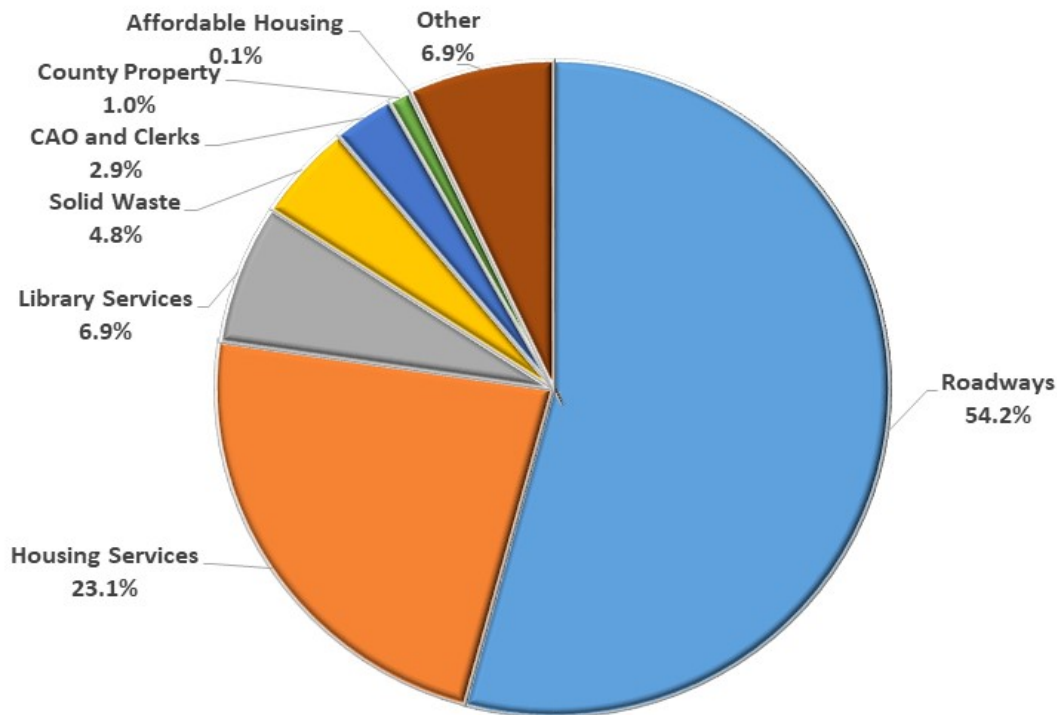
Department	Total FTEs			Change 2022-2023
	2021	2022	2023	
Office of the CAO/Clerk	35.0	38.3	39.8	1.5
Economic Development	7.0	8.2	8.7	0.5
Treasury	18.2	18.2	19.0	0.8
Human Resources	12.3	13.1	13.4	0.3
Property	14.8	14.4	14.1	(0.3)
Police	2.1	2.1	2.1	0.0
Roads Admin	9.0	10.0	10.0	0.0
Roads Field	60.2	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
Total	721.6	735.2	746.7	11.5

SUMMARY OF STAFFING BY DEPARTMENT

2023 Staffing Summary				
2022 Approved staff complement (expressed as full time equivalents)	735.2			
Annualization of positions approved in the 2022 budget	3.0			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
2022 In-Year Staffing Adjustments				
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
Adjustments due to COVID-19				
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	-
Total 2022 In-Year Staffing Adjustments	1.6	\$ 283,700	\$ (257,400)	\$ 26,300
Adjusted 2022 Staff Complement	739.9			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
2023 Proposed Staffing Changes				
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
Proposed changes to Staff Complement	6.8	\$ 679,800	\$ (246,200)	\$ 433,600
2023 Proposed Staff Complement (full time equivalents)	746.7			

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.

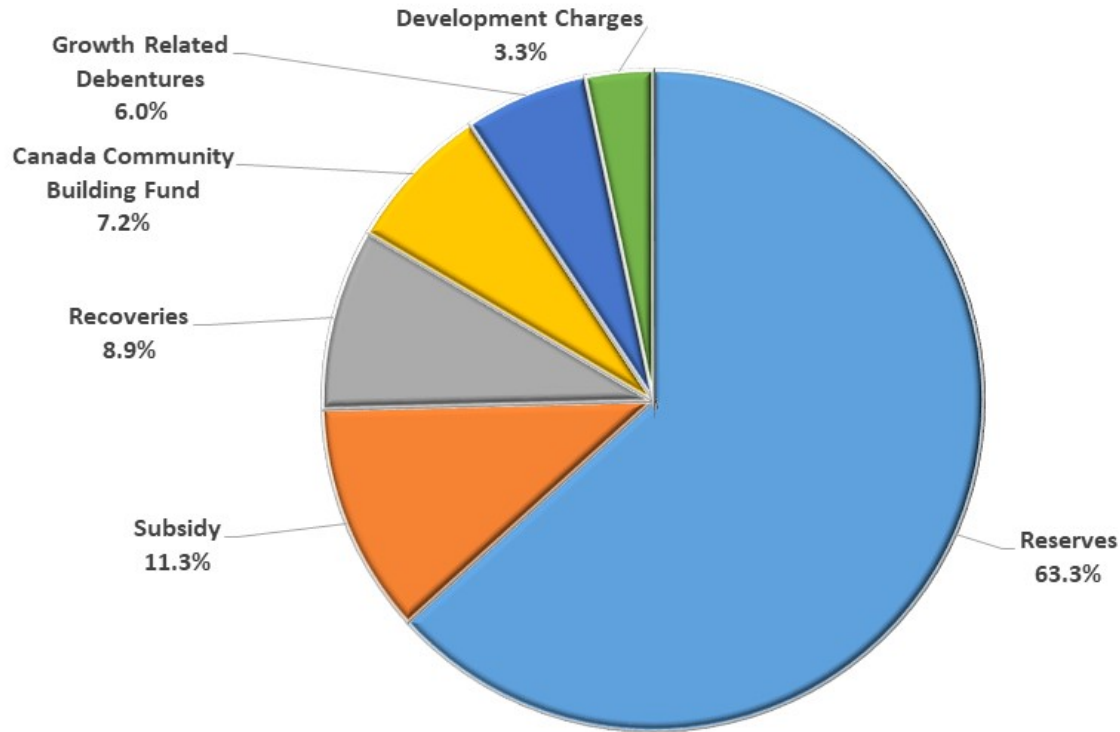
Major capital projects for the current year include:

- \$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



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
\$51.6	\$61.6	\$113.1	\$45.25

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 \$45.25 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
Asset Management / Engineering						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Roads Construction						
WR 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
Bridges						
WR 7, Rothsay Bridge, 07019, Rehab						0
WR 36, Bridge B036122, Replace				800,000		800,000
Roads Resurfacing						
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
Total County of Wellington	4,457,500	2,800,000	3,170,000	1,800,000	4,300,000	16,527,500

	2028	2029	2030	2031	2032	10 Year Total
Asset Management / Engineering						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Roads Construction						
WR 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
Bridges						
WR 7, Rothsay Bridge, 07019, Rehab			1,200,000			1,200,000
WR 36, Bridge B036122, Replace						800,000
Roads Resurfacing						
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
Total County of Wellington	2,900,000	3,000,000	3,000,000	3,000,000	1,800,000	30,227,500

ONTARIO COMMUNITY INFRASTRUCTURE FUND (OCIF) PROJECTS

	2023	2024	2025	2026	2027	5 Year Total
Growth Related Construction						
WR 124, WR 32 to Guelph Rd 1, 1.7 km			1,000,000			1,000,000
Road Construction						
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						
Bridges						
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
Culverts						
WR 11, Culvert C110930, Replace						
County Bridges on Local Roads						
Jones Baseline, Ostrander Bridge, 000032, Rehab						
Roads Resurfacing						
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						
Total County of Wellington		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
Growth Related Construction						
WR 124, WR 32 to Guelph Rd 1, 1.7 km						1,000,000
Road Construction						
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
Bridges						
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
Culverts						
WR 11, Culvert C110930, Replace	1,000,000					1,000,000
County Bridges on Local Roads						
Jones Baseline, Ostrander Bridge, 000032, Rehab		820,000				820,000
Roads Resurfacing						
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
Total County of Wellington	3,260,000	3,250,000	3,260,000	3,200,000	3,300,000	29,270,000

FUND DESCRIPTIONS

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

Operating Fund:

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

Capital Fund:

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

Reserve Fund:

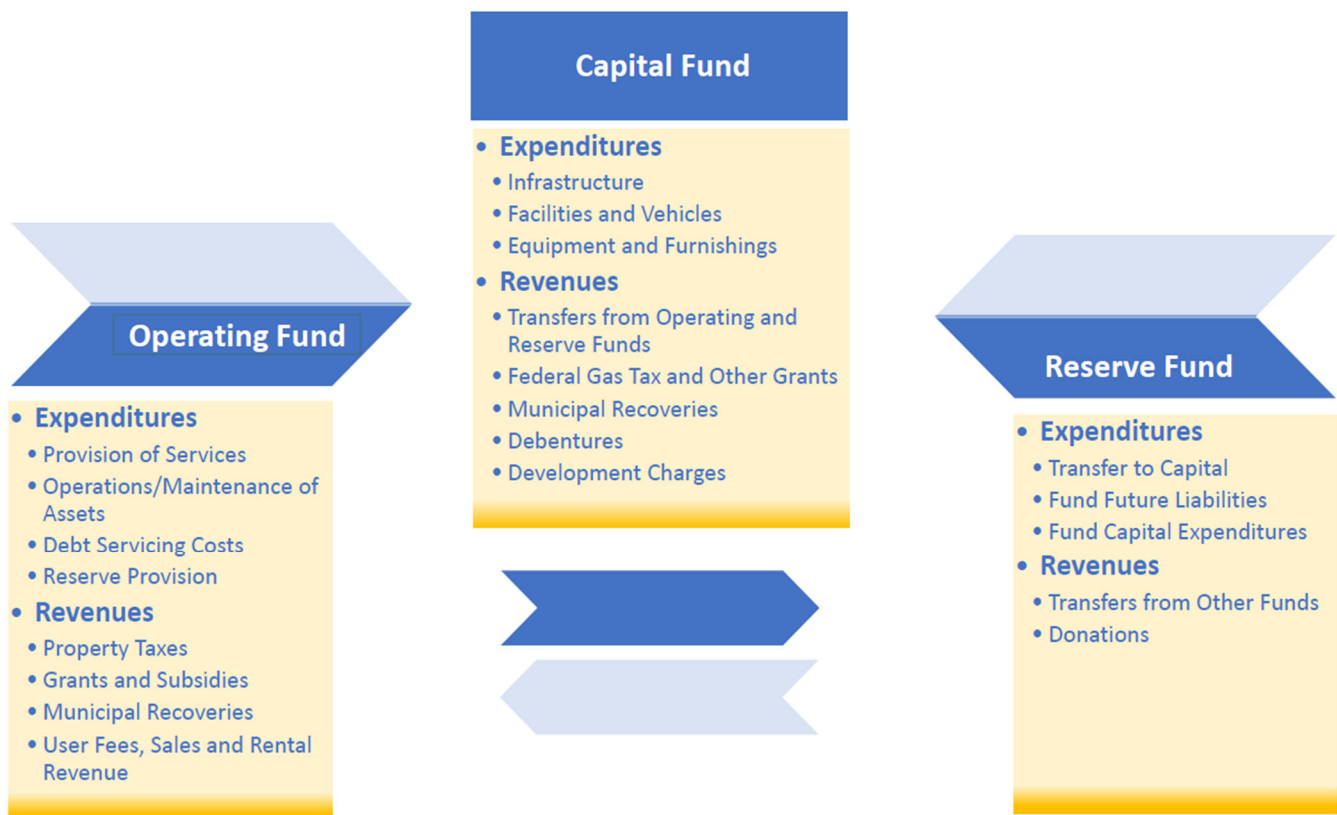
Reserves and reserve funds may be established for any purpose deemed necessary by resolution of County Council. Typical uses of reserves are for equipment replacement, contingencies and stabilization purposes, and capital financing.

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

The Reserve and Reserve Fund Balance is budgeted to decrease 18.7 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



FUND BALANCES

Consolidated 2023 Budget Summary (\$000's)

	Operating	Capital	Reserve and Reserve Funds	Total
Budgeted Fund Balance—Beginning	\$ -	\$ 25,229	\$ 122,114	\$ 147,343
Revenues				
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
Total Revenue	\$ 279,747	\$ 22,591	\$ -	\$ 302,338
Expenditures				
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)
Total Expenditures	\$ (254,190)	\$ (61,559)	\$ -	\$ (315,749)
Transfers				
Transfers from Other Funds	\$ 6,357	38,968	31,368	\$ 76,693
Transfers to Other Funds	(31,914)*		(45,325)	(77,239)
Total Transfers to (from) Other Funds	\$ (25,557)	\$ 38,968	\$ (13,957)	\$ (546)
Forecasted Reserve Expenditure Not Budgeted			\$ (4,924)	\$ (4,924)
Projected Fund Balance—Ending	\$ -	\$ 25,229	\$ 103,233	\$ 128,462

*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

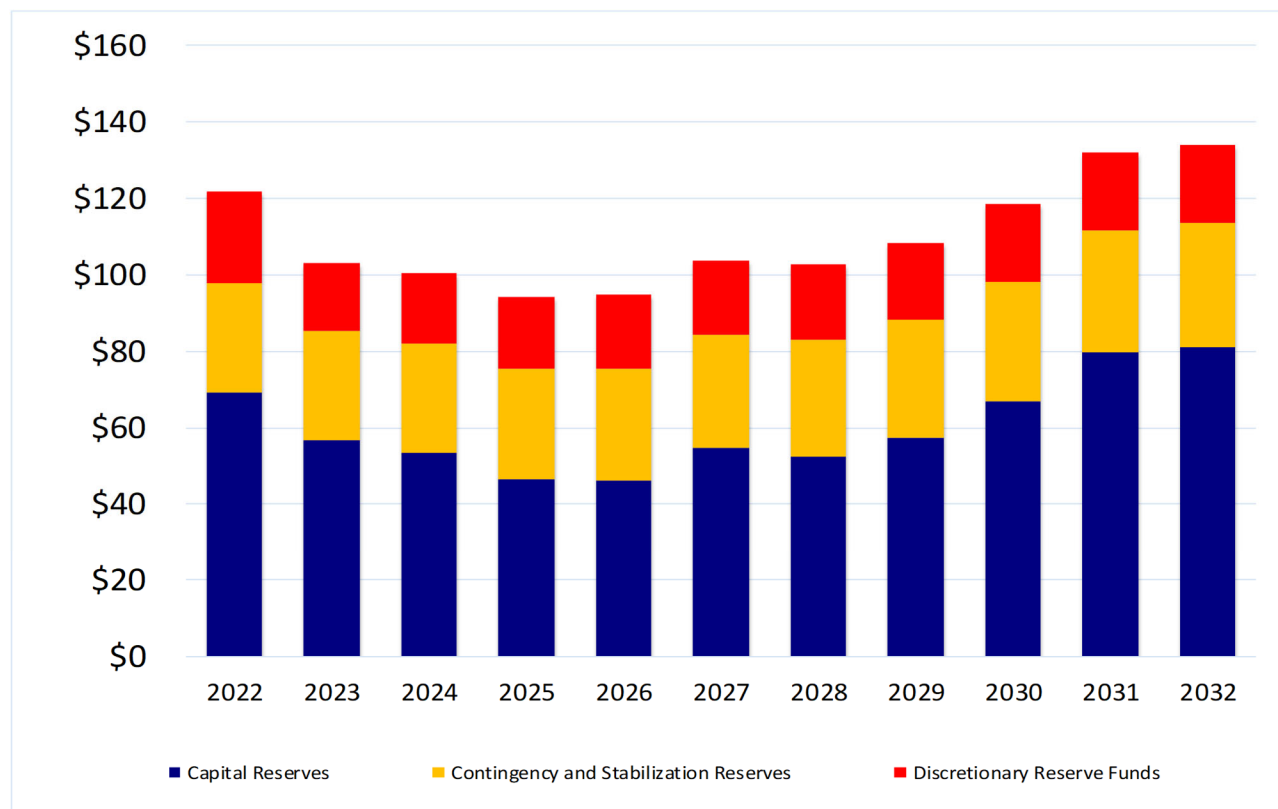
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining 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	
Reserves								
Contingency and Stabilization Reserves								
Contingency and Stabilization	\$16,867	\$175	\$479	\$427	(\$175)	(\$761)	(\$220)	\$16,793
Winter Control	\$4,447	-	\$132		-	-		\$4,579
Shared Services Stabilization	\$7,455	\$500	\$227		-	(\$814)		\$7,368
Subtotal Contingency and Stabiliza- tion	\$28,769	\$675	\$838	\$427	(\$175)	(\$1,574)	(\$220)	\$28,740
Capital Reserves								
Roads Equipment Replacement	\$3,551	\$2,900	\$94		(\$3,290)	-		\$3,255
SWS Equipment Replacement	\$2,270	\$550	\$37		(\$1,590)	-		\$1,267
Roads Capital	\$11,891	\$16,550	\$261		(\$19,637)	-		\$9,066
General Capital	\$6,133	\$1,410	\$149	\$0	(\$2,411)	(\$100)		\$5,182
Solid Waste Services Capital	\$1,770	\$500	\$41		(\$885)	-		\$1,426
Housing Capital	\$2,389	\$1,300	\$80		(\$983)	-		\$2,787
County Property Capital	\$19,321	\$1,565	\$292	\$57	(\$5,221)	(\$186)	(\$5,690)	\$10,138
Climate Change Mitigation	\$2,824	\$147	\$74		(\$467)	(\$20)		\$2,558
Wellington Terrace Capital	\$8,780	\$250	\$261		(\$485)	-		\$8,806
Ambulance	\$1,046	\$600	\$57		(\$324)	-		\$1,379
Continuum of Care Reserve	\$5,584	-	\$166		-	-		\$5,750
Housing Development (County)	\$3,668	\$1,240	\$183		-	-		\$5,090
Subtotal Capital Reserves	\$69,226	\$27,012	\$1,696	\$57	(\$35,293)	(\$306)	(\$5,690)	\$56,703
Total Reserves	\$97,996	\$27,687	\$2,534	\$484	(\$35,468)	(\$1,880)	(\$5,910)	\$85,443
Discretionary Reserve Funds								
Future Liability Coverage								
WSIB Self Insurance	\$3,825	-	\$107	\$350	-	(\$574)		\$3,708
Landfill Closure and Post Closure	\$9,702	\$600	\$299		-	(\$249)		\$10,351
Health Unit Debt Retirement	\$2,988	-	\$12		-	(\$3,000)		\$0
Post Employment Benefit	\$2,159	-	\$64	\$150	-	-		\$2,374
Donation Reserve Funds								
Museum and Archives Donations	\$53	\$27	\$2		-	-		\$82
Wellington Terrace Donations	\$87	-	\$3		-	-		\$89
Library Donations	\$105	-	\$3		-	(\$0)		\$108
Luella Logan Scholarship/Award	\$150	-	\$4		-	(\$3)		\$151
Specific Purpose Reserve Funds								
Housing Regeneration	\$4,544	-	\$12		(\$3,500)	(\$650)		\$407
Homeownership Loan Programme	\$505	-	\$15		-	-		\$520
Total Discretionary Reserve Funds	\$24,119	\$627	\$520	\$500	(\$3,500)	(\$4,477)	-	\$17,790
Total Reserves and Reserve Funds	\$122,114	\$28,314	\$3,054	\$984	(\$38,968)	(\$6,357)	(\$5,910)	\$103,233

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/ Brucedale roads facility projects and \$27.0 million for the 21 Douglas St Reconstruction and Parking project.

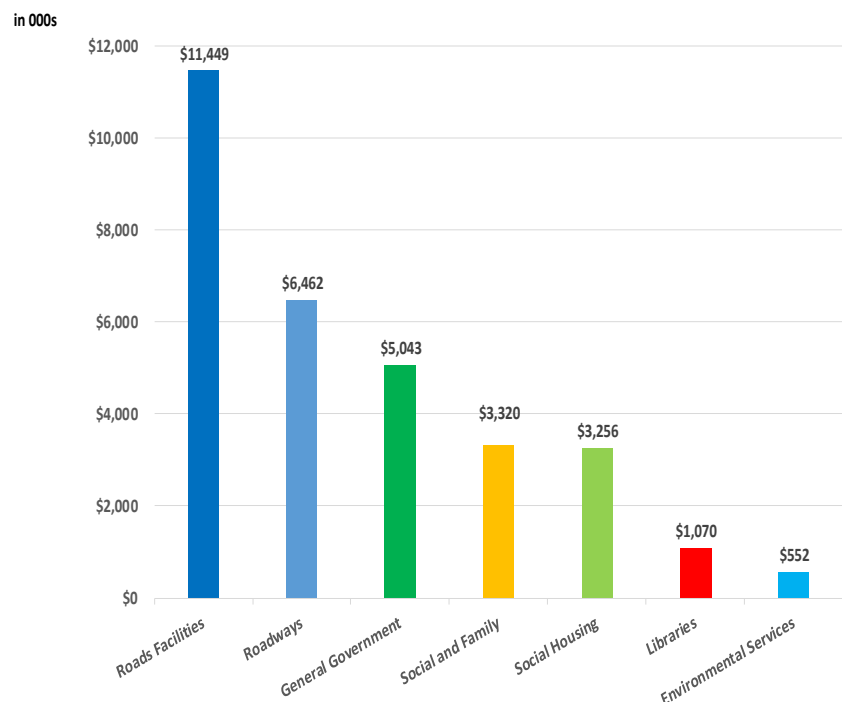
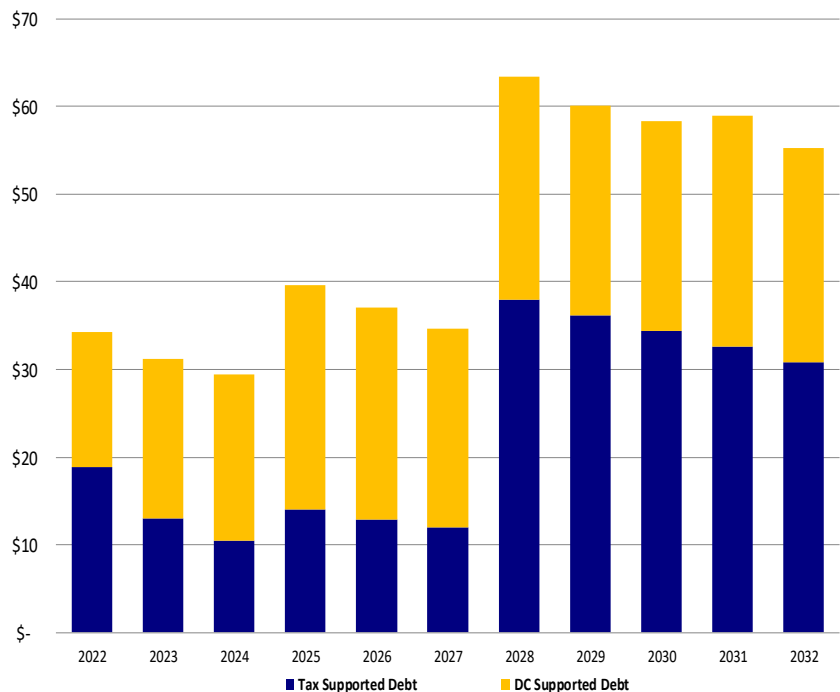
Development Charge Supported Debt

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 Facility.

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 its AAA credit rating with Standard and Poor's.

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



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

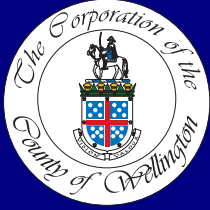
Standard and Poor's Credit Rating: AA+

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.



Programme Overview

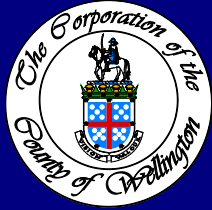
Programme/Service:	General Revenue and Expenditures
Department:	Administered by Treasury
Governance:	Administration, Finance and Human Resources Committee

Programme Description

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

2023 Budget Highlights

- 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

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

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

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

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

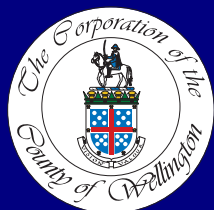
- Adherence to statutory requirements under Ontario Regulation 438/97 or subsequent provincial regulations and County policy (Providing the highest level and best quality services)
- Preservation of capital in the overall portfolio though investment in minimum bond ratings of A or higher (S&P) (Making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

Performance Measures

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%

*Projected figures



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
Revenue							
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	\$ -	-
Total Revenue	\$117,452,445	\$115,149,300	\$119,316,024	\$122,157,700	\$128,367,000	\$6,209,300	5.1%
Expenditure							
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%
Total Expenditure	\$3,147,736	\$3,775,500	\$2,505,096	\$3,830,400	\$3,921,900	\$91,500	2.4%
Net Operating Cost / (Revenue)	(\$114,304,709)	(\$111,373,800)	(\$116,810,928)	(\$118,327,300)	(\$124,445,100)	(\$6,117,800)	5.2%
Debt and Transfers							
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%)
Total Debt and Transfers	\$9,395,622	\$2,830,300	\$1,025,000	\$4,225,000	\$3,100,000	(\$1,125,000)	(26.6%)
NET COST / (REVENUE)	(\$104,909,087)	(\$108,543,500)	(\$115,785,928)	(\$114,102,300)	(\$121,345,100)	(\$7,242,800)	6.3%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	926,300	787,400	590,600	393,800	197,000						
Sales Revenue	19,600	20,000	20,400	20,800	21,200	21,200	21,800	22,500	23,200	23,700	24,200
Other Revenue	4,775,000	3,600,000	3,705,000	3,815,000	3,930,000	4,050,000	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	35,000	35,000	35,000	35,000	35,000	35,000
PILs and Supplementary Taxes	116,401,800	123,924,600	130,005,800	136,279,800	143,034,500	149,391,400	156,362,400	163,281,700	170,145,400	177,318,900	184,449,100
Total Revenue	122,157,700	128,367,000	134,356,800	140,544,400	147,217,700	153,497,600	160,469,200	167,389,200	174,253,600	181,427,600	188,558,300
EXPENDITURES											
Supplies, Material & Equipment	30,100	30,100	30,900	31,800	32,700	33,600	34,900	35,800	36,900	37,700	38,500
Purchased Services	2,405,200	2,461,700	2,516,600	2,594,000	2,673,700	2,756,200	2,840,600	2,929,700	3,021,100	3,083,100	3,146,000
Insurance & Financial	1,395,100	1,430,100	1,455,200	1,481,500	1,510,800	1,542,200	1,578,700	1,617,500	1,658,400	1,699,800	1,703,100
Total Expenditures	3,830,400	3,921,900	4,002,700	4,107,300	4,217,200	4,332,000	4,454,200	4,583,000	4,716,400	4,820,600	4,887,600
Net Operating Cost / (Revenue)	(118,327,300)	(124,445,100)	(130,354,100)	(136,437,100)	(143,000,500)	(149,165,600)	(156,015,000)	(162,806,200)	(169,537,200)	(176,607,000)	(183,670,700)
yr/yr % change		5.2%	4.7%	4.7%	4.8%	4.3%	4.6%	4.4%	4.1%	4.2%	4.0%
DEBT AND TRANSFERS											
Transfer from Reserves	(700,000)	(500,000)	(900,000)	(900,000)	(600,000)	(300,000)		(300,000)	(200,000)		
Transfer to Reserves	4,925,000	3,600,000	3,705,000	3,815,000	3,930,000	4,050,000	4,050,000	4,050,000	4,050,000	4,050,000	4,050,000
Total Debt and Transfers	4,225,000	3,100,000	2,805,000	2,915,000	3,330,000	3,750,000	4,050,000	3,750,000	3,850,000	4,050,000	4,050,000
TAX LEVY REQUIREMENT	(114,102,300)	(121,345,100)	(127,549,100)	(133,522,100)	(139,670,500)	(145,415,600)	(151,965,000)	(159,056,200)	(165,687,200)	(172,557,000)	(179,620,700)
yr/yr % change		6.3%	5.1%	4.7%	4.6%	4.1%	4.5%	4.7%	4.2%	4.1%	4.1%



Programme Overview

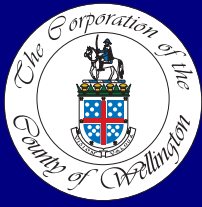
Programme/Service:	County Council
Department:	Administered by the Chief Administrative Officer
Governance:	Administration, Finance and Human Resources Committee

Programme Description

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

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**

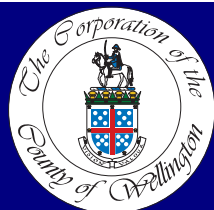
Governance: **Administration, Finance and Human Resources Committee**

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$994,039	\$972,200	\$953,053	\$996,800	\$1,054,400	\$57,600	5.8%
Supplies, Material & 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 & Financial	\$11,083	\$10,100	\$11,671	\$10,700	\$12,700	\$2,000	18.7%
Total Expenditure	\$1,159,321	\$1,271,100	\$1,208,112	\$1,315,100	\$1,356,800	\$41,700	3.2%
Net Operating Cost / (Revenue)	\$1,159,321	\$1,271,100	\$1,208,112	\$1,315,100	\$1,356,800	\$41,700	3.2%
Debt and Transfers							
NET COST / (REVENUE)	\$1,159,321	\$1,271,100	\$1,208,112	\$1,315,100	\$1,356,800	\$41,700	3.2%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	996,800	1,054,400	1,096,800	1,135,900	1,171,200	1,207,700	1,245,200	1,284,000	1,323,900	1,365,100	1,407,700
Supplies, Material & Equipment	74,800	51,500	53,200	55,000	56,900	58,800	60,900	63,000	65,000	66,300	67,500
Purchased Services	232,800	238,200	245,900	253,800	262,000	270,300	278,800	287,200	296,300	302,400	308,500
Insurance & Financial	10,700	12,700	13,300	13,900	14,500	15,100	15,800	16,500	17,200	18,000	18,800
Total Expenditures	1,315,100	1,356,800	1,409,200	1,458,600	1,504,600	1,551,900	1,600,700	1,650,700	1,702,400	1,751,800	1,802,500
Net Operating Cost / (Revenue)	1,315,100	1,356,800	1,409,200	1,458,600	1,504,600	1,551,900	1,600,700	1,650,700	1,702,400	1,751,800	1,802,500
yr/yr % change		3.2%	3.9%	3.5%	3.2%	3.1%	3.1%	3.1%	3.1%	2.9%	2.9%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT	1,315,100	1,356,800	1,409,200	1,458,600	1,504,600	1,551,900	1,600,700	1,650,700	1,702,400	1,751,800	1,802,500
yr/yr % change		3.2%	3.9%	3.5%	3.2%	3.1%	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

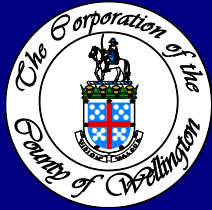
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- 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
Total	38.3	39.8
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.

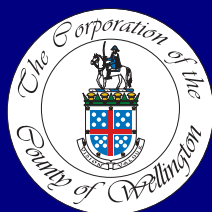
- Develop strategic and accessible marketing campaigns for all departments that educate residents and promote County programmes, services, events, and initiatives. **(Providing the highest level and best quality services)**
- Continuously adopt new communication methods and techniques to meet the changing 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

*In 2022, the Communications Division saw the return of more complex projects. While our actual graphic design projects are slightly down for 2022, the team worked on many large-scale projects (placed on hold during the pandemic) which required a considerable amount of time to complete.



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	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
User Fees & 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%
Total Revenue	\$1,643,967	\$1,648,400	\$1,624,958	\$1,630,500	\$1,835,600	\$205,100	12.6%
Expenditure							
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 & 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 & 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	\$ -	-
Total Expenditure	\$5,511,883	\$5,891,500	\$5,671,101	\$6,735,300	\$7,448,500	\$713,200	10.6%
Net Operating Cost / (Revenue)	\$3,867,916	\$4,243,100	\$4,046,143	\$5,104,800	\$5,612,900	\$508,100	10.0%
Debt and Transfers							
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%
Total Debt and Transfers	\$300,000	\$300,000	\$450,000	\$345,000	\$900,000	\$555,000	160.9%
NET COST / (REVENUE)	\$4,167,916	\$4,543,100	\$4,496,143	\$5,449,800	\$6,512,900	\$1,063,100	19.5%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
User Fees & Charges	600	600	600	600	600	600	600	600	600	600	600
Sales Revenue	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Other Revenue	24,200	29,800	30,500	31,200	31,900	32,600	33,400	34,200	35,000	35,800	35,800
Internal Recoveries	1,585,700	1,785,200	1,838,800	1,894,000	1,950,800	2,009,400	2,069,700	2,131,700	2,195,600	2,261,500	2,329,300
Total Revenue	1,630,500	1,835,600	1,889,900	1,945,800	2,003,300	2,062,600	2,123,700	2,186,500	2,251,200	2,317,900	2,385,700
EXPENDITURES											
Salaries, Wages and Benefits	4,540,200	5,006,100	5,328,100	5,610,100	5,855,500	6,084,500	6,283,200	6,487,700	6,699,800	6,919,600	7,155,700
Supplies, Material & Equipment	170,300	168,100	154,500	161,200	167,900	174,700	180,400	185,800	191,100	194,800	198,100
Purchased Services	1,880,700	2,050,100	2,054,100	2,096,900	2,141,000	2,186,000	2,236,400	2,284,200	2,335,600	2,375,000	2,419,000
Insurance & Financial	142,000	222,100	233,600	244,700	256,500	269,100	281,400	295,000	308,500	323,500	338,000
Internal Charges	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Total Expenditures	6,735,300	7,448,500	7,772,400	8,115,000	8,423,000	8,716,400	8,983,500	9,254,800	9,537,100	9,815,000	10,112,900
Net Operating Cost / (Revenue)	5,104,800	5,612,900	5,882,500	6,169,200	6,419,700	6,653,800	6,859,800	7,068,300	7,285,900	7,497,100	7,727,200
yr/yr % change		10.0%	4.8%	4.9%	4.1%	3.6%	3.1%	3.0%	3.1%	2.9%	3.1%
DEBT AND TRANSFERS											
Transfer from Reserves	(105,000)										
Transfer to Reserves	450,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Total Debt and Transfers	345,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
TAX LEVY REQUIREMENT	5,449,800	6,512,900	6,782,500	7,069,200	7,319,700	7,553,800	7,759,800	7,968,300	8,185,900	8,397,100	8,627,200
yr/yr % change		19.5%	4.1%	4.2%	3.5%	3.2%	2.7%	2.7%	2.7%	2.6%	2.7%



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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Office of the CAO/Clerk											
Technical Services	1,285,000	1,235,000	775,000	335,000	415,000	1,795,000	960,000	560,000	690,000	1,210,000	9,260,000
Application Services	420,000	330,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,750,000
Information Management	85,000	75,000				100,000		95,000			355,000
Total Office of the CAO/Clerk	1,790,000	1,640,000	1,025,000	585,000	665,000	2,145,000	1,210,000	905,000	940,000	1,460,000	12,365,000
Total	1,790,000	1,640,000	1,025,000	585,000	665,000	2,145,000	1,210,000	905,000	940,000	1,460,000	12,365,000
Sources of Financing											
Recoveries	458,000	226,000	120,000	43,000	53,000	370,000	185,000	93,000	90,000	164,000	1,802,000
Subsidies	104,000										104,000
Reserves	1,228,000	1,414,000	905,000	542,000	612,000	1,775,000	1,025,000	812,000	850,000	1,296,000	10,459,000
Total Financing	1,790,000	1,640,000	1,025,000	585,000	665,000	2,145,000	1,210,000	905,000	940,000	1,460,000	12,365,000



County of Wellington
10 Year Capital Budget
Technical Services

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Office of the CAO/Clerk											
Technical Services											
2021 Main Core Switches	60,000										60,000
A/C Cooling 138 Wyndham St										100,000	100,000
Archive Storage Replacement	45,000		45,000			55,000		60,000			205,000
Back up Server Replacement					50,000						50,000
Computer Hardware Lifecycle Replacement	130,000	150,000	75,000	120,000	150,000	220,000	120,000	190,000	240,000	280,000	1,675,000
Disaster Recovery A/C Replacement		55,000									55,000
Disaster Recovery UPS Replacement			55,000					70,000			125,000
IT Van Replacement			100,000							120,000	220,000
Main Core Switches								240,000	70,000	70,000	380,000
Network Equipment UPS Replacement					60,000						60,000
Network Perimeter Security	600,000					700,000					1,300,000
Network Replacement		200,000	270,000		90,000				240,000	320,000	1,120,000
Phone Gateway Replacement		100,000									100,000
Phone Set Replacement			230,000							250,000	480,000
Point to Point Radios Guelph					65,000					70,000	135,000
Server Replacement	160,000	480,000				550,000	570,000				1,760,000
Storage Replacement	250,000	250,000				270,000	270,000				1,040,000
UPS Data Centre 138 Wyndham St				95,000							95,000
Video Security Recorder Replacement	40,000										40,000
Wifi Unit Replacement				120,000					140,000		260,000
Total Technical Services	1,285,000	1,235,000	775,000	335,000	415,000	1,795,000	960,000	560,000	690,000	1,210,000	9,260,000
Total Office of the CAO/Clerk	1,285,000	1,235,000	775,000	335,000	415,000	1,795,000	960,000	560,000	690,000	1,210,000	9,260,000
Total	1,285,000	1,235,000	775,000	335,000	415,000	1,795,000	960,000	560,000	690,000	1,210,000	9,260,000
Sources of Financing											
Recoveries	258,000	211,000	120,000	43,000	53,000	350,000	185,000	74,000	90,000	164,000	1,548,000
Reserves	1,027,000	1,024,000	655,000	292,000	362,000	1,445,000	775,000	486,000	600,000	1,046,000	7,712,000
Total Financing	1,285,000	1,235,000	775,000	335,000	415,000	1,795,000	960,000	560,000	690,000	1,210,000	9,260,000



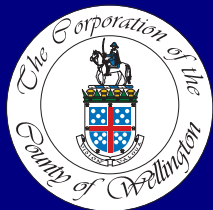
County of Wellington
10 Year Capital Budget
Application Services

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Office of the CAO/Clerk											
Application Services											
Future Application System Enhancements		200,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,200,000
HR Information Management Syst	420,000										420,000
HRIS: Health and Safety Module		130,000									130,000
Total Application Services	420,000	330,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,750,000
Total Office of the CAO/Clerk	420,000	330,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,750,000
Total	420,000	330,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,750,000
Sources of Financing											
Recoveries	183,000										183,000
Subsidies	104,000										104,000
Reserves	133,000	330,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,463,000
Total Financing	420,000	330,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,750,000



County of Wellington
10 Year Capital Budget
Information Management

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Office of the CAO/Clerk											
Information Management											
County Website Upgrade	85,000					100,000					185,000
Intranet Upgrade		75,000						95,000			170,000
Total Information Management	85,000	75,000				100,000		95,000			355,000
Total Office of the CAO/Clerk	85,000	75,000				100,000		95,000			355,000
Total	85,000	75,000				100,000		95,000			355,000
Sources of Financing											
Recoveries	17,000	15,000				20,000		19,000			71,000
Reserves	68,000	60,000				80,000		76,000			284,000
Total Financing	85,000	75,000				100,000		95,000			355,000



Programme Overview

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

Programme Description

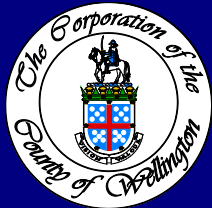
The Treasury Department is responsible for the prudent management of the financial resources of the Corporation. Our role is to:

- Provide advice and recommendations to Council on all financial matters affecting the Corporation
- Ensure the long term financial health of the Corporation
- Develop, recommend and implement corporate financial and procurement policies
- Financial Services responsibilities include: corporate budget development; financial management; accounting and reporting; development and administration of corporate financial policies; property tax policy; assessment base management; cash and investment management; performance measurement; as well as asset management and reporting.
- Purchasing and Risk Management is responsible for implementing the centralized purchasing function within the County, ensuring that County procurement is carried out in an open and accountable manner, and securing the appropriate level of insurance for County assets, employees and councillors.

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
Total	18.2	19.0
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

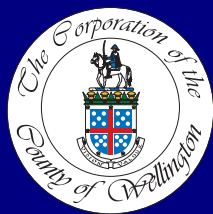
The following goals and objectives have been adapted from the Financial Principles developed for the County of Wellington Long-Term Financial Sustainability Strategy:

- 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	Estimated 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

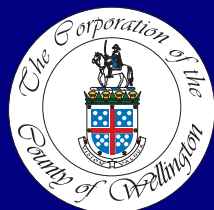
Governance: Administration, Finance and Human Resources Committee

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
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%)
Total Revenue	\$562,816	\$562,700	\$581,206	\$583,000	\$577,700	(\$5,300)	(0.9%)
Expenditure							
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 & 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 & 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	\$ -	-
Total Expenditure	\$2,635,603	\$2,905,200	\$2,710,579	\$2,996,600	\$3,258,500	\$261,900	8.7%
Net Operating Cost / (Revenue)	\$2,072,787	\$2,342,500	\$2,129,373	\$2,413,600	\$2,680,800	\$267,200	11.1%
Debt and Transfers							
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	\$ -	-
Total Debt and Transfers	(\$49,121)	(\$226,800)	\$123,139	(\$133,200)	(\$5,800)	\$127,400	(95.6%)
NET COST / (REVENUE)	\$2,023,666	\$2,115,700	\$2,252,512	\$2,280,400	\$2,675,000	\$394,600	17.3%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Other Revenue	1,800	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900
Internal Recoveries	581,200	575,800	593,000	610,700	629,000	647,800	667,200	687,200	707,800	729,000	750,300
Total Revenue	583,000	577,700	594,900	612,600	630,900	649,700	669,100	689,100	709,700	730,900	752,200
EXPENDITURES											
Salaries, Wages and Benefits	2,199,300	2,466,300	2,642,000	2,773,400	2,883,800	2,984,000	3,083,200	3,184,200	3,289,500	3,397,800	3,512,400
Supplies, Material & Equipment	50,500	45,400	45,900	46,400	46,900	47,400	48,200	49,300	50,400	51,000	51,600
Purchased Services	538,000	529,000	540,000	551,100	612,700	624,500	587,200	600,400	616,500	628,600	640,700
Insurance & Financial	205,800	214,800	220,600	225,900	231,000	235,900	241,100	246,400	250,500	254,300	257,500
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditures	2,996,600	3,258,500	3,451,500	3,599,800	3,777,400	3,894,800	3,962,700	4,083,300	4,209,900	4,334,700	4,465,200
Net Operating Cost / (Revenue)	2,413,600	2,680,800	2,856,600	2,987,200	3,146,500	3,245,100	3,293,600	3,394,200	3,500,200	3,603,800	3,713,000
yr/yr % change		11.1%	6.6%	4.6%	5.3%	3.1%	1.5%	3.1%	3.1%	3.0%	3.0%
DEBT AND TRANSFERS											
Transfer from Reserves	(308,200)	(180,800)	(184,000)	(187,300)	(235,600)	(238,900)	(197,400)	(201,100)	(203,900)	(206,000)	(207,300)
Transfer to Reserves	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Debt and Transfers	(133,200)	(5,800)	(9,000)	(12,300)	(60,600)	(63,900)	(22,400)	(26,100)	(28,900)	(31,000)	(32,300)
TAX LEVY REQUIREMENT	2,280,400	2,675,000	2,847,600	2,974,900	3,085,900	3,181,200	3,271,200	3,368,100	3,471,300	3,572,800	3,680,700
yr/yr % change		17.3%	6.5%	4.5%	3.7%	3.1%	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

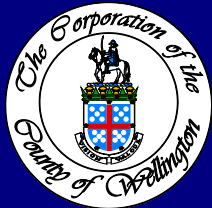
Programme Description

- 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
Total	13.1	13.4
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.

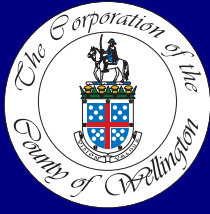
- Optimize recruitment efforts and continue to be an Employer of Choice. **(Providing the highest level and best quality services)**
- Creating opportunities to build openness, inclusion and enhance the understanding of diversity and cultural competency into the County's corporate culture. **(People 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:

	2023 Target	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

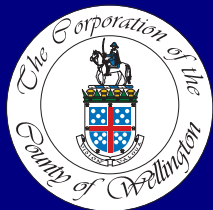
Governance: Administration, Finance and Human Resources Committee

	2021 Actuals	2021 Budget	2022 Preliminary Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & 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%
Total Revenue	\$970,800	\$970,800	\$1,085,355	\$1,086,400	\$1,183,300	\$96,900	8.9%
Expenditure							
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 & 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 & 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	\$ -	-
Total Expenditure	\$2,413,437	\$2,656,500	\$2,789,432	\$2,920,900	\$3,262,800	\$341,900	11.7%
Net Operating Cost / (Revenue)	\$1,442,637	\$1,685,700	\$1,704,077	\$1,834,500	\$2,079,500	\$245,000	13.4%
Debt and Transfers							
Transfer from Reserve	(\$510,714)	(\$582,200)	(\$513,572)	(\$582,000)	(\$574,100)	\$7,900	(1.4%)
Total Debt and Transfers	(\$510,714)	(\$582,200)	(\$513,572)	(\$582,000)	(\$574,100)	\$7,900	(1.4%)
NET COST / (REVENUE)	\$931,923	\$1,103,500	\$1,190,505	\$1,252,500	\$1,505,400	\$252,900	20.2%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	65,000										
Other Revenue	25,200	57,100	66,900	69,700	72,500	75,400	78,300	81,200	84,100	87,100	89,100
Internal Recoveries	996,200	1,126,200	1,159,900	1,194,600	1,230,400	1,267,300	1,305,300	1,344,500	1,384,800	1,426,400	1,469,000
Total Revenue	1,086,400	1,183,300	1,226,800	1,264,300	1,302,900	1,342,700	1,383,600	1,425,700	1,468,900	1,513,500	1,558,100
EXPENDITURES											
Salaries, Wages and Benefits	1,618,700	1,737,700	2,024,400	2,187,800	2,310,100	2,410,200	2,500,800	2,585,700	2,670,500	2,758,800	2,854,100
Supplies, Material & Equipment	146,500	155,900	135,400	139,100	142,900	146,800	150,600	154,400	158,600	161,500	164,600
Purchased Services	750,800	946,400	945,900	1,036,100	1,061,600	1,087,400	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	95,000	95,000	95,000	95,000	95,000	95,000
Insurance & Financial	308,400	326,300	346,500	364,400	381,500	398,300	415,000	431,600	448,300	465,000	481,800
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	2,920,900	3,262,800	3,548,700	3,823,900	3,992,600	4,139,200	4,276,600	4,408,300	4,543,200	4,679,900	4,822,500
Net Operating Cost / (Revenue)	1,834,500	2,079,500	2,321,900	2,559,600	2,689,700	2,796,500	2,893,000	2,982,600	3,074,300	3,166,400	3,264,400
yr/yr % change		13.4%	11.7%	10.2%	5.1%	4.0%	3.5%	3.1%	3.1%	3.0%	3.1%
DEBT AND TRANSFERS											
Transfer from Reserves	(582,000)	(574,100)	(715,600)	(850,300)	(885,900)	(919,300)	(958,400)	(993,400)	(1,027,300)	(1,060,700)	(1,096,900)
Total Debt and Transfers	(582,000)	(574,100)	(715,600)	(850,300)	(885,900)	(919,300)	(958,400)	(993,400)	(1,027,300)	(1,060,700)	(1,096,900)
TAX LEVY REQUIREMENT											
	1,252,500	1,505,400	1,606,300	1,709,300	1,803,800	1,877,200	1,934,600	1,989,200	2,047,000	2,105,700	2,167,500
yr/yr % change		20.2%	6.7%	6.4%	5.5%	4.1%	3.1%	2.8%	2.9%	2.9%	2.9%



Programme Overview

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

Programme Description

Maintenance, improvements and operations of County owned facilities including:

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

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.

Staff Complement (Full time equivalents)		
	2022	2023
Property Maintenance	6.9	6.6
Office Cleaning	6.5	6.5
Construction and Property Manager	1.0	1.0
Total	14.4	14.1
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 & filters, fire extinguishers, sprinkler systems, and fire alarm panels.
(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%

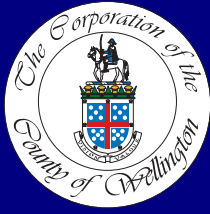
*Note: actual numbers are lower due to impact of COVID and working from home rather than in facilities.

**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	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
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 & 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%)
Total Revenue	\$2,277,974	\$2,256,500	\$2,240,429	\$2,293,400	\$2,347,400	\$54,000	2.4%
Expenditure							
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 & 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 & 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%
Total Expenditure	\$2,551,927	\$2,561,600	\$2,431,996	\$2,530,000	\$2,805,300	\$275,300	10.9%
Net Operating Cost / (Revenue)	\$273,953	\$305,100	\$191,567	\$236,600	\$457,900	\$221,300	93.5%
Debt and Transfers							
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%
Total Debt and Transfers	\$978,109	\$918,400	\$939,056	\$1,017,500	\$1,036,100	\$18,600	1.8%
NET COST / (REVENUE)	\$1,252,062	\$1,223,500	\$1,130,623	\$1,254,100	\$1,494,000	\$239,900	19.1%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Licenses, Permits and Rents	1,245,800	1,317,000	1,315,500	1,322,200	1,317,700	1,322,100	1,319,200	1,317,500	1,320,600	1,318,000	1,318,200
User Fees & Charges	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000
Other Revenue	34,100	37,100	38,000	38,900	39,800	40,800	41,800	42,800	43,900	45,000	45,000
Internal Recoveries	855,500	835,300	865,800	985,000	965,700	1,060,700	994,800	992,500	1,069,600	1,039,000	1,060,600
Total Revenue	2,293,400	2,347,400	2,377,300	2,504,100	2,481,200	2,581,600	2,513,800	2,510,800	2,592,100	2,560,000	2,581,800
EXPENDITURES											
Salaries, Wages and Benefits	1,212,400	1,315,100	1,376,200	1,431,200	1,478,300	1,525,900	1,574,900	1,625,700	1,677,800	1,732,200	1,792,300
Supplies, Material & Equipment	223,800	237,600	242,000	254,300	251,000	260,600	260,400	265,800	271,500	275,800	280,400
Purchased Services	965,400	1,038,900	1,071,100	1,140,100	1,149,200	1,210,500	1,201,600	1,245,500	1,253,300	1,266,200	1,275,700
Insurance & Financial	71,300	79,500	85,000	90,200	96,300	102,800	109,400	116,500	124,600	132,600	133,800
Minor Capital Expenses	54,500	125,500	120,400	131,900	140,900	205,000	75,400	70,700	83,900	96,000	
Internal Charges	2,600	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700
Total Expenditures	2,530,000	2,805,300	2,903,400	3,056,400	3,124,400	3,313,500	3,230,400	3,332,900	3,419,800	3,511,500	3,490,900
Net Operating Cost / (Revenue)	236,600	457,900	526,100	552,300	643,200	731,900	716,600	822,100	827,700	951,500	909,100
yr/yr % change		93.5%	14.9%	5.0%	16.5%	13.8%	(2.1%)	14.7%	0.7%	15.0%	(4.5%)
DEBT AND TRANSFERS											
Debt Charges	291,300	291,200	291,900	189,000	188,200	188,300	739,500	2,093,600	2,094,000	2,094,100	2,094,000
Transfer from Reserves	(22,000)	(102,500)	(89,700)	(50,400)	(105,100)	(141,200)	(47,700)	(70,700)	(24,200)	(96,000)	
Transfer to Reserves	748,200	847,400	847,000	846,700	846,200	845,800	845,400	1,044,800	1,544,300	2,343,600	3,143,500
Total Debt and Transfers	1,017,500	1,036,100	1,049,200	985,300	929,300	892,900	1,537,200	3,067,700	3,614,100	4,341,700	5,237,500
TAX LEVY REQUIREMENT											
	1,254,100	1,494,000	1,575,300	1,537,600	1,572,500	1,624,800	2,253,800	3,889,800	4,441,800	5,293,200	6,146,600
yr/yr % change		19.1%	5.4%	(2.4%)	2.3%	3.3%	38.7%	72.6%	14.2%	19.2%	16.1%



County of Wellington
10 Year Capital Budget
Property Services

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Property Services											
Facility Improvements											
133 Wyndham Residential Kitchens & Bath	190,000										190,000
21 Douglas: HVAC Pump Replacement			30,000								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			50,000					53,000			103,000
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										470,000	470,000
Courthouse: Common Space Wall Finishes		51,000									51,000
Courthouse: Fire Alarm Systems	30,000										30,000
Courthouse: Flooring									57,000		57,000
Courthouse: HVAC Equipment						61,000					61,000
Courthouse: Interior Upgrade				94,000							94,000
Courthouse: Lighting Upgrade			44,000					53,000			97,000
Gaol: Building Retrofits										450,000	450,000
Gaol: Elevator Modernization	120,000										120,000
Gaol: Fire Alarm Systems	30,000										30,000
Gaol: HVAC Equipment Replacements						195,000					195,000
Gaol: Lighting Upgrade								70,000			70,000
Gaol: Security Replacement					45,000						45,000
Gov Residence: Elevators									50,000		50,000
Property Building Retrofits	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Total Facility Improvements	555,000	151,000	274,000	294,000	145,000	28,356,000	100,000	276,000	497,000	1,330,000	31,978,000
Vehicles and Equipment											
Replace Maintenance 1/2 Tonne Van	75,000								145,000		220,000
Replace Maintenance Pickup EV			100,000							160,000	260,000
Replace Maintenance Van EV			100,000							160,000	260,000
Total Vehicles and Equipment	75,000		200,000						145,000	320,000	740,000
Total Property Services	630,000	151,000	474,000	294,000	145,000	28,356,000	100,000	276,000	642,000	1,650,000	32,718,000
Total	630,000	151,000	474,000	294,000	145,000	28,356,000	100,000	276,000	642,000	1,650,000	32,718,000
Sources of Financing											
Reserves	630,000	151,000	474,000	294,000	145,000	1,356,000	100,000	276,000	642,000	1,650,000	5,718,000
Debenture						27,000,000					27,000,000
Total Financing	630,000	151,000	474,000	294,000	145,000	28,356,000	100,000	276,000	642,000	1,650,000	32,718,000



Programme Overview

Programme/Service:

Grants and Contributions

Department:

Administered by Treasury

Governance:

Administration, Finance and Human Resources Committee

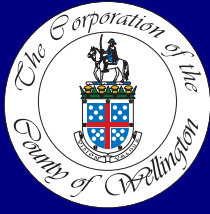
Programme Description

This budget contains the estimates for:

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

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

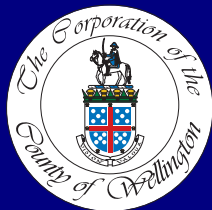
Governance: Administration, Finance and Human Resources Committee

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



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	86,400	88,800	91,300	93,800	96,300	98,900	101,600	104,400	107,300	110,300	113,300
Total Expenditures	86,400	88,800	91,300	93,800	96,300	98,900	101,600	104,400	107,300	110,300	113,300
Net Operating Cost / (Revenue)	86,400	88,800	91,300	93,800	96,300	98,900	101,600	104,400	107,300	110,300	113,300
yr/yr % change		2.8%	2.8%	2.7%	2.7%	2.7%	2.7%	2.8%	2.8%	2.8%	2.7%
DEBT AND TRANSFERS											
Debt Charges	376,300	375,500	375,700	376,700	376,600	377,000	376,200	377,100	377,800	377,100	377,200
Transfer from Reserves	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Total Debt and Transfers	373,300	372,500	372,700	373,700	373,600	374,000	373,200	374,100	374,800	374,100	374,200
TAX LEVY REQUIREMENT											
	459,700	461,300	464,000	467,500	469,900	472,900	474,800	478,500	482,100	484,400	487,500
yr/yr % change		0.3%	0.6%	0.8%	0.5%	0.6%	0.4%	0.8%	0.8%	0.5%	0.6%



Programme Overview

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

Programme Description

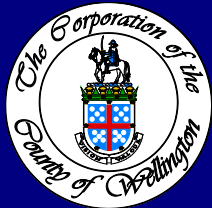
The Economic Development Division continues to work in collaboration with the local municipalities and strategic investments are guided by the Economic Development Three-Year Plan. Market Intelligence and the status of existing business continues to be a focus, while infrastructure development, attainable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

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

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	
	2022	2023
Economic Development	8.2	8.7
Total	8.2	8.7
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.”

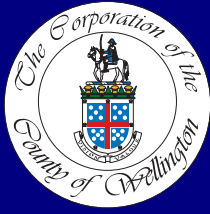
- Increase the competitiveness and success of Wellington businesses – to support programmes that contribute to the sustainability and competitive position of the County **(Providing the highest level and best quality services)**
- Build a strong regional profile and brand – to build awareness of the 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= \$ leveraged from member municipalities/\$BR&E Funding



COUNTY OF WELLINGTON

2023 OPERATING BUDGET

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

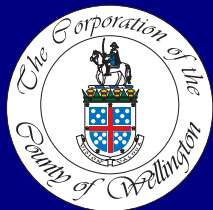
Governance: Administration, Finance and Human Resources Committee

	2021 Actuals	2021 Budget	2022 Preliminary Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$306,552	\$369,800	\$258,630	\$528,000	\$383,000	(\$145,000)	(27.5%)
User Fees & 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	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$389,692	\$436,300	\$433,666	\$632,200	\$469,000	(\$163,200)	(25.8%)
Expenditure							
Salaries, Wages and Benefits	\$580,809	\$660,600	\$813,844	\$840,500	\$954,500	\$114,000	13.6%
Supplies, Material & 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 & 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	\$ -	-
Total Expenditure	\$1,767,370	\$2,198,700	\$1,909,470	\$2,266,700	\$2,140,800	(\$125,900)	(5.6%)
Net Operating Cost / (Revenue)	\$1,377,678	\$1,762,400	\$1,475,804	\$1,634,500	\$1,671,800	\$37,300	2.3%
Debt and Transfers							
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%)
Total Debt and Transfers	\$255,887	\$200,000	\$409,726	\$400,000	(\$80,000)	(\$480,000)	(120.0%)
NET COST / (REVENUE)	\$1,633,565	\$1,962,400	\$1,885,530	\$2,034,500	\$1,591,800	(\$442,700)	(21.8%)



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	528,000	383,000	143,000	31,000							
User Fees & Charges	104,200	86,000	86,000	45,000	31,000	31,000	31,600	32,000	32,200	32,400	32,600
Total Revenue	632,200	469,000	229,000	76,000	31,000	31,000	31,600	32,000	32,200	32,400	32,600
EXPENDITURES											
Salaries, Wages and Benefits	840,500	954,500	829,700	871,700	904,300	934,100	964,900	996,600	1,029,800	1,063,800	1,101,900
Supplies, Material & Equipment	143,300	39,700	27,200	27,700	28,200	28,700	29,300	29,900	30,600	31,100	31,600
Purchased Services	797,200	673,600	483,700	314,200	280,300	291,500	303,500	314,600	325,400	332,300	339,300
Transfer Payments	462,500	447,500	432,500	432,500	432,500	432,500	432,500	432,500	432,500	432,500	432,500
Insurance & Financial	15,200	17,500	15,300	16,100	16,700	17,300	18,000	18,700	19,200	20,000	20,800
Internal Charges	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Total Expenditures	2,266,700	2,140,800	1,796,400	1,670,200	1,670,000	1,712,100	1,756,200	1,800,300	1,845,500	1,887,700	1,934,100
Net Operating Cost / (Revenue)	1,634,500	1,671,800	1,567,400	1,594,200	1,639,000	1,681,100	1,724,600	1,768,300	1,813,300	1,855,300	1,901,500
yr/yr % change		2.3%	(6.2%)	1.7%	2.8%	2.6%	2.6%	2.5%	2.5%	2.3%	2.5%
DEBT AND TRANSFERS											
Transfer from Reserves		(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Transfer to Reserves	400,000										
Total Debt and Transfers	400,000	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
TAX LEVY REQUIREMENT	2,034,500	1,591,800	1,487,400	1,514,200	1,559,000	1,601,100	1,644,600	1,688,300	1,733,300	1,775,300	1,821,500
yr/yr % change		(21.8%)	(6.6%)	1.8%	3.0%	2.7%	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, 95 culverts and operates 39 sets of traffic signals, 10 roundabouts and approximately 19,000 linear metres of guide rails. Operations are run out of 8 garage facilities, which include 8 storage structures, and 10 sand and salt domes. Roads fleet is made up of 85 licensed vehicles and 41 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
Total	69.7	70.4
Current employee count: 89		



Performance Measures

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

Programme Goals and Objectives

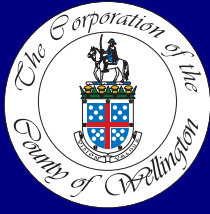
The County of Wellington approved a Road Master Action Plan (RMAP) in 2022. This Plan helps the County map out improvements to the County's transportation network and helps guide the Roads and Bridges Programme towards a set of goals and objectives. The RMAP reviewed current and future transportation network requirements to accommodate future population and employment growth projected in the County to 2041.

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

Performance Measures

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

	Projected	Actual	Actual	Actual
	2023	2022	2021	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	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Municipal Recoveries	\$797,621	\$939,300	\$1,008,209	\$1,142,900	\$1,142,900	\$ -	-
User Fees & 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%
Total Revenue	\$3,414,407	\$3,731,000	\$3,976,197	\$3,895,300	\$4,272,700	\$377,400	9.7%
Expenditure							
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 & 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 & 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%
Total Expenditure	\$15,893,208	\$18,274,500	\$17,321,939	\$18,657,400	\$20,007,100	\$1,349,700	7.2%
Net Operating Cost / (Revenue)	\$12,478,801	\$14,543,500	\$13,345,742	\$14,762,100	\$15,734,400	\$972,300	6.6%
Debt and Transfers							
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%
Total Debt and Transfers	\$17,278,007	\$15,696,800	\$19,749,174	\$17,783,400	\$19,583,200	\$1,799,800	10.1%
NET COST / (REVENUE)	\$29,756,808	\$30,240,300	\$33,094,916	\$32,545,500	\$35,317,600	\$2,772,100	8.5%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Municipal Recoveries	1,142,900	1,142,900	1,145,400	1,147,900	1,150,400	1,152,900	1,155,400	1,157,900	1,160,400	1,160,400	1,160,400
User Fees & Charges	358,000	378,000	378,000	378,000	378,000	378,000	378,000	378,000	378,000	378,000	378,000
Sales Revenue	420,000	670,000	670,000	670,000	670,000	670,000	670,000	670,000	670,000	670,400	670,800
Internal Recoveries	1,974,400	2,081,800	2,141,800	2,203,800	2,267,800	2,333,800	2,333,800	2,333,800	2,333,800	2,333,800	2,333,800
Total Revenue	3,895,300	4,272,700	4,335,200	4,399,700	4,466,200	4,534,700	4,537,200	4,539,700	4,542,200	4,542,600	4,543,000
EXPENDITURES											
Salaries, Wages and Benefits	6,666,500	7,164,800	7,432,400	7,735,800	8,001,900	8,264,100	8,532,200	8,808,300	9,094,800	9,390,500	9,722,400
Supplies, Material & Equipment	6,061,800	6,707,400	6,899,800	7,098,000	7,302,100	7,506,400	7,738,000	7,971,500	8,226,500	8,387,000	8,552,200
Purchased Services	2,957,600	3,224,800	3,280,500	3,347,800	3,417,700	3,489,400	3,549,300	3,627,700	3,693,600	3,757,700	3,809,500
Insurance & Financial	674,800	764,700	816,000	871,600	934,200	1,002,800	1,080,700	1,158,600	1,242,900	1,333,000	1,339,700
Minor Capital Expenses	480,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Internal Charges	1,816,700	1,845,400	1,905,400	1,967,400	2,031,400	2,097,400	2,098,000	2,098,600	2,098,600	2,098,600	2,098,600
Total Expenditures	18,657,400	20,007,100	20,634,100	21,320,600	21,987,300	22,660,100	23,298,200	23,964,700	24,656,400	25,266,800	25,822,400
Net Operating Cost / (Revenue)	14,762,100	15,734,400	16,298,900	16,920,900	17,521,100	18,125,400	18,761,000	19,425,000	20,114,200	20,724,200	21,279,400
yr/yr % change		6.6%	3.6%	3.8%	3.5%	3.4%	3.5%	3.5%	3.5%	3.0%	2.7%
DEBT AND TRANSFERS											
Debt Charges	1,865,400	1,834,400	1,603,300	1,942,400	2,601,900	2,456,500	2,529,600	2,571,400	2,601,800	2,751,800	2,954,900
Transfer from Reserves	(1,732,000)	(1,701,200)	(1,469,500)	(1,651,800)	(2,007,400)	(1,995,200)	(2,068,300)	(2,110,100)	(2,140,500)	(2,290,600)	(2,493,600)
Transfer to Reserves	17,650,000	19,450,000	20,650,000	22,250,000	24,650,000	25,650,000	26,150,000	26,350,000	27,450,000	28,050,000	29,050,000
Total Debt and Transfers	17,783,400	19,583,200	20,783,800	22,540,600	25,244,500	26,111,300	26,611,300	26,811,300	27,911,300	28,511,200	29,511,300
TAX LEVY REQUIREMENT	32,545,500	35,317,600	37,082,700	39,461,500	42,765,600	44,236,700	45,372,300	46,236,300	48,025,500	49,235,400	50,790,700
yr/yr % change		8.5%	5.0%	6.4%	8.4%	3.4%	2.6%	1.9%	3.9%	2.5%	3.2%



County of Wellington
10 Year Capital Budget
Roads and Engineering

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
Roads Facilities	3,200,000	200,000	14,900,000	720,000	150,000	6,900,000	740,000	100,000	7,600,000	580,000	35,090,000
Roads Equipment	3,290,000	3,650,000	3,505,000	3,685,000	4,330,000	4,005,000	4,170,000	5,125,000	5,360,000	3,730,000	40,850,000
Asset Management / Engineering	2,730,000	2,410,000	2,385,000	2,300,000	2,480,000	2,300,000	2,365,000	2,420,000	2,370,000	2,300,000	24,060,000
Growth Related Construction	5,835,000	7,500,000	6,095,000	8,850,000	1,920,000	4,850,000	7,225,000	3,500,000		8,000,000	53,775,000
Roads Construction	6,800,000	5,650,000	7,150,000	350,000	7,340,000	4,615,000	10,600,000	5,600,000	6,260,000	7,500,000	61,865,000
Bridges	4,650,000	12,440,000	8,000,000	9,320,000	4,300,000	5,135,000	510,000	10,270,000	250,000	6,250,000	61,125,000
Culverts	2,400,000	300,000	1,950,000	360,000	300,000	1,550,000	430,000	300,000	1,800,000	300,000	9,690,000
County Bridges on Local Roads					120,000		1,025,000				1,145,000
Roads Resurfacing	4,480,000	4,115,000	6,380,000	5,900,000	10,255,000	8,645,000	2,890,000	4,255,000	7,060,000	9,250,000	63,230,000
Total	33,385,000	36,265,000	50,365,000	31,485,000	31,195,000	38,000,000	29,955,000	31,570,000	30,700,000	37,910,000	350,830,000
Sources of Financing											
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	2,900,000	3,000,000	3,000,000	3,000,000	1,800,000	30,227,500
Ontario Community Infrastructure Fund		3,080,000	3,400,000	3,180,000	3,340,000	3,260,000	3,250,000	3,260,000	3,200,000	3,300,000	29,270,000
Reserves	22,926,500	23,765,000	27,245,000	24,215,000	22,615,000	26,685,000	21,410,000	22,710,000	20,500,000	28,090,000	240,161,500
Development Charges	879,000	2,460,000	2,275,000	2,290,000	940,000	1,955,000	2,295,000	1,310,000		4,720,000	19,124,000
Growth Related Debenture	3,300,000		7,240,000			3,200,000		1,290,000	4,000,000		19,030,000
Debenture			6,000,000								6,000,000
Total Financing	33,385,000	36,265,000	50,365,000	31,485,000	31,195,000	38,000,000	29,955,000	31,570,000	30,700,000	37,910,000	350,830,000



County of Wellington
10 Year Capital Budget
Roads Facilities

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
Roads Facilities											
Various Facility Repairs	200,000	200,000	200,000	150,000	150,000	100,000	100,000	100,000	100,000	580,000	1,880,000
Harriston Shop				570,000		6,800,000					7,370,000
Erin / Brucedale Shop	3,000,000		14,700,000								17,700,000
Aberfoyle Shop							640,000		7,500,000		8,140,000
Total Roads Facilities	3,200,000	200,000	14,900,000	720,000	150,000	6,900,000	740,000	100,000	7,600,000	580,000	35,090,000
Total	3,200,000	200,000	14,900,000	720,000	150,000	6,900,000	740,000	100,000	7,600,000	580,000	35,090,000
Sources of Financing											
Reserves	1,100,000	200,000	960,000	720,000	150,000	3,700,000	740,000	100,000	3,600,000	580,000	11,850,000
Development Charges			1,990,000								1,990,000
Growth Related Debenture	2,100,000		5,950,000			3,200,000			4,000,000		15,250,000
Debenture			6,000,000								6,000,000
Total Financing	3,200,000	200,000	14,900,000	720,000	150,000	6,900,000	740,000	100,000	7,600,000	580,000	35,090,000



County of Wellington
10 Year Capital Budget
Roads Equipment

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
Roads Equipment											
Roads Equipment											
Roads Equipment											
Pickup Electric Vehicle		450,000			620,000						1,070,000
Pickup		240,000			320,000			1,110,000			1,670,000
3 Ton Dump							220,000				220,000
6 Ton Trucks	1,790,000	2,400,000	2,075,000	2,250,000	2,380,000	3,190,000	2,700,000	2,930,000	3,950,000	2,750,000	26,415,000
Loader		360,000	380,000	400,000	910,000	470,000	500,000				3,020,000
Grader			630,000								630,000
Forklift							110,000				110,000
Trailers			40,000				25,000	70,000			135,000
Tractor	140,000		170,000			210,000			240,000		760,000
Bucket Truck								620,000			620,000
Backhoe							330,000		380,000		710,000
Vacuum Trailer	140,000										140,000
Manual Line Stripers						35,000					35,000
Loadster Float								90,000			90,000
Hot Box	140,000										140,000
Chipper	110,000								190,000		300,000
Excavator	500,000			645,000						795,000	1,940,000
Van								85,000			85,000
Mechanic Service Vehicle									500,000		500,000
Steam Jenny							75,000			85,000	160,000
Roll Off Deck/Box	70,000			180,000			110,000	120,000			480,000
Miscellaneous Equipment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Roads Radio Replacement	300,000										300,000
Radio Infrastructure Replacements		100,000	110,000	110,000							320,000
Total Roads Equipment	3,290,000	3,650,000	3,505,000	3,685,000	4,330,000	4,005,000	4,170,000	5,125,000	5,360,000	3,730,000	40,850,000
Total	3,290,000	3,650,000	3,505,000	3,685,000	4,330,000	4,005,000	4,170,000	5,125,000	5,360,000	3,730,000	40,850,000
Sources of Financing											
Reserves	3,290,000	3,650,000	3,505,000	3,685,000	4,330,000	4,005,000	4,170,000	5,125,000	5,360,000	3,730,000	40,850,000
Total Financing	3,290,000	3,650,000	3,505,000	3,685,000	4,330,000	4,005,000	4,170,000	5,125,000	5,360,000	3,730,000	40,850,000



County of Wellington
10 Year Capital Budget
Asset Management / Engineering

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
Asset Management / Engineering											
Speed Management	500,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,300,000
Pavement Condition Study		110,000			120,000			120,000			350,000
Culvert Condition Study	75,000		30,000								105,000
Pavement Preservation Programme	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,000,000
Warranty Works	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Retaining Wall Inventory & Condition Study	55,000		55,000		60,000		65,000		70,000		305,000
Total Asset Management / Engineering	2,730,000	2,410,000	2,385,000	2,300,000	2,480,000	2,300,000	2,365,000	2,420,000	2,370,000	2,300,000	24,060,000
Total	2,730,000	2,410,000	2,385,000	2,300,000	2,480,000	2,300,000	2,365,000	2,420,000	2,370,000	2,300,000	24,060,000
Sources of Financing											
Canada Community Building Fund	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Reserves	930,000	610,000	585,000	500,000	680,000	500,000	565,000	620,000	570,000	500,000	6,060,000
Total Financing	2,730,000	2,410,000	2,385,000	2,300,000	2,480,000	2,300,000	2,365,000	2,420,000	2,370,000	2,300,000	24,060,000



County of Wellington
10 Year Capital Budget
Growth Related Construction

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
Growth Related Construction											
WR 7 PL Rothsay S for 2km					120,000		1,275,000				1,395,000
WR 7 @ 1st Line Roundabout	1,725,000										1,725,000
WR 7 @ WR18 Roundabout							150,000			2,000,000	2,150,000
WR 8 at WR 9, Roundabout (Perth)	110,000		1,675,000								1,785,000
WR 10 at WR 8, Intersection improvements 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									1,650,000
WR 18 at WR 29, Intersection Improvement		1,700,000									1,700,000
WR 19 at Second Line, Intersection Improvement								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			120,000		1,800,000						1,920,000
WR 124, Land & Utility GET Rd1	4,000,000										4,000,000
WR 124: Guelph to Whitelaw		4,150,000									4,150,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km			4,300,000								4,300,000
WR124, Whitelaw Int to E of 32				4,050,000							4,050,000
WR 124 PL Ospringe to Guelph 10km						4,750,000	4,800,000				9,550,000
WR 124 at WR 32 Intersection				4,800,000							4,800,000
Total Growth Related Construction	5,835,000	7,500,000	6,095,000	8,850,000	1,920,000	4,850,000	7,225,000	3,500,000		8,000,000	53,775,000
Total	5,835,000	7,500,000	6,095,000	8,850,000	1,920,000	4,850,000	7,225,000	3,500,000		8,000,000	53,775,000
Sources of Financing											
Recoveries	272,000		835,000								1,107,000
Ontario Community Infrastructure Fund			1,000,000								1,000,000
Reserves	3,484,000	5,040,000	2,685,000	6,560,000	980,000	2,895,000	4,930,000	900,000		3,280,000	30,754,000
Development Charges	879,000	2,460,000	285,000	2,290,000	940,000	1,955,000	2,295,000	1,310,000		4,720,000	17,134,000
Growth Related Debenture	1,200,000		1,290,000					1,290,000			3,780,000
Total Financing	5,835,000	7,500,000	6,095,000	8,850,000	1,920,000	4,850,000	7,225,000	3,500,000		8,000,000	53,775,000



County of Wellington
10 Year Capital Budget
Roads Construction

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
Roads Construction											
WR 7 @ WR 12, Intersection				120,000	1,780,000						1,900,000
WR 7 from WR 51 to Passing lanes 3.2 km	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 WR 86 Phase 1									6,130,000	3,500,000	9,630,000
WR 12, WR 7 to 300m East of 16th Line						125,000	2,550,000				2,675,000
WR 16, Hwy 89 to WR 109					60,000		2,250,000				2,310,000
WR 16, WR 109 to WR 19						65,000		4,000,000			4,065,000
WR 18, Mill to Elora PS St Swr	1,050,000										1,050,000
WR18 Geddes St Elora, RtngWall			1,500,000								1,500,000
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									130,000	4,000,000	4,130,000
WR 52, WR 124 to 9th Line					1,700,000						1,700,000
WR 109 TEV to HAR 10km		4,500,000									4,500,000
WR 109 at WR 16 Intersection						1,825,000					1,825,000
WR 123, Palmerston WR 5 to Hwy 23, 2km				230,000		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			100,000		3,800,000						3,900,000
Total Roads Construction	6,800,000	5,650,000	7,150,000	350,000	7,340,000	4,615,000	10,600,000	5,600,000	6,260,000	7,500,000	61,865,000
Total	6,800,000	5,650,000	7,150,000	350,000	7,340,000	4,615,000	10,600,000	5,600,000	6,260,000	7,500,000	61,865,000
Sources of Financing											
Canada Community Building Fund	1,800,000				2,500,000		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	5,000,000	5,650,000	7,150,000	350,000	4,840,000	4,155,000	6,970,000	4,240,000	6,260,000	6,200,000	50,815,000
Total Financing	6,800,000	5,650,000	7,150,000	350,000	7,340,000	4,615,000	10,600,000	5,600,000	6,260,000	7,500,000	61,865,000



County of Wellington
10 Year Capital Budget
Bridges

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
Bridges											
WR 6, O'Dwyer's Bridge, 006008 Rehab						65,000		5,000,000			5,065,000
WR 7, Bosworth Bridge, B007028	3,150,000										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									3,200,000
WR 12, Bridge B012000 Replace		970,000									970,000
WR 12, Princess Elizabeth Bridge				120,000		4,950,000					5,070,000
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 B036122, Replace			1,125,000								1,125,000
WR 36, Bridge B036086, 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							260,000			6,250,000	6,510,000
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 10 B109134					4,050,000						4,050,000
WR 109, CR Bridge 6 B109132		5,100,000									5,100,000
WR 109, CR Bridge 5, C109123			5,100,000								5,100,000
Various Bridge Patches	250,000		250,000		250,000		250,000		250,000		1,250,000
Total Bridges	4,650,000	12,440,000	8,000,000	9,320,000	4,300,000	5,135,000	510,000	10,270,000	250,000	6,250,000	61,125,000
Total	4,650,000	12,440,000	8,000,000	9,320,000	4,300,000	5,135,000	510,000	10,270,000	250,000	6,250,000	61,125,000
Sources of Financing											
Recoveries	250,000		200,000								450,000
Subsidies		4,160,000									4,160,000
Canada Community Building Fund			800,000					1,200,000			2,000,000
Ontario Community Infrastructure Fund		3,080,000	1,200,000	3,180,000	1,950,000						9,410,000
Reserves	4,400,000	5,200,000	5,800,000	6,140,000	2,350,000	5,135,000	510,000	9,070,000	250,000	6,250,000	45,105,000
Total Financing	4,650,000	12,440,000	8,000,000	9,320,000	4,300,000	5,135,000	510,000	10,270,000	250,000	6,250,000	61,125,000



County of Wellington
10 Year Capital Budget
Culverts

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
Culverts											
WR 10, Clvrt C101000, Replace	50,000		1,000,000								1,050,000
WR 10, Clvrt C100970, Replace	50,000		650,000								700,000
WR 11, Clvrt C110930, Replace				60,000		1,250,000					1,310,000
WR 18, Culvert C180210, Liner	1,250,000										1,250,000
WR 109, Clvrt C109142, Replace									750,000		750,000
WR 124, Clvrt C124124, Replace							130,000		750,000		880,000
Municipal Drains	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Various Culvert Needs	950,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000
Total Culverts	2,400,000	300,000	1,950,000	360,000	300,000	1,550,000	430,000	300,000	1,800,000	300,000	9,690,000
Total	2,400,000	300,000	1,950,000	360,000	300,000	1,550,000	430,000	300,000	1,800,000	300,000	9,690,000
Sources of Financing											
Ontario Community Infrastructure Fund						1,000,000					1,000,000
Reserves	2,400,000	300,000	1,950,000	360,000	300,000	550,000	430,000	300,000	1,800,000	300,000	8,690,000
Total Financing	2,400,000	300,000	1,950,000	360,000	300,000	1,550,000	430,000	300,000	1,800,000	300,000	9,690,000



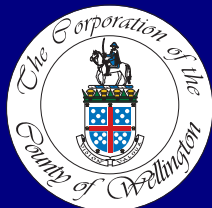
County of Wellington
10 Year Capital Budget
County Bridges on Local Roads

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
County Bridges on Local Roads											
Jones Baseline, Ostrander Bridge, 000032, Rehab					120,000		1,025,000				1,145,000
Total County Bridges on Local Roads					120,000		1,025,000				1,145,000
Total					120,000		1,025,000				1,145,000
Sources of Financing											
Ontario Community Infrastructure Fund							820,000				820,000
Reserves					120,000		205,000				325,000
Total Financing					120,000		1,025,000				1,145,000



County of Wellington
10 Year Capital Budget
Roads Resurfacing

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Roads and Engineering											
Roads Resurfacing											
WR 7, Rothsay to WR 11, 5.2 km				2,170,000							2,170,000
WR 7, Between PL at Ponsonby, 1km					30,000	580,000					610,000
WR 7, 1st Line to WR 18, 3.3 km							130,000		1,500,000		1,630,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km		1,075,000									1,075,000
WR 11, 300m S of 16th Line to WR 109	75,000	1,250,000									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									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, WR 22 to N end of Hillsburgh 2.5 km									60,000	2,500,000	2,560,000
WR 24, 300m S of WR 50 to SR 9 2.5 km							60,000	2,900,000			2,960,000
WR 24, WR 42 to 1.2 km N of WR 42					60,000	1,000,000					1,060,000
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							150,000		5,500,000	5,500,000	11,150,000
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								55,000		1,250,000	1,305,000
WR 34, WR 33 to WR 32, 2 km	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						60,000		1,300,000			1,360,000
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		1,300,000					1,360,000
WR 86, COG to ROW 7.9 km					2,400,000	2,500,000					4,900,000
WR 109, Hwy 6 to Dufferin 11.1 km	1,750,000					3,075,000					4,825,000
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
Total Roads Resurfacing	4,480,000	4,115,000	6,380,000	5,900,000	10,255,000	8,645,000	2,890,000	4,255,000	7,060,000	9,250,000	63,230,000
Total	4,480,000	4,115,000	6,380,000	5,900,000	10,255,000	8,645,000	2,890,000	4,255,000	7,060,000	9,250,000	63,230,000
Sources of Financing											
Recoveries	1,300,000										1,300,000
Canada Community Building Fund	857,500	1,000,000	570,000			1,100,000			1,200,000		4,727,500
Ontario Community Infrastructure Fund			1,200,000		1,390,000	1,800,000		1,900,000	3,200,000	2,000,000	11,490,000
Reserves	2,322,500	3,115,000	4,610,000	5,900,000	8,865,000	5,745,000	2,890,000	2,355,000	2,660,000	7,250,000	45,712,500
Total Financing	4,480,000	4,115,000	6,380,000	5,900,000	10,255,000	8,645,000	2,890,000	4,255,000	7,060,000	9,250,000	63,230,000



Programme Overview

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

Programme Description

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

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
Total	30.4	32.5
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

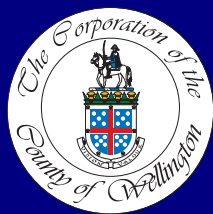
The goals and priorities of the Solid Waste Services Strategy are informed by a set of guiding principles, which are aligned with those of the County's Strategic Action Plan:

- 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
Revenue							
Grants & 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 & 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	\$ -	-
Total Revenue	\$6,770,867	\$6,187,700	\$5,985,861	\$6,738,400	\$7,179,500	\$441,100	6.5%
Expenditure							
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 & 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 & 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%
Total Expenditure	\$13,324,034	\$13,552,300	\$12,704,054	\$14,070,900	\$15,549,000	\$1,478,100	10.5%
Net Operating Cost / (Revenue)	\$6,553,167	\$7,364,600	\$6,718,193	\$7,332,500	\$8,369,500	\$1,037,000	14.1%
Debt and Transfers							
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%
Total Debt and Transfers	\$1,642,880	\$1,232,700	\$1,550,000	\$1,309,700	\$1,400,600	\$90,900	6.9%
NET COST / (REVENUE)	\$8,196,047	\$8,597,300	\$8,268,193	\$8,642,200	\$9,770,100	\$1,127,900	13.1%



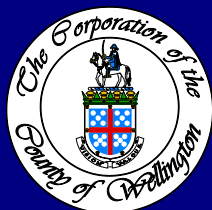
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Solid Waste Services

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	1,734,600	1,734,600	1,734,600	898,400	62,200	62,200	62,200	62,200	62,200	62,200	62,200
Licenses, Permits and Rents	19,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100
User Fees & Charges	3,436,200	3,543,200	3,578,700	3,614,300	3,651,500	3,688,900	3,726,900	3,764,900	3,803,100	3,803,100	3,803,100
Sales Revenue	814,500	1,136,600	1,136,600	621,100	96,500	96,500	96,500	96,500	96,500	96,500	97,700
Internal Recoveries	734,000	734,000	734,000	734,000	734,000	734,000	734,000	734,000	734,000	734,000	748,600
Total Revenue	6,738,400	7,179,500	7,215,000	5,898,900	4,575,300	4,612,700	4,650,700	4,688,700	4,726,900	4,726,900	4,742,700
EXPENDITURES											
Salaries, Wages and Benefits	2,846,300	3,228,500	3,416,600	3,549,200	3,670,900	3,792,100	3,913,900	4,040,600	4,172,200	4,307,300	4,456,100
Supplies, Material & Equipment	1,200,700	1,348,900	1,370,700	1,371,500	1,371,600	1,406,000	1,440,700	1,477,700	1,514,800	1,541,500	1,570,900
Purchased Services	9,025,300	9,880,400	10,112,200	7,990,600	5,740,700	5,885,300	6,026,900	6,180,800	6,329,500	6,464,000	6,603,400
Insurance & Financial	265,300	297,300	313,700	330,000	347,000	365,900	385,800	406,700	429,500	450,800	456,500
Internal Charges	733,300	793,900	793,900	793,900	793,900	793,900	793,900	793,900	793,900	793,900	793,900
Total Expenditures	14,070,900	15,549,000	16,007,100	14,035,200	11,924,100	12,243,200	12,561,200	12,899,700	13,239,900	13,557,500	13,880,800
Net Operating Cost / (Revenue)	7,332,500	8,369,500	8,792,100	8,136,300	7,348,800	7,630,500	7,910,500	8,211,000	8,513,000	8,830,600	9,138,100
yr/yr % change		14.1%	5.0%	(7.5%)	(9.7%)	3.8%	3.7%	3.8%	3.7%	3.7%	3.5%
DEBT AND TRANSFERS											
Debt Charges		14,500	69,700	69,700	69,800	69,800	69,800	69,800	69,800	69,700	69,800
Transfer from Reserves	(240,300)	(263,900)	(328,300)	(337,800)	(347,600)	(357,500)	(367,600)	(377,700)	(388,000)	(394,900)	(395,000)
Transfer to Reserves	1,550,000	1,650,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
Total Debt and Transfers	1,309,700	1,400,600	1,491,400	1,481,900	1,472,200	1,462,300	1,452,200	1,442,100	1,431,800	1,424,800	1,424,800
TAX LEVY REQUIREMENT											
	8,642,200	9,770,100	10,283,500	9,618,200	8,821,000	9,092,800	9,362,700	9,653,100	9,944,800	10,255,400	10,562,900
yr/yr % change		13.1%	5.3%	(6.5%)	(8.3%)	3.1%	3.0%	3.1%	3.0%	3.1%	3.0%



County of Wellington
10 Year Capital Budget
Solid Waste Services

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Solid Waste Services											
Equipment											
SWS Electric Vehicles											
Collection Van				110,000							110,000
Disposal Pickup							140,000				140,000
Roll Off Pickup					120,000						120,000
Collection Pickup							140,000				140,000
Transfer Pickup			100,000							170,000	270,000
General Ops Pickup			100,000							170,000	270,000
SWS Equipment											
Computer Software	250,000										250,000
Disposal Pickup	75,000										75,000
Disposal Compactor	900,000					1,100,000					2,000,000
Disposal Loader					440,000						440,000
Disposal Bulldozer				970,000							970,000
Roll Off Lugger	290,000					410,000	440,000				1,140,000
Collection Pickup	75,000										75,000
Transfer Backhoe						280,000					280,000
Transfer Dumptruck		300,000									300,000
Total Equipment	1,590,000	300,000	200,000	1,080,000	560,000	1,790,000	720,000			340,000	6,580,000
Active Landfill Sites and Transfer Stations											
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			150,000	150,000			765,000
Rothsay Waste Facility Upgrade	150,000										150,000
Site Imp: Road Maint All Sites	110,000					130,000					240,000
Site Improvements - Buildings all sites								400,000			400,000
Total Active Landfill Sites and Transfer Stations	1,355,000	770,000		200,000		130,000	150,000	550,000			3,155,000
Closed Landfill Sites											
Riverstown Phase 1 Closed Site						790,000					790,000
Total Closed Landfill Sites						790,000					790,000
Total Solid Waste Services	2,945,000	1,070,000	200,000	1,280,000	560,000	2,710,000	870,000	550,000		340,000	10,525,000
Total	2,945,000	1,070,000	200,000	1,280,000	560,000	2,710,000	870,000	550,000		340,000	10,525,000
Sources of Financing											
Reserves	2,475,000	1,070,000	200,000	1,280,000	560,000	2,710,000	870,000	550,000		340,000	10,055,000
Development Charges	70,000										70,000
Growth Related Debenture	400,000										400,000
Total Financing	2,945,000	1,070,000	200,000	1,280,000	560,000	2,710,000	870,000	550,000		340,000	10,525,000



Programme Overview

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

Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,415 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
Total	49.1	51.4
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, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). The HHP is responsible for setting the Affordable and Social Housing Programme goals and objectives:

- Help low-income households close the gap between their incomes and housing expenses.
(People as the main priority of Wellington County)
- Provide a range of housing stability supports to assist with housing retention and homelessness prevention.
(People as the main priority of Wellington County)
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions.
(Providing the highest level and best quality services) (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) (People as the main priority of Wellington County)
- End chronic homelessness.
(People as the main priority of Wellington County) (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) (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) (Making the best decisions)
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples.
(People as the main priority of Wellington County) (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.	550	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.	432	360	233	236
Number of households in affordable housing per year.	554	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	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & 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 & 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%)
Total Revenue	\$34,344,708	\$28,286,200	\$35,083,970	\$33,652,300	\$32,623,500	(\$1,028,800)	(3.1%)
Expenditure							
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 & 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 & 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%)
Total Expenditure	\$37,219,825	\$31,315,200	\$39,148,858	\$36,995,100	\$36,793,000	(\$202,100)	(0.5%)
Net Operating Cost / (Revenue)	\$2,875,117	\$3,029,000	\$4,064,888	\$3,342,800	\$4,169,500	\$826,700	24.7%
Debt and Transfers							
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	\$ -	-
Total Debt and Transfers	\$1,763,493	\$1,650,000	\$1,767,009	\$1,465,000	\$921,600	(\$543,400)	(37.1%)
NET COST / (REVENUE)	\$4,638,610	\$4,679,000	\$5,831,897	\$4,807,800	\$5,091,100	\$283,300	5.9%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	13,302,700	10,806,200	8,322,000	7,342,400	7,077,400	7,262,600	6,405,700	6,378,000	5,538,100	5,431,500	5,431,800
Municipal Recoveries	14,045,200	15,495,200	16,478,500	17,382,300	18,122,700	18,722,300	20,052,400	20,766,000	22,240,700	23,020,200	23,704,800
Licenses, Permits and Rents	5,727,000	5,812,800	5,870,800	5,929,200	5,988,700	6,048,600	6,108,700	6,169,700	6,231,400	6,293,900	6,356,900
User Fees & Charges	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200
Other Revenue	351,800	368,400	355,700	363,200	371,200	379,400	387,700	396,300	405,200	414,300	420,000
Internal Recoveries	207,400	122,700	116,500	116,500	119,800	122,900	126,000	129,300	132,700	136,200	139,800
Total Revenue	33,652,300	32,623,500	31,161,700	31,151,800	31,698,000	32,554,000	33,098,700	33,857,500	34,566,300	35,314,300	36,071,500
EXPENDITURES											
Salaries, Wages and Benefits	4,839,400	5,401,200	5,595,100	5,731,200	5,785,300	5,933,900	6,118,200	6,310,700	6,507,800	6,711,100	6,919,400
Supplies, Material & Equipment	581,200	625,800	584,100	600,600	617,800	635,100	652,900	671,100	689,700	704,700	718,300
Purchased Services	6,289,800	6,400,700	6,606,000	6,762,900	6,962,400	7,317,100	7,448,000	7,824,100	7,994,100	8,189,100	8,372,800
Social Assistance	23,714,800	22,807,500	20,608,500	20,418,300	20,810,300	21,209,200	21,616,600	22,033,000	22,457,100	22,890,000	23,332,200
Transfer Payments	264,100	208,200	117,900								
Insurance & Financial	376,200	421,900	464,100	491,000	521,500	554,900	594,600	636,000	679,200	722,800	729,100
Internal Charges	929,600	927,700	945,900	992,300	1,001,600	1,043,000	1,059,900	1,081,600	1,121,300	1,141,500	1,172,300
Total Expenditures	36,995,100	36,793,000	34,921,600	34,996,300	35,698,900	36,693,200	37,490,200	38,556,500	39,449,200	40,359,200	41,244,100
Net Operating Cost / (Revenue)	3,342,800	4,169,500	3,759,900	3,844,500	4,000,900	4,139,200	4,391,500	4,699,000	4,882,900	5,044,900	5,172,600
yr/yr % change		24.7%	(9.8%)	2.3%	4.1%	3.5%	6.1%	7.0%	3.9%	3.3%	2.5%
DEBT AND TRANSFERS											
Transfer from Reserves	(135,000)	(678,400)	(47,700)	(38,900)	(7,100)						
Transfer to Reserves	1,600,000	1,600,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Total Debt and Transfers	1,465,000	921,600	1,052,300	1,061,100	1,092,900	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
TAX LEVY REQUIREMENT	4,807,800	5,091,100	4,812,200	4,905,600	5,093,800	5,239,200	5,491,500	5,799,000	5,982,900	6,144,900	6,272,600
yr/yr % change		5.9%	(5.5%)	1.9%	3.8%	2.9%	4.8%	5.6%	3.2%	2.7%	2.1%



County of Wellington
10 Year Capital Budget
Social Housing

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Social Services											
Social Housing											
County Owned Housing Units	6,078,000	13,730,000	4,937,000	4,355,000	4,690,000	4,960,000	5,040,000	4,775,000	4,700,000	5,304,000	58,569,000
COCHI Community Housing Init	158,000										158,000
OPHI Ont Priorities Housing In	279,000										279,000
65 Delhi Renovations	7,600,000										7,600,000
GHG Initiatives	90,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,340,000
Housing Sites IT Replacements		60,000	25,000	70,000	45,000						200,000
Housing WiFi Replacements				37,000					44,000		81,000
Total Social Housing	14,205,000	14,040,000	5,212,000	4,712,000	4,985,000	5,210,000	5,290,000	5,025,000	4,994,000	5,554,000	69,227,000
Total	14,205,000	14,040,000	5,212,000	4,712,000	4,985,000	5,210,000	5,290,000	5,025,000	4,994,000	5,554,000	69,227,000
Sources of Financing											
Recoveries	3,113,000	4,846,000	3,877,200	3,691,000	3,896,000	3,997,000	4,164,000	3,875,000	3,776,000	4,232,000	39,467,200
Subsidies	6,685,000	7,795,000	303,000								14,783,000
Reserves	4,407,000	1,399,000	1,031,800	1,021,000	1,089,000	1,213,000	1,126,000	1,150,000	1,218,000	1,322,000	14,976,800
Total Financing	14,205,000	14,040,000	5,212,000	4,712,000	4,985,000	5,210,000	5,290,000	5,025,000	4,994,000	5,554,000	69,227,000

County of Wellington
2023-2032 Housing Capital Details

Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Social Services											
County Owned Units											
Vancouver/Edmonton - 23 Houses											
Vancouver / Edmonton Full Reno	150,000	160,000	170,000								480,000
GVE Window Replacement			125,000								125,000
Vancouver/Edmonton Site Improvements								10,000	245,000		255,000
Total Vancouver/Edmonton - 23 Houses	150,000	160,000	295,000					10,000	245,000		860,000
Mohawk/Delaware - 50 Houses											
Mohawk/Delaware Driveway			90,000								90,000
Mohawk Delaware Site Improvements						15,000	465,000				480,000
Mohawk/Delaware Furnace Replacement									240,000		240,000
Total Mohawk/Delaware - 50 Houses			90,000			15,000	465,000		240,000		810,000
263 Speedvale - 62 Apartments											
263 Speedvale Lghtng/Clng/Rcrc Replac	300,000										300,000
263 Speedvale Roof Replacement	40,000	740,000									780,000
263 Speedvale Window Replace	30,000	410,000									440,000
G263S Unit Panel Replacement		205,000									205,000
G263S MUA Installation	25,000	655,000									680,000
263 Speedvale Solar Panels		150,000									150,000
Total 263 Speedvale - 62 Apartments	395,000	2,160,000									2,555,000
Algonquin/Ferndale - 47 Houses											
Algonquin/Ferndale Metal Roofing P1		95,000	1,590,000								1,685,000
Algonquin/Ferndale Site Dev Phase 3			30,000	470,000							500,000
Algonquin Ferndale Furnace Replacement										240,000	240,000
Total Algonquin/Ferndale - 47 Houses		95,000	1,620,000	470,000						240,000	2,425,000
Applewood/Sunset -47 Townhomes											
Applewood / Sunset Roofing Rep	440,000										440,000
Applewood Solar Panels	145,000										145,000
Total Applewood/Sunset -47 Townhomes	585,000										585,000
576 Woolwich - 100 Apartments											
576 Woolwich Parking Lot				260,000							260,000
576 Woolwich Ltng/Clng/Rcrc Replace	230,000										230,000
576 W Electric Heat Conversion					20,000	605,000					625,000
576 Woolwich Window & Mansard Replace	25,000	320,000									345,000
G576W Common Space Flooring Replacement					100,000						100,000
576 Woolwich Solar Panels							595,000				595,000
576 Woolwich Roof Replacement						70,000	1,140,000				1,210,000
Total 576 Woolwich - 100 Apartments	255,000	320,000		260,000	120,000	675,000	1,735,000				3,365,000

County of Wellington
2023-2032 Housing Capital Details

Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
232 Delhi/33 Marlborough - 109 Apartments											
232 Delhi Window Replace	340,000										340,000
33 Marlborough Roofing Replace	25,000	475,000									500,000
232 Delhi Lights/Ceiling/Recrc	210,000										210,000
33 Marlborough Parking Lot Replacement			125,000								125,000
232 Delhi Parking Lot Replacement			90,000								90,000
33 Marlborough Solar Panels		190,000									190,000
232 Delhi Roofing Replacement			35,000	615,000							650,000
33 Marlborough Electric Heat Conversion	16,000	270,000									286,000
232 Delhi Electric Heat Conversion	17,000	275,000									292,000
Total 232 Delhi/33 Marlborough - 109 Apartments	608,000	1,210,000	250,000	615,000							2,683,000
Willow/Dawson - 85 Townhomes											
Willow Dawson Site Dev	30,000	400,000									430,000
Deep Energy Retrofit Consulting	20,000										20,000
Willow/Dawson Deep Energy Retrofit				625,000	2,310,000	830,000	540,000	1,270,000			5,575,000
Willow/Dawson Window Replacement										1,270,000	1,270,000
Total Willow/Dawson - 85 Townhomes	50,000	400,000		625,000	2,310,000	830,000	540,000	1,270,000		1,270,000	7,295,000
229 Dublin - 74 Apartments											
229 Dublin Modernize Elevator	145,000										145,000
229 Dublin Carport Ceiling Replacement			20,000	295,000							315,000
229 Dublin Electric Heat Conversion	23,000	370,000									393,000
229 Dublin Generator Install		420,000									420,000
229 Dublin Corridor Improvements			110,000								110,000
229 Dublin Balcony Replacement				25,000	415,000						440,000
229 Dublin EIFS Rehab										675,000	675,000
Total 229 Dublin - 74 Apartments	168,000	790,000	130,000	320,000	415,000					675,000	2,498,000
387 Waterloo - 72 Apartments											
387 Waterloo Mansard Roof Replacement						180,000					180,000
387 Waterloo Solar Panels		400,000									400,000
387 Waterloo Window Replacement	30,000	595,000									625,000
387 Waterloo Roofing Replacement	20,000	715,000									735,000
387 Waterloo Parking Lot								340,000			340,000
Total 387 Waterloo - 72 Apartments	50,000	1,710,000				180,000		340,000			2,280,000
130 Grange - 72 Apartments											
130 Grange Lghtng/Clng/Rcrc Line	245,000										245,000
130 Grange Window Replacement	30,000	425,000									455,000
130 Grange Electric Heat Conversion	22,000	360,000									382,000
130 Grange Generator Install		410,000									410,000
130 Grange Parking Lot		20,000	370,000								390,000

County of Wellington
2023-2032 Housing Capital Details

Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
130 Grange MUA Replacement										20,000	20,000
Total 130 Grange - 72 Apartments	297,000	1,215,000	370,000							20,000	1,902,000
411 Waterloo - 41 Apartments											
411 Waterloo Solar Panels		275,000									275,000
411 Waterloo Window Replacement	20,000	230,000									250,000
411 Waterloo Roofing Replacement	20,000	495,000									515,000
411 Waterloo Elevator Modernization					10,000	185,000					195,000
Total 411 Waterloo - 41 Apartments	40,000	1,000,000			10,000	185,000					1,235,000
32 Hadati - 89 Apartments											
32 Hadati Lghtng/Clng/Rorc Replacement	330,000										330,000
32 Hadati Electric Heat Conversion					20,000	540,000					560,000
32 Hadati Elevator Modernization				10,000	175,000						185,000
32 Hadati Retaining Wall					30,000	510,000					540,000
32 Hadati Balcony Replacements									410,000		410,000
Total 32 Hadati - 89 Apartments	330,000			10,000	225,000	1,050,000			410,000		2,025,000
Edward St. Arthur - 14 Apartments											
110 Edward Roofing Replacement								45,000	730,000		775,000
Total Edward St. Arthur - 14 Apartments								45,000	730,000		775,000
Frederick St Arthur - 10 Apartments											
133 Frederick Metal Roof install									500,000		500,000
Total Frederick St Arthur - 10 Apartments									500,000		500,000
221 Mary St. Elora - 20 Apartments											
221 Mary Window Replacement	15,000	125,000									140,000
221 Mary Roofing Replacement								20,000	640,000		660,000
221 Mary Elevator Mod							10,000	200,000			210,000
E221M Wood Balcony Rebuild										240,000	240,000
Total 221 Mary St. Elora - 20 Apartments	15,000	125,000					10,000	220,000	640,000	240,000	1,250,000
14 Centre St. Erin - 16 Apartments											
14 Center Metal Roof Install		10,000	325,000								335,000
14 Centre Window Replacement				120,000							120,000
14 Center Solar Panels			120,000								120,000
14 Centre Elevator Modernization					10,000	185,000					195,000
E221M MUA Replacement									120,000		120,000
Total 14 Centre St. Erin - 16 Apartments		10,000	445,000	120,000	10,000	185,000			120,000		890,000
450 Ferrier Ct. Fergus - 41 Apartments											
450 Ferrier Elevator Modernization	10,000	150,000									160,000
450 Ferrier Balcony Replacement								205,000			205,000
Total 450 Ferrier Ct. Fergus - 41 Apartments	10,000	150,000						205,000			365,000
500 Ferrier Ct. Fergus - 41 Apartments											

County of Wellington
2023-2032 Housing Capital Details

Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
500 Ferrier Elevator Modernization					10,000	185,000					195,000
500 Ferrier Balcony Replacement								185,000			185,000
Total 500 Ferrier Ct. Fergus - 41 Apartments					10,000	185,000		185,000			380,000
Elizabeth St. Harriston - 12 Apartments											
H38E Metal Roof								520,000			520,000
Total Elizabeth St. Harriston - 12 Apartments								520,000			520,000
51 John St. Harriston - 16 Apartments											
51 John St Window Replacement				105,000							105,000
51 John Corridor Improvements			70,000								70,000
H51J Elevator modernization									15,000	220,000	235,000
Total 51 John St. Harriston - 16 Apartments			70,000	105,000					15,000	220,000	410,000
450 Albert St. Mt. Forest - 31 Apartments											
450 Albert Elevator Modernization			10,000	165,000							175,000
M450A Window Replacement										230,000	230,000
Total 450 Albert St. Mt. Forest - 31 Apartments			10,000	165,000						230,000	405,000
235 Egremont St. Mt. Forest -11 Apartments											
235 Egremont Roof Replacement							55,000				55,000
Total 235 Egremont St. Mt. Forest -11 Apartments							55,000				55,000
212 Whites Rd. Palmerston -32 Apartments											
212 Whites Lghtng/Clng/Rorc Replace		115,000									115,000
212 Whites Roofing Replacement	35,000	565,000									600,000
212 Whites Solar Panels		205,000									205,000
212 Whites Windows, Doors and Siding Replacement		20,000	95,000								115,000
212 Whites Elevator Modernization			10,000	165,000							175,000
Total 212 Whites Rd. Palmerston -32 Apartments	35,000	905,000	105,000	165,000							1,210,000
Derby St. Palmerston - 12 Apartments											
360 Derby Windows Doors and Siding Replacement		20,000	125,000								145,000
P360D Metal Roof Install										590,000	590,000
Total Derby St. Palmerston - 12 Apartments		20,000	125,000							590,000	735,000
Social Housing Various Locations											
Housing Building Retrofit	250,000	115,000	282,000	510,000	350,000	255,000	870,000	545,000	395,000	339,000	3,911,000
Various Kitchen Replacements	435,000	535,000	560,000	635,000	860,000	910,000	945,000	990,000	1,035,000	1,085,000	7,990,000
Various Bathroom Replacements	150,000	180,000	190,000	205,000	300,000	320,000	335,000	350,000	370,000	395,000	2,795,000
Attic Insulation: Climate Change Initiative	130,000										130,000
Accessible unit Renovations/Upgrades	775,000	390,000	395,000	150,000	80,000	170,000	85,000	95,000			2,140,000
Various Camera Installations	310,000										310,000
Various Install Moloks	30,000	390,000									420,000
Various Unit Door Replacements and Fobs	815,000	1,850,000									2,665,000
County Corridor Handrail Replacements	195,000										195,000



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

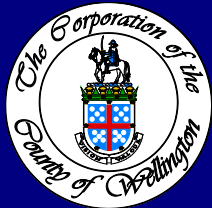
Operating Budget:

- 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
Total	1.1	1.3
Current employee count: 2		



Performance Measures

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

Programme Goals and Objectives

Under the Housing Services Act, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). While many of the goals and objectives of the (HHP) are meant to prioritize the community's response to housing and homelessness issues in our community at the Service Manger 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) (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) (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) (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) (Making the best decisions)
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples.
(People as the main priority of Wellington County) (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.	27*	35*	29*	27*
Number of new County of Wellington and Wellington Housing Corporation affordable housing units added to the portfolio per year.	4	0	0	4
Number of households in County of Wellington and Wellington Housing Corporation affordable housing units per year.*	131**	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
Revenue							
Grants & 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 & Charges	\$23,109	\$22,000	\$22,678	\$22,000	\$23,000	\$1,000	4.5%
Total Revenue	\$1,479,089	\$1,431,700	\$1,409,298	\$1,459,600	\$1,519,700	\$60,100	4.1%
Expenditure							
Salaries, Wages and Benefits	\$87,796	\$94,400	\$92,934	\$104,300	\$120,000	\$15,700	15.1%
Supplies, Material & 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 & 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%
Total Expenditure	\$858,832	\$886,800	\$966,699	\$919,700	\$1,054,800	\$135,100	14.7%
Net Operating Cost / (Revenue)	(\$620,257)	(\$544,900)	(\$442,599)	(\$539,900)	(\$464,900)	\$75,000	(13.9%)
Debt and Transfers							
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%)
Total Debt and Transfers	\$1,620,254	\$1,544,900	\$1,425,676	\$1,739,900	\$1,664,900	(\$75,000)	(4.3%)
NET COST / (REVENUE)	\$999,997	\$1,000,000	\$983,077	\$1,200,000	\$1,200,000	\$ -	-



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	176,100	175,200	174,000	172,500	170,600	168,400	170,800	167,700	164,300		
Licenses, Permits and Rents	1,261,500	1,321,500	1,347,100	1,373,300	1,399,900	1,427,200	1,455,000	1,483,300	1,512,200	1,541,800	1,571,400
User Fees & Charges	22,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Total Revenue	1,459,600	1,519,700	1,544,100	1,568,800	1,593,500	1,618,600	1,648,800	1,674,000	1,699,500	1,564,800	1,594,400
EXPENDITURES											
Salaries, Wages and Benefits	104,300	120,000	125,600	131,000	136,000	140,200	144,200	148,800	153,800	158,600	163,400
Supplies, Material & Equipment	65,300	84,800	86,100	88,000	90,100	92,200	94,300	96,400	98,600	98,900	100,600
Purchased Services	622,500	709,900	720,500	713,800	732,800	752,500	834,500	825,100	814,300	828,400	839,800
Insurance & Financial	31,500	36,200	39,300	42,400	45,700	49,600	53,600	57,700	62,400	67,300	67,300
Internal Charges	96,100	103,900	106,900	110,000	113,200	116,500	119,900	123,400	127,000	130,700	130,700
Total Expenditures	919,700	1,054,800	1,078,400	1,085,200	1,117,800	1,151,000	1,246,500	1,251,400	1,256,100	1,283,900	1,301,800
Net Operating Cost / (Revenue)	(539,900)	(464,900)	(465,700)	(483,600)	(475,700)	(467,600)	(402,300)	(422,600)	(443,400)	(280,900)	(292,600)
yr/yr % change		(13.9%)	0.2%	3.8%	(1.6%)	(1.7%)	(14.0%)	5.0%	4.9%	(36.6%)	4.2%
DEBT AND TRANSFERS											
Debt Charges	176,100	175,200	174,000	172,500	170,600	168,400	170,800	167,700	164,300		
Transfer to Reserves	1,563,800	1,489,700	1,691,700	1,711,100	1,705,100	1,699,200	1,631,500	1,654,900	1,679,100	1,680,900	1,692,600
Total Debt and Transfers	1,739,900	1,664,900	1,865,700	1,883,600	1,875,700	1,867,600	1,802,300	1,822,600	1,843,400	1,680,900	1,692,600
TAX LEVY REQUIREMENT	1,200,000	1,200,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
yr/yr % change			16.7%								



County of Wellington
10 Year Capital Budget
Affordable Housing

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Social Services											
Affordable Housing											
165 - 169 Gordon Lock Changes		580,000									580,000
Provision for New County Afd Housing Units			6,000,000	6,000,000			6,000,000			6,000,000	24,000,000
Affordable Housing Retrofits	76,000	42,000	57,000	147,000	49,000	54,000	97,000	61,000	89,000	69,000	741,000
Gordon St Waste Container Installation		60,000									60,000
Total Affordable Housing	76,000	682,000	6,057,000	6,147,000	49,000	54,000	6,097,000	61,000	89,000	6,069,000	25,381,000
Total	76,000	682,000	6,057,000	6,147,000	49,000	54,000	6,097,000	61,000	89,000	6,069,000	25,381,000
Sources of Financing											
Subsidies		640,000	2,000,000	2,000,000			2,000,000			2,000,000	8,640,000
Reserves	76,000	42,000	4,057,000	4,147,000	49,000	54,000	4,097,000	61,000	89,000	4,069,000	16,741,000
Total Financing	76,000	682,000	6,057,000	6,147,000	49,000	54,000	6,097,000	61,000	89,000	6,069,000	25,381,000



Programme Overview

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

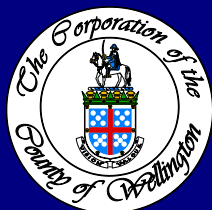
Programme Description

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

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.

Staff Complement (Full time equivalents)	2022	2023
Ontario Works	69.4	69.5
Total	69.4	69.5
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

			2022			\$ Change	% Change
	2021	2021	Preliminary	2022	2023	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & 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%)
Total Revenue	\$22,070,307	\$27,306,400	\$22,972,137	\$27,311,700	\$26,941,000	(\$370,700)	(1.4%)
Expenditure							
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 & 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 & 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%
Total Expenditure	\$23,320,133	\$28,615,300	\$25,377,771	\$28,961,100	\$28,585,100	(\$376,000)	(1.3%)
Net Operating Cost / (Revenue)	\$1,249,826	\$1,308,900	\$2,405,634	\$1,649,400	\$1,644,100	(\$5,300)	(0.3%)
Debt and Transfers							
Transfer from Reserve	(\$115,000)	\$ -	(\$230,000)	(\$280,000)	(\$165,000)	\$115,000	(41.1%)
Total Debt and Transfers	(\$115,000)	\$ -	(\$230,000)	(\$280,000)	(\$165,000)	\$115,000	(41.1%)
NET COST / (REVENUE)	\$1,134,826	\$1,308,900	\$2,175,634	\$1,369,400	\$1,479,100	\$109,700	8.0%



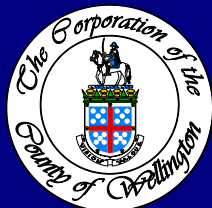
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Ontario Works

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	24,032,900	23,498,400	24,051,500	24,618,700	25,204,700	25,806,600	26,460,700	27,134,900	27,827,700	28,541,300	29,273,900
Municipal Recoveries	3,195,800	3,391,200	3,708,700	3,979,700	4,159,800	4,400,900	4,560,300	4,766,000	5,009,700	5,169,900	5,417,200
Internal Recoveries	83,000	51,400	56,500	58,500	60,500	62,400	64,700	66,800	68,600	70,400	69,700
Total Revenue	27,311,700	26,941,000	27,816,700	28,656,900	29,425,000	30,269,900	31,085,700	31,967,700	32,906,000	33,781,600	34,760,800
EXPENDITURES											
Salaries, Wages and Benefits	6,850,100	7,076,400	7,550,300	7,856,200	8,120,100	8,378,000	8,638,400	8,907,000	9,184,300	9,470,100	9,766,100
Supplies, Material & Equipment	164,800	205,100	183,000	186,700	190,200	194,100	197,800	192,900	189,600	178,100	180,200
Purchased Services	463,400	499,900	480,800	491,500	502,100	514,800	527,100	521,400	492,900	497,400	506,800
Social Assistance	19,553,800	18,979,800	19,472,000	19,973,100	20,512,500	21,060,500	21,670,500	22,320,700	23,001,700	23,709,900	24,422,200
Transfer Payments	478,400	367,300	206,300	210,400	214,700	219,000	223,300	227,600	232,200	237,000	241,800
Insurance & Financial	109,300	120,200	125,800	131,500	136,700	142,100	147,300	153,200	159,100	165,100	171,400
Minor Capital Expenses	10,000				16,200	20,500				40,500	
Internal Charges	1,331,300	1,336,400	1,380,200	1,478,900	1,467,400	1,556,900	1,554,700	1,589,200	1,673,000	1,569,000	1,634,600
Total Expenditures	28,961,100	28,585,100	29,398,400	30,328,300	31,159,900	32,085,900	32,959,100	33,912,000	34,932,800	35,867,100	36,923,100
Net Operating Cost / (Revenue)	1,649,400	1,644,100	1,581,700	1,671,400	1,734,900	1,816,000	1,873,400	1,944,300	2,026,800	2,085,500	2,162,300
yr/yr % change		(0.3%)	(3.8%)	5.7%	3.8%	4.7%	3.2%	3.8%	4.2%	2.9%	3.7%
DEBT AND TRANSFERS											
Transfer from Reserves	(280,000)	(165,000)			(16,200)	(20,500)				(40,500)	
Total Debt and Transfers	(280,000)	(165,000)			(16,200)	(20,500)				(40,500)	
TAX LEVY REQUIREMENT											
	1,369,400	1,479,100	1,581,700	1,671,400	1,718,700	1,795,500	1,873,400	1,944,300	2,026,800	2,045,000	2,162,300
yr/yr % change		8.0%	6.9%	5.7%	2.8%	4.5%	4.3%	3.8%	4.2%	0.9%	5.7%



**County of Wellington
10 Year Capital Budget
Ontario Works**

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Social Services											
Ontario Works											
129 Wyndham: Building Retrofits										430,000	430,000
129 Wyndham: Roofing									300,000		300,000
129 Wyndham: Security					60,000						60,000
138 Wyndham: Building Retrofits										680,000	680,000
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	120,000					200,000
138 Wyndham: Roofing									210,000		210,000
Fergus OW: Roof Replacement			100,000								100,000
Fergus OW: Rooftop Air Conditioners									70,000		70,000
Total Ontario Works			170,000		250,000	120,000			580,000	1,110,000	2,230,000
Total Social Services			170,000		250,000	120,000			580,000	1,110,000	2,230,000
Total			170,000		250,000	120,000			580,000	1,110,000	2,230,000
Sources of Financing											
Recoveries			55,000		194,000	94,000			398,000	884,000	1,625,000
Reserves			115,000		56,000	26,000			182,000	226,000	605,000
Total Financing			170,000		250,000	120,000			580,000	1,110,000	2,230,000



Programme Overview

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

Programme Description

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

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.

Staff Complement (Full time equivalents)	2022	2023
Child Care Services	31.8	34.3
Child Care Centres	64.6	63.2
Total	96.4	97.5
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
Revenue							
Grants & 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 & 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%
Total Revenue	\$27,584,648	\$26,801,100	\$26,365,485	\$28,310,800	\$50,356,000	\$22,045,200	77.9%
Expenditure							
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 & 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 & 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%
Total Expenditure	\$29,187,862	\$28,374,700	\$32,206,664	\$30,148,800	\$52,428,200	\$22,279,400	73.9%
Net Operating Cost / (Revenue)	\$1,603,214	\$1,573,600	\$5,841,179	\$1,838,000	\$2,072,200	\$234,200	12.7%
Debt and Transfers							
Transfer from Reserve	(\$54,500)	\$ -	\$ -	(\$60,600)	\$ -	\$60,600	(100.0%)
Total Debt and Transfers	(\$54,500)	\$ -	\$ -	(\$60,600)	\$ -	\$60,600	(100.0%)
NET COST / (REVENUE)	\$1,548,714	\$1,573,600	\$5,841,179	\$1,777,400	\$2,072,200	\$294,800	16.6%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	23,693,900	45,360,500	43,971,000	43,971,200	43,971,200	43,971,000	43,970,100	43,970,800	43,971,000	43,970,900	43,971,000
Municipal Recoveries	3,025,200	3,462,400	4,528,600	4,767,700	5,006,900	5,204,900	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	16,300	16,300	16,300	16,300	16,300
User Fees & Charges	1,261,000	635,300	661,000	687,100	713,800	741,100	768,900	797,300	826,200	855,700	855,700
Internal Recoveries	330,700	881,500	872,500	898,600	925,300	952,600	980,400	1,008,800	1,037,700	1,067,200	1,067,200
Total Revenue	28,310,800	50,356,000	50,049,400	50,340,900	50,633,500	50,885,900	51,101,000	51,365,400	51,627,200	51,880,500	52,093,500
EXPENDITURES											
Salaries, Wages and Benefits	8,615,500	9,285,700	9,702,200	10,136,300	10,503,000	10,840,500	11,180,700	11,531,900	11,893,700	12,268,000	12,654,700
Supplies, Material & Equipment	561,500	597,300	579,200	594,400	609,700	625,400	641,500	658,200	675,600	692,900	705,400
Purchased Services	799,100	874,200	947,200	966,500	986,200	1,006,100	1,026,700	1,047,600	1,069,000	1,091,500	1,109,400
Social Assistance	18,695,500	39,530,900	39,153,400	39,088,300	39,027,200	38,971,500	38,920,100	38,867,900	38,813,900	38,759,000	38,731,900
Insurance & Financial	149,100	183,200	191,100	199,200	207,100	214,500	222,900	230,800	239,100	248,400	256,900
Minor Capital Expenses	12,500		12,000		43,000	47,000	20,700	36,000	67,000	39,000	
Internal Charges	1,315,600	1,956,900	1,984,500	2,057,900	2,146,000	2,217,900	2,248,400	2,303,800	2,374,000	2,438,700	2,476,800
Total Expenditures	30,148,800	52,428,200	52,569,600	53,042,600	53,522,200	53,922,900	54,261,000	54,676,200	55,132,300	55,537,500	55,935,100
Net Operating Cost / (Revenue)	1,838,000	2,072,200	2,520,200	2,701,700	2,888,700	3,037,000	3,160,000	3,310,800	3,505,100	3,657,000	3,841,600
yr/yr % change		12.7%	21.6%	7.2%	6.9%	5.1%	4.1%	4.8%	5.9%	4.3%	5.0%
DEBT AND TRANSFERS											
Transfer from Reserves	(60,600)										
Total Debt and Transfers	(60,600)										
TAX LEVY REQUIREMENT											
	1,777,400	2,072,200	2,520,200	2,701,700	2,888,700	3,037,000	3,160,000	3,310,800	3,505,100	3,657,000	3,841,600
yr/yr % change		16.6%	21.6%	7.2%	6.9%	5.1%	4.1%	4.8%	5.9%	4.3%	5.0%



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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Social Services											
Children's Early Years Division											
Administration	75,000	50,000									125,000
Mount Forest: Air Conditioning								370,000			370,000
Mount Forest: Parking Lot									115,000		115,000
133 Wyndham: Building Retrofits										110,000	110,000
Mount Forest: Flooring							80,000				80,000
Total Children's Early Years Division	75,000	50,000					80,000	370,000	115,000	110,000	800,000
Total	75,000	50,000					80,000	370,000	115,000	110,000	800,000
Sources of Financing											
Recoveries	56,000	38,000								88,000	182,000
Reserves	19,000	12,000					80,000	370,000	115,000	22,000	618,000
Total Financing	75,000	50,000					80,000	370,000	115,000	110,000	800,000



Programme Overview

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

Programme Description

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

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

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.

Staff Complement (Full time equivalents)	2022	2023
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
Total	215.5	215.9
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	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$13,050,549	\$9,538,800	\$13,334,291	\$11,334,800	\$12,209,900	\$875,100	7.7%
User Fees & 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	\$ -	-
Total Revenue	\$17,716,261	\$14,455,200	\$17,714,110	\$16,247,000	\$17,062,000	\$815,000	5.0%
Expenditure							
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 & 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 & 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%
Total Expenditure	\$24,266,352	\$22,058,400	\$23,729,088	\$23,221,000	\$25,231,900	\$2,010,900	8.7%
Net Operating Cost / (Revenue)	\$6,550,091	\$7,603,200	\$6,014,978	\$6,974,000	\$8,169,900	\$1,195,900	17.1%
Debt and Transfers							
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	\$ -	-
Total Debt and Transfers	\$2,072,826	\$1,848,800	\$2,064,877	\$1,853,500	\$1,605,500	(\$248,000)	(13.4%)
NET COST / (REVENUE)	\$8,622,917	\$9,452,000	\$8,079,855	\$8,827,500	\$9,775,400	\$947,900	10.7%



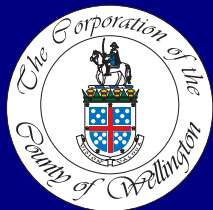
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Long-Term Care Homes

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	11,334,800	12,209,900	13,011,900	13,221,300	12,604,400	12,651,900	12,699,300	12,746,400	12,793,100	12,839,400	12,936,400
User Fees & Charges	4,817,800	4,769,000	4,845,100	4,941,000	5,038,800	5,138,600	5,240,400	5,344,200	5,450,100	5,558,100	5,693,300
Sales Revenue	69,400	58,100	60,500	62,400	65,500	68,700	72,100	75,500	79,100	83,100	87,200
Other Revenue	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Revenue	16,247,000	17,062,000	17,942,500	18,249,700	17,733,700	17,884,200	18,036,800	18,191,100	18,347,300	18,505,600	18,741,900
EXPENDITURES											
Salaries, Wages and Benefits	18,970,500	20,576,400	21,842,900	22,762,300	23,458,200	24,168,400	24,904,100	25,664,400	26,452,600	27,269,200	28,177,600
Supplies, Material & Equipment	1,582,900	1,645,400	1,661,500	1,680,000	1,730,100	1,781,500	1,834,400	1,889,000	1,945,400	2,003,700	2,044,700
Purchased Services	1,307,200	1,514,300	1,416,400	1,451,000	1,486,300	1,522,500	1,560,100	1,598,800	1,638,400	1,679,100	1,703,600
Insurance & Financial	364,900	408,800	426,900	446,300	465,600	485,400	506,500	522,000	538,100	554,700	572,500
Internal Charges	995,500	1,087,000	1,119,400	1,152,800	1,187,200	1,222,700	1,259,200	1,296,800	1,335,500	1,375,400	1,416,500
Total Expenditures	23,221,000	25,231,900	26,467,100	27,492,400	28,327,400	29,180,500	30,064,300	30,971,000	31,910,000	32,882,100	33,914,900
Net Operating Cost / (Revenue)	6,974,000	8,169,900	8,524,600	9,242,700	10,593,700	11,296,300	12,027,500	12,779,900	13,562,700	14,376,500	15,173,000
yr/yr % change		17.1%	4.3%	8.4%	14.6%	6.6%	6.5%	6.3%	6.1%	6.0%	5.5%
DEBT AND TRANSFERS											
Debt Charges	1,849,700	1,849,700	1,849,700	1,713,000							
Transfer from Reserves	(246,200)	(494,200)									
Transfer to Reserves	250,000	250,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000	350,000	350,000
Total Debt and Transfers	1,853,500	1,605,500	2,099,700	1,963,000	300,000	300,000	300,000	300,000	300,000	350,000	350,000
TAX LEVY REQUIREMENT	8,827,500	9,775,400	10,624,300	11,205,700	10,893,700	11,596,300	12,327,500	13,079,900	13,862,700	14,726,500	15,523,000
yr/yr % change		10.7%	8.7%	5.5%	(2.8%)	6.4%	6.3%	6.1%	6.0%	6.2%	5.4%



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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Long-Term Care Homes											
Equipment and Technology											
Nursing Equip Replacements	100,000	100,000	110,000	110,000	110,000	120,000	120,000	120,000	130,000	130,000	1,150,000
Nutritional Services Equipment	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Resident Van Replacement					85,000						85,000
Tablet Replacements			35,000				40,000				75,000
Terrace Network					120,000						120,000
Terrace WiFi Replacement					100,000					110,000	210,000
Tractor for Winter/Summer Maintenance	55,000										55,000
Wireless Phone Replacements	50,000						130,000				180,000
Total Equipment and Technology	255,000	150,000	195,000	160,000	465,000	170,000	340,000	170,000	180,000	290,000	2,375,000
Facility Improvements											
Awnings (5) Replacement	55,000										55,000
Courtyard Door Replacement								50,000			50,000
Garbage Compactor Replacement								60,000			60,000
Roof Waterproofing				210,000							210,000
Steam Wells (2) Replacement	25,000										25,000
Terrace AC Replacement			770,000								770,000
Terrace Parking Lot						620,000					620,000
WT Building Retrofits	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Walk-in Freezer Upgrade	25,000										25,000
Window Film for Building	50,000										50,000
Window Sills Replacement	25,000										25,000
Total Facility Improvements	230,000	50,000	820,000	260,000	50,000	670,000	50,000	160,000	50,000	50,000	2,390,000
Total Long-Term Care Homes	485,000	200,000	1,015,000	420,000	515,000	840,000	390,000	330,000	230,000	340,000	4,765,000
Total	485,000	200,000	1,015,000	420,000	515,000	840,000	390,000	330,000	230,000	340,000	4,765,000
Sources of Financing											
Reserves	485,000	200,000	1,015,000	420,000	515,000	840,000	390,000	330,000	230,000	340,000	4,765,000
Total Financing	485,000	200,000	1,015,000	420,000	515,000	840,000	390,000	330,000	230,000	340,000	4,765,000



Programme Overview

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

Programme Description

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

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

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

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

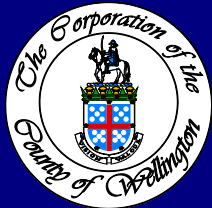
Capital Branch Improvements:

- 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
Total	60.1	60.8
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	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & 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 & 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	\$ -	\$ -	\$ -	-
Total Revenue	\$195,447	\$322,800	\$77,565	\$260,000	\$245,000	(\$15,000)	(5.8%)
Expenditure							
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 & 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 & 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%
Total Expenditure	\$6,710,719	\$6,918,100	\$6,949,027	\$7,250,000	\$7,723,800	\$473,800	6.5%
Net Operating Cost / (Revenue)	\$6,515,272	\$6,595,300	\$6,871,462	\$6,990,000	\$7,478,800	\$488,800	7.0%
Debt and Transfers							
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%
Total Debt and Transfers	\$837,390	\$839,700	\$984,478	\$858,600	\$616,300	(\$242,300)	(28.2%)
NET COST / (REVENUE)	\$7,352,662	\$7,435,000	\$7,855,940	\$7,848,600	\$8,095,100	\$246,500	3.1%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	148,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500
Municipal Recoveries	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Licenses, Permits and Rents	50,000	47,500	47,500	47,500	47,500	47,500	47,800	48,200	48,600	48,900	49,200
User Fees & Charges	23,400	17,900	17,900	17,900	17,900	17,900	18,000	18,200	18,600	18,900	19,200
Sales Revenue	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100
Total Revenue	260,000	245,000	245,000	245,000	245,000	245,000	245,400	246,000	246,800	247,400	248,000
EXPENDITURES											
Salaries, Wages and Benefits	4,947,000	5,313,100	5,647,800	5,886,300	6,090,100	6,290,300	6,497,700	6,706,300	6,921,900	7,150,000	7,389,400
Supplies, Material & Equipment	975,000	958,600	980,700	1,010,900	1,042,100	1,073,900	1,103,400	1,133,600	1,165,000	1,194,800	1,225,500
Purchased Services	1,208,100	1,248,300	1,383,700	1,423,400	1,464,300	1,506,800	1,536,000	1,583,700	1,620,400	1,646,400	1,672,300
Insurance & Financial	116,900	134,600	143,600	150,800	159,000	165,900	173,800	182,700	191,500	200,600	205,200
Minor Capital Expenses		43,500	66,000	56,200	80,000	73,800	60,900	114,000	155,300	27,500	9,000
Internal Charges	3,000	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700
Total Expenditures	7,250,000	7,723,800	8,247,500	8,553,300	8,861,200	9,136,400	9,397,500	9,746,000	10,079,800	10,245,000	10,527,100
Net Operating Cost / (Revenue)	6,990,000	7,478,800	8,002,500	8,308,300	8,616,200	8,891,400	9,152,100	9,500,000	9,833,000	9,997,600	10,279,100
yr/yr % change		7.0%	7.0%	3.8%	3.7%	3.2%	2.9%	3.8%	3.5%	1.7%	2.8%
DEBT AND TRANSFERS											
Debt Charges	506,600	371,800	278,300	458,500	459,000	458,300	459,100	227,500	227,500	227,500	227,500
Transfer from Reserves	(128,000)	(195,500)	(287,100)	(479,700)	(526,600)	(544,300)	(555,300)	(632,900)	(767,200)	(598,500)	(580,000)
Transfer to Capital	120,000										
Transfer to Reserves	360,000	440,000	440,000	470,000	470,000	470,000	470,000	730,000	730,000	730,000	730,000
Total Debt and Transfers	858,600	616,300	431,200	448,800	402,400	384,000	373,800	324,600	190,300	359,000	377,500
TAX LEVY REQUIREMENT											
	7,848,600	8,095,100	8,433,700	8,757,100	9,018,600	9,275,400	9,525,900	9,824,600	10,023,300	10,356,600	10,656,600
yr/yr % change		3.1%	4.2%	3.8%	3.0%	2.8%	2.7%	3.1%	2.0%	3.3%	2.9%



County of Wellington
10 Year Capital Budget
Library Services

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Library Services											
Programming	45,000	30,000	205,000	65,000	65,000	170,000	105,000	65,000	65,000	65,000	880,000
Facilities	4,205,000	2,865,000	75,000	155,000	75,000	215,000	590,000	965,000	370,000	1,010,000	10,525,000
Total Library Services	4,250,000	2,895,000	280,000	220,000	140,000	385,000	695,000	1,030,000	435,000	1,075,000	11,405,000
Total	4,250,000	2,895,000	280,000	220,000	140,000	385,000	695,000	1,030,000	435,000	1,075,000	11,405,000
Sources of Financing											
Reserves	3,466,000	1,095,000	195,000	220,000	140,000	385,000	695,000	1,030,000	435,000	1,075,000	8,736,000
Development Charges	784,000		85,000								869,000
Growth Related Debenture		1,800,000									1,800,000
Total Financing	4,250,000	2,895,000	280,000	220,000	140,000	385,000	695,000	1,030,000	435,000	1,075,000	11,405,000



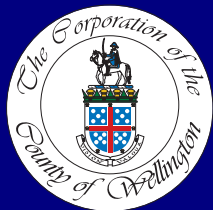
County of Wellington
10 Year Capital Budget
Programming

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Library Services											
Programming											
Branch Improvements FFE	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Catalogue Software Replacement			35,000				40,000				75,000
Collection Enhancement			55,000								55,000
Courier Van Replacement	15,000										15,000
Future Technology Advancements			35,000	35,000	35,000	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								50,000
Total Programming	45,000	30,000	205,000	65,000	65,000	170,000	105,000	65,000	65,000	65,000	880,000
Total Library Services	45,000	30,000	205,000	65,000	65,000	170,000	105,000	65,000	65,000	65,000	880,000
Total	45,000	30,000	205,000	65,000	65,000	170,000	105,000	65,000	65,000	65,000	880,000
Sources of Financing											
Reserves	45,000	30,000	120,000	65,000	65,000	170,000	105,000	65,000	65,000	65,000	795,000
Development Charges			85,000								85,000
Total Financing	45,000	30,000	205,000	65,000	65,000	170,000	105,000	65,000	65,000	65,000	880,000



County of Wellington
10 Year Capital Budget
Facilities

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Library Services											
Facilities											
Aboyne Branch: AC Replacements	60,000										60,000
Aboyne Branch: Interior Upgrades								65,000			65,000
Aboyne Branch: Roof Replacement									220,000		220,000
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							80,000
Clifford Branch: Roof Replace		75,000									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									250,000
Erin Branch: New Construction	4,000,000	2,460,000									6,460,000
Fergus Branch: Flooring							120,000				120,000
Harriston Branch: Plumbing Upgrades								60,000			60,000
Harriston Library: Common Areas Floor Fini										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: Telephone System & Fire										95,000	95,000
Library Building Retrofits	85,000	80,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	865,000
MF Branch: Elevator Modernization								350,000			350,000
MF Branch: Exterior Rehab								50,000			50,000
MF Branch: HVAC Upgrades								40,000			40,000
Marden Library: Bathroom Refurbishment										25,000	25,000
Marden Library: Parking Lot Rehabilitation										165,000	165,000
Palmerston Branch: Air Conditioning								75,000			75,000
Palmerston Branch: Interior Upgrades								70,000			70,000
Puslinch Branch: Air Conditioning								110,000			110,000
Puslinch Branch: Flooring Replacements									50,000		50,000
Puslinch Branch: Parking Lot Upgrades	60,000										60,000
Puslinch Branch: Water Heater								45,000			45,000
Total Facilities	4,205,000	2,865,000	75,000	155,000	75,000	215,000	590,000	965,000	370,000	1,010,000	10,525,000
Total Library Services	4,205,000	2,865,000	75,000	155,000	75,000	215,000	590,000	965,000	370,000	1,010,000	10,525,000
Total	4,205,000	2,865,000	75,000	155,000	75,000	215,000	590,000	965,000	370,000	1,010,000	10,525,000
Sources of Financing											
Reserves	3,421,000	1,065,000	75,000	155,000	75,000	215,000	590,000	965,000	370,000	1,010,000	7,941,000
Development Charges	784,000										784,000
Growth Related Debenture		1,800,000									1,800,000
Total Financing	4,205,000	2,865,000	75,000	155,000	75,000	215,000	590,000	965,000	370,000	1,010,000	10,525,000



Programme Overview

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

Programme Description

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

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

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

Programme Goals and Objectives

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

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

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

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

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

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

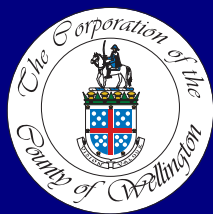
Goal 7: To provide a safe, accessible and fun site for the public. **Objective:** Not only showcasing, but providing spaces for engagement in our beautiful County-owned grounds. Creating new assets that respectfully and naturally fit with the entire historic Wellington Place campus. **(Planning for and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

Performance Measures

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	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & 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 & 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	\$ -	\$ -	\$ -	-
Total Revenue	\$117,017	\$191,900	\$222,901	\$193,500	\$199,000	\$5,500	2.8%
Expenditure							
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 & 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 & 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	\$ -	-
Total Expenditure	\$2,202,284	\$2,291,700	\$2,087,266	\$2,279,600	\$2,428,500	\$148,900	6.5%
Net Operating Cost / (Revenue)	\$2,085,267	\$2,099,800	\$1,864,365	\$2,086,100	\$2,229,500	\$143,400	6.9%
Debt and Transfers							
Transfer to Capital	\$70,000	\$70,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$19,682	\$27,000	\$400,000	\$427,000	\$427,000	\$ -	-
Total Debt and Transfers	\$89,682	\$97,000	\$400,000	\$427,000	\$427,000	\$ -	-
NET COST / (REVENUE)	\$2,174,949	\$2,196,800	\$2,264,365	\$2,513,100	\$2,656,500	\$143,400	5.7%



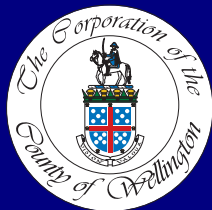
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Museum & Archives at WP

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100
Licenses, Permits and Rents	52,100	52,100	52,100	52,100	52,100	52,100	53,800	55,500	57,200	58,300	59,500
User Fees & Charges	80,100	80,500	80,500	80,500	80,500	80,500	82,400	84,000	85,100	85,800	87,100
Sales Revenue	10,200	15,300	15,500	15,700	15,900	15,900	16,100	16,300	16,500	16,700	16,900
Total Revenue	193,500	199,000	199,200	199,400	199,600	199,600	203,400	206,900	209,900	211,900	214,600
EXPENDITURES											
Salaries, Wages and Benefits	1,586,600	1,720,600	1,810,300	1,890,900	1,971,400	2,037,700	2,106,500	2,177,700	2,252,100	2,329,000	2,416,000
Supplies, Material & Equipment	168,400	174,000	185,500	171,000	176,600	182,300	188,300	194,400	199,800	203,800	207,900
Purchased Services	457,100	459,300	449,600	467,800	486,700	506,300	517,200	537,100	547,300	555,600	563,000
Insurance & Financial	57,500	64,600	68,800	72,900	77,000	81,200	85,800	91,000	96,200	102,000	103,700
Internal Charges	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Expenditures	2,279,600	2,428,500	2,524,200	2,612,600	2,721,700	2,817,500	2,907,800	3,010,200	3,105,400	3,200,400	3,300,600
Net Operating Cost / (Revenue)	2,086,100	2,229,500	2,325,000	2,413,200	2,522,100	2,617,900	2,704,400	2,803,300	2,895,500	2,988,500	3,086,000
yr/yr % change		6.9%	4.3%	3.8%	4.5%	3.8%	3.3%	3.7%	3.3%	3.2%	3.3%
DEBT AND TRANSFERS											
Transfer to Reserves	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000
Total Debt and Transfers	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000
TAX LEVY REQUIREMENT	2,513,100	2,656,500	2,752,000	2,840,200	2,949,100	3,044,900	3,131,400	3,230,300	3,322,500	3,415,500	3,513,000
yr/yr % change		5.7%	3.6%	3.2%	3.8%	3.2%	2.8%	3.2%	2.9%	2.8%	2.9%



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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Museum & Archives at WP											
Programming and Administration											
Archives Digital Asset Software	60,000										60,000
Total Programming and Administration	60,000										60,000
Facilities											
Aboyne Hall Flooring Replacement			28,000								28,000
Aboyne Hall Kitchen							64,000				64,000
Archives Reading Room Flooring			28,000								28,000
Archives Roof Replacement									204,000		204,000
Fire Alarm Panel						83,000					83,000
Main Elec Panel Replacement						37,000					37,000
Museum Air Conditioning					214,000						214,000
Museum Carpet Replacement		30,000	30,000	35,000	35,000						130,000
Replace Boilers				230,000							230,000
Replace Humidification Units								33,000			33,000
WP - Museum Attic Renovation				780,000							780,000
WP - Museum Building Renovations		1,200,000									1,200,000
WP - Museum Exterior Entrance	75,000										75,000
Total Facilities	75,000	1,230,000	86,000	1,045,000	249,000	120,000	64,000	33,000	204,000		3,106,000
Wellington Place											
Beatty Line: Garafraxa St W to Andrew St C	580,000										580,000
Charles Allan Way Rehab	170,000										170,000
Front Mount Lawn Mower					42,000						42,000
Museum Tractor		80,000									80,000
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 - East Parking Lot and Vehicle Access L	90,000										90,000
WP - Museum Trail	60,000										60,000
WP - Pavilion	775,000										775,000
WP - Root Cellar				110,000							110,000
WP - Storage Building, Bicycle/Water Station			1,450,000								1,450,000
Total Wellington Place	1,675,000	2,105,000	1,450,000	320,000	42,000						5,592,000
Total Museum & Archives at WP	1,810,000	3,335,000	1,536,000	1,365,000	291,000	120,000	64,000	33,000	204,000		8,758,000
Total	1,810,000	3,335,000	1,536,000	1,365,000	291,000	120,000	64,000	33,000	204,000		8,758,000
Sources of Financing											
Reserves	1,810,000	3,335,000	1,536,000	1,365,000	291,000	120,000	64,000	33,000	204,000		8,758,000
Total Financing	1,810,000	3,335,000	1,536,000	1,365,000	291,000	120,000	64,000	33,000	204,000		8,758,000



Programme Overview

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

Programme Description

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

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.

Staff Complement (Full time equivalents)	2022	2023
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
Total	18.6	19.5
Current employee count: 20		



Performance Measures

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

Programme Goals and Objectives

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

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

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

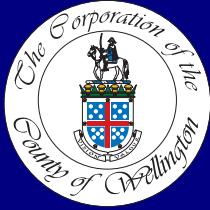
- **Communicate** – develop a common understanding of climate change and climate change action to improve our collective climate literacy. **(People as the main priority of Wellington County)**
- **Connect** – leverage and expand interconnections across all levels of the community and corporation to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

Performance Measures

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

	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 Actuals	2021 Budget	2022 Preliminary Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & 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 & 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	\$ -	\$ -	\$ -	-
Total Revenue	\$1,385,616	\$1,232,000	\$1,509,038	\$1,652,000	\$1,619,300	(\$32,700)	(2.0%)
Expenditure							
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 & 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 & 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	\$ -	-
Total Expenditure	\$2,829,988	\$3,376,900	\$2,868,911	\$4,062,000	\$3,930,200	(\$131,800)	(3.2%)
Net Operating Cost / (Revenue)	\$1,444,372	\$2,144,900	\$1,359,873	\$2,410,000	\$2,310,900	(\$99,100)	(4.1%)
Debt and Transfers							
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	-
Total Debt and Transfers	\$203,775	\$7,500	\$135,500	\$23,000	(\$10,000)	(\$33,000)	(143.5%)
NET COST / (REVENUE)	\$1,648,147	\$2,152,400	\$1,495,373	\$2,433,000	\$2,300,900	(\$132,100)	(5.4%)



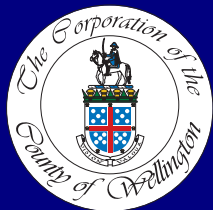
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Planning

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	405,000										
Municipal Recoveries	290,000	418,700	422,400	426,100	429,800	433,500	437,200	440,900	444,600	444,600	444,600
User Fees & Charges	957,000	1,200,600	1,208,900	1,217,200	1,225,600	1,231,900	1,240,400	1,266,500	1,293,500	1,314,400	1,336,000
Total Revenue	1,652,000	1,619,300	1,631,300	1,643,300	1,655,400	1,665,400	1,677,600	1,707,400	1,738,100	1,759,000	1,780,600
EXPENDITURES											
Salaries, Wages and Benefits	2,317,000	2,655,500	2,881,500	3,028,800	3,054,900	3,163,300	3,270,600	3,378,100	3,488,000	3,600,800	3,720,300
Supplies, Material & Equipment	54,500	43,000	43,600	44,200	44,800	45,400	46,000	46,600	47,200	47,700	48,400
Purchased Services	918,900	392,800	433,500	444,400	455,600	467,200	479,000	492,500	506,400	515,700	524,500
Transfer Payments	725,000	785,000	805,000	805,000	805,000	805,000	805,000	805,000	805,000	805,000	805,000
Insurance & Financial	40,000	47,300	51,100	53,500	54,300	56,200	58,200	60,300	62,500	64,700	67,100
Internal Charges	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600
Total Expenditures	4,062,000	3,930,200	4,221,300	4,382,500	4,421,200	4,543,700	4,665,400	4,789,100	4,915,700	5,040,500	5,171,900
Net Operating Cost / (Revenue)	2,410,000	2,310,900	2,590,000	2,739,200	2,765,800	2,878,300	2,987,800	3,081,700	3,177,600	3,281,500	3,391,300
yr/yr % change		(4.1%)	12.1%	5.8%	1.0%	4.1%	3.8%	3.1%	3.1%	3.3%	3.3%
DEBT AND TRANSFERS											
Transfer from Reserves		(20,000)									
Transfer to Capital	23,000										
Transfer to Reserves		10,000	10,000	10,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Debt and Transfers	23,000	(10,000)	10,000	10,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000
TAX LEVY REQUIREMENT	2,433,000	2,300,900	2,600,000	2,749,200	2,775,800	2,908,300	3,017,800	3,111,700	3,207,600	3,311,500	3,421,300
yr/yr % change		(5.4%)	13.0%	5.7%	1.0%	4.8%	3.8%	3.1%	3.1%	3.2%	3.3%



County of Wellington
10 Year Capital Budget
Planning

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Planning											
Planning and Trails											
Economic Development Area Study		250,000									250,000
Official Plan / MCR Update	180,000										180,000
Official Plan Review/Update	210,000					250,000					460,000
Total Planning and Trails	390,000	250,000				250,000					890,000
Climate Change Initiatives											
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
Total Climate Change Initiatives	635,000	230,000	1,770,000								2,635,000
Total Planning	1,025,000	480,000	1,770,000			250,000					3,525,000
Total	1,025,000	480,000	1,770,000			250,000					3,525,000
Sources of Financing											
Subsidies	168,000	80,000	750,000								998,000
Reserves	562,000	230,000	1,020,000			250,000					2,062,000
Development Charges	295,000	170,000									465,000
Total Financing	1,025,000	480,000	1,770,000			250,000					3,525,000



Programme Overview

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

Programme Description

- The mission of the Green Legacy programme is to inspire and enable the Wellington County community to grow and plant trees to improve our environment for future generations.
- The Green Legacy is a dynamic programme that includes the growing of trees and community involvement in the process. The programme was established in 2004 and by the spring of 2022, over three million trees will have been distributed and planted within the County.
- Trees produced are distributed to Wellington County landowners, municipalities, organizations, schools and conservation authorities for planting in the County.

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
Total	8.2	8.2
Current employee count: 10		



Performance Measures

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

Programme Goals and Objectives

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

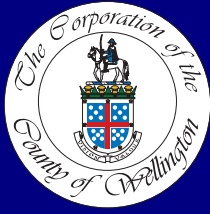
- Provide 175,000 high quality trees a year to residents of the County of Wellington.
(Providing the highest level and best quality services)
- Provide a work and educational experience for all students from K-8 in the Upper Grand District School Board and the Wellington Catholic School Board. (People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

Performance Measures

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

	Projected 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 Preliminary Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue							
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%
Total Revenue	\$10,173	\$3,500	\$29,850	\$3,500	\$37,000	\$33,500	957.1%
Expenditure							
Salaries, Wages and Benefits	\$649,089	\$631,200	\$602,217	\$647,900	\$676,500	\$28,600	4.4%
Supplies, Material & 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 & 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%
Total Expenditure	\$819,278	\$883,200	\$768,940	\$862,900	\$906,900	\$44,000	5.1%
Net Operating Cost / (Revenue)	\$809,105	\$879,700	\$739,090	\$859,400	\$869,900	\$10,500	1.2%
Debt and Transfers							
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%
Total Debt and Transfers	\$30,000	(\$5,000)	\$30,000	\$30,000	\$60,000	\$30,000	100.0%
NET COST / (REVENUE)	\$839,105	\$874,700	\$769,090	\$889,400	\$929,900	\$40,500	4.6%



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Sales Revenue	2,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,100	35,100	35,100
Other Revenue	1,500	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenue	3,500	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,100	37,100	37,100
EXPENDITURES											
Salaries, Wages and Benefits	647,900	676,500	711,200	744,900	777,000	806,100	832,400	859,700	888,300	917,800	950,000
Supplies, Material & Equipment	99,500	110,300	106,300	109,800	113,400	117,100	120,900	124,500	128,100	130,500	133,000
Purchased Services	85,300	79,500	82,300	85,200	88,100	91,100	93,500	96,600	99,200	101,100	102,900
Insurance & Financial	24,600	27,600	29,500	31,300	33,400	35,200	37,400	39,900	42,300	45,300	45,900
Minor Capital Expenses			16,000	11,000	18,000	35,000		10,000	7,000	73,000	
Internal Charges	5,600	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Expenditures	862,900	906,900	958,300	995,200	1,042,900	1,097,500	1,097,200	1,143,700	1,177,900	1,280,700	1,244,800
Net Operating Cost / (Revenue)	859,400	869,900	921,300	958,200	1,005,900	1,060,500	1,060,200	1,106,700	1,140,800	1,243,600	1,207,700
yr/yr % change		1.2%	5.9%	4.0%	5.0%	5.4%		4.4%	3.1%	9.0%	(2.9%)
DEBT AND TRANSFERS											
Transfer from Reserves			(16,000)	(11,000)	(18,000)	(35,000)		(10,000)	(7,000)	(73,000)	
Transfer to Reserves	30,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Debt and Transfers	30,000	60,000	44,000	89,000	82,000	65,000	100,000	90,000	93,000	27,000	100,000
TAX LEVY REQUIREMENT	889,400	929,900	965,300	1,047,200	1,087,900	1,125,500	1,160,200	1,196,700	1,233,800	1,270,600	1,307,700
yr/yr % change		4.6%	3.8%	8.5%	3.9%	3.5%	3.1%	3.1%	3.1%	3.0%	2.9%



County of Wellington
10 Year Capital Budget
Green Legacy

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Green Legacy											
Skid Steer Replacement Northern	105,000										105,000
Green Legacy Van Replacement	15,000							110,000			125,000
South Tree Nursery: HVAC Rehabilitation										210,000	210,000
Green Legacy Pick up Replacement		90,000							175,000		265,000
Inventory Management Software	40,000										40,000
Northern Nursery Pick Up Replacement						130,000					130,000
Total Green Legacy	160,000	90,000				130,000		110,000	175,000	210,000	875,000
Total	160,000	90,000				130,000		110,000	175,000	210,000	875,000
Sources of Financing											
Reserves	160,000	90,000				130,000		110,000	175,000	210,000	875,000
Total Financing	160,000	90,000				130,000		110,000	175,000	210,000	875,000



Programme Overview

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

Programme Description

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

2023 Budget Highlights

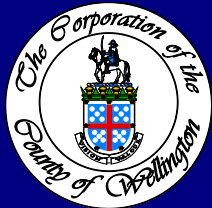
Operating Budget

- 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

Staff Complement (Full time equivalents)	2022	2023
Community Emergency Management	4.3	4.3
Total	4.3	4.3
Current employee count: 4		



Performance Measures

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

Programme Goals and Objectives

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

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

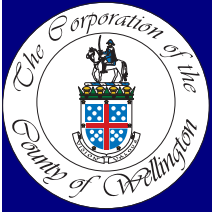
Wellington County has developed a risk-based emergency management programme that consists of the following prescribed elements that may include these five components:

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

Performance Measures

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

	Projected 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 Actuals	2021 Budget	2022 Preliminary Actuals	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	\$360,100	\$365,800	\$407,997	\$414,600	\$455,000	\$40,400	9.7%
Supplies, Material & 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 & Financial	\$10,642	\$10,600	\$12,790	\$10,900	\$12,400	\$1,500	13.8%
Internal Charges	\$ -	\$ -	\$27	\$ -	\$1,500	\$1,500	-
Total Expenditure	\$1,328,741	\$738,000	\$866,942	\$786,100	\$835,200	\$49,100	6.2%
Net Operating Cost / (Revenue)	\$1,328,741	\$738,000	\$866,942	\$786,100	\$835,200	\$49,100	6.2%
Debt and Transfers							
Transfer from Reserve	(\$618,139)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$20,000	\$20,000	-
Total Debt and Transfers	(\$618,139)	\$ -	\$ -	\$ -	\$20,000	\$20,000	-
NET COST / (REVENUE)	\$710,602	\$738,000	\$866,942	\$786,100	\$855,200	\$69,100	8.8%

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



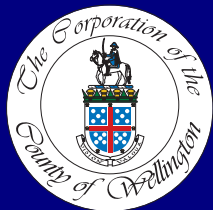
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Emergency Management

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	414,600	455,000	484,100	512,200	537,400	555,400	573,700	593,000	612,600	633,300	656,200
Supplies, Material & Equipment	10,900	21,800	21,900	22,000	22,100	22,200	22,300	22,400	22,500	22,600	22,800
Purchased Services	198,500	193,300	198,800	205,300	212,000	219,300	226,400	233,600	241,200	246,400	251,600
Transfer Payments	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200	151,200
Insurance & Financial	10,900	12,400	13,500	14,300	15,200	15,900	16,800	17,700	18,500	19,500	19,900
Internal Charges		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	786,100	835,200	871,000	906,500	939,400	965,500	991,900	1,019,400	1,047,500	1,074,500	1,103,200
Net Operating Cost / (Revenue)	786,100	835,200	871,000	906,500	939,400	965,500	991,900	1,019,400	1,047,500	1,074,500	1,103,200
yr/yr % change		6.2%	4.3%	4.1%	3.6%	2.8%	2.7%	2.8%	2.8%	2.6%	2.7%
DEBT AND TRANSFERS											
Transfer to Reserves		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Debt and Transfers		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TAX LEVY REQUIREMENT	786,100	855,200	891,000	926,500	959,400	985,500	1,011,900	1,039,400	1,067,500	1,094,500	1,123,200
yr/yr % change		8.8%	4.2%	4.0%	3.6%	2.7%	2.7%	2.7%	2.7%	2.5%	2.6%



County of Wellington
10 Year Capital Budget
Emergency Management

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Emergency Management											
Replace Paging Site Batteries				45,000							45,000
Generator Replacement Program						55,000					55,000
Emergency Management Software	125,000										125,000
EM Portable and Mobile Radio Replacement						40,000					40,000
CEM Vehicle Replacement						95,000					95,000
Total Emergency Management	125,000			45,000		190,000					360,000
Total	125,000			45,000		190,000					360,000
Sources of Financing											
Reserves	125,000			45,000		190,000					360,000
Total Financing	125,000			45,000		190,000					360,000



Programme Overview

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

Programme Description

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

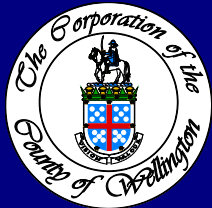
Officers are based out of County-owned facilities in Aboyne, Rockwood and Teviotdale. The Traffic Management Unit is staffed by one sergeant and six constables, and promotes an enhanced level of road safety throughout the County.

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

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
Purchasing and Risk Analysts	0.7	0.7
Cleaners- Rockwood/Fergus	1.4	1.4
Total	2.1	2.1
Current employee count: 4		



Performance Measures

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

Programme Goals and Objectives

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

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

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

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

Performance Measures

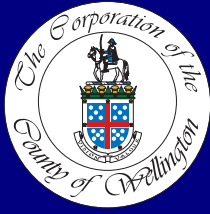
To progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	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	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$265,286	\$263,300	\$106,510	\$139,300	\$282,800	\$143,500	103.0%
Municipal Recoveries	\$ -	\$ -	\$15,968	\$ -	\$ -	\$ -	-
Licenses, Permits and Rents	\$118,215	\$115,400	\$116,475	\$129,800	\$129,800	\$ -	-
Fines and Penalties	\$105,987	\$52,000	\$140,311	\$52,000	\$132,000	\$80,000	153.8%
User Fees & Charges	\$100,857	\$80,000	\$89,150	\$80,000	\$120,000	\$40,000	50.0%
Other Revenue	\$9,261	\$16,000	\$11,193	\$16,000	\$16,000	\$ -	-
Total Revenue	\$599,606	\$526,700	\$479,607	\$417,100	\$680,600	\$263,500	63.2%
Expenditure							
Salaries, Wages and Benefits	\$143,286	\$146,300	\$139,278	\$149,800	\$166,000	\$16,200	10.8%
Supplies, Material & Equipment	\$58,525	\$61,400	\$70,154	\$61,400	\$65,400	\$4,000	6.5%
Purchased Services	\$663,779	\$687,100	\$604,828	\$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	\$12,964	\$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	\$2,058	\$1,600	\$1,900	\$300	18.8%
Total Expenditure	\$17,449,232	\$17,914,000	\$17,994,649	\$18,139,400	\$18,476,700	\$337,300	1.9%
Net Operating Cost / (Revenue)	\$16,849,626	\$17,387,300	\$17,515,042	\$17,722,300	\$17,796,100	\$73,800	0.4%
Debt and Transfers							
Debt Charges	\$399,406	\$402,400	\$219,668	\$220,800	\$141,200	(\$79,600)	(36.1%)
Transfer from Reserve	(\$184,903)	(\$155,000)	\$ -	(\$22,000)	(\$140,000)	(\$118,000)	536.4%
Transfers to Reserve	\$90,000	\$90,000	\$150,000	\$150,000	\$200,000	\$50,000	33.3%
Total Debt and Transfers	\$304,503	\$337,400	\$369,668	\$348,800	\$201,200	(\$147,600)	(42.3%)
NET COST / (REVENUE)	\$17,154,129	\$17,724,700	\$17,884,710	\$18,071,100	\$17,997,300	(\$73,800)	(0.4%)



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Grants & Subsidies	139,300	282,800	282,800	114,200	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Licenses, Permits and Rents	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800
Fines and Penalties	52,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
User Fees & Charges	80,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Other Revenue	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Total Revenue	417,100	680,600	680,600	512,000	455,800	455,800	455,800	455,800	455,800	455,800	455,800
EXPENDITURES											
Salaries, Wages and Benefits	149,800	166,000	173,800	182,200	189,600	195,500	201,600	208,300	215,000	221,600	229,800
Supplies, Material & Equipment	61,400	65,400	66,800	68,200	69,600	71,000	72,500	74,000	75,600	76,700	77,800
Purchased Services	577,800	756,200	776,600	631,800	600,500	626,200	635,300	661,200	672,100	679,300	686,600
Transfer Payments	17,311,000	17,430,000	17,968,000	18,553,000	19,165,000	19,794,000	20,452,000	21,104,000	21,785,000	22,481,000	23,204,000
Insurance & Financial	15,800	17,200	18,500	19,300	20,600	21,900	22,900	24,100	25,800	27,100	27,200
Minor Capital Expenses	22,000	40,000	12,000	31,100	76,000		5,000	28,000	71,800	37,300	
Internal Charges	1,600	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900
Total Expenditures	18,139,400	18,476,700	19,017,600	19,487,500	20,123,200	20,710,500	21,391,200	22,101,500	22,847,200	23,524,900	24,227,300
Net Operating Cost / (Revenue)	17,722,300	17,796,100	18,337,000	18,975,500	19,667,400	20,254,700	20,935,400	21,645,700	22,391,400	23,069,100	23,771,500
yr/yr % change		0.4%	3.0%	3.5%	3.6%	3.0%	3.4%	3.4%	3.4%	3.0%	3.0%
DEBT AND TRANSFERS											
Debt Charges	220,800	141,200									
Transfer from Reserves	(22,000)	(140,000)	(12,000)	(31,100)	(76,000)		(5,000)	(28,000)	(71,800)	(37,300)	
Transfer to Reserves	150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Debt and Transfers	348,800	201,200	188,000	168,900	124,000	200,000	195,000	172,000	128,200	162,700	200,000
TAX LEVY REQUIREMENT	18,071,100	17,997,300	18,525,000	19,144,400	19,791,400	20,454,700	21,130,400	21,817,700	22,519,600	23,231,800	23,971,500
yr/yr % change		(0.4%)	2.9%	3.3%	3.4%	3.4%	3.3%	3.3%	3.2%	3.2%	3.2%



County of Wellington
10 Year Capital Budget
Police Services

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Police Services											
Equipment											
Radar Detection Replacements					40,000						40,000
Rockwood OPP: Generator									130,000		130,000
Total Equipment					40,000				130,000		170,000
Facilities											
Aboyne OPP: Elevator Modernization								150,000			150,000
Aboyne OPP: Furniture Replacements					90,000						90,000
Aboyne OPP: Interior Upgrades			50,000								50,000
Aboyne OPP: Plumbing Replacements							130,000				130,000
Aboyne OPP: Rehab Air Handling Units				65,000							65,000
Aboyne OPP: Replace HVAC Control System							140,000				140,000
Constable Chair Replacements				30,000					35,000		65,000
Rockwood OPP: Elevator Modernization				150,000							150,000
Rockwood OPP: Fire Alarm System									100,000		100,000
Rockwood OPP: Flooring Replacements									65,000		65,000
Rockwood OPP: HVAC Replacements						45,000					45,000
Rockwood OPP: Heating and Cooling									260,000		260,000
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: Exterior Siding	130,000										130,000
Teviotdale OPP: Furniture Replacements	30,000										30,000
Teviotdale OPP: Interior Upgrades							70,000				70,000
Teviotdale OPP: Security Camera Replacements							40,000				40,000
Total Facilities	160,000		50,000	245,000	90,000	100,000	380,000	230,000	710,000	25,000	1,990,000
Total Police Services	160,000		50,000	245,000	130,000	100,000	380,000	230,000	840,000	25,000	2,160,000
Total	160,000		50,000	245,000	130,000	100,000	380,000	230,000	840,000	25,000	2,160,000
Sources of Financing											
Reserves	160,000		50,000	245,000	130,000	100,000	380,000	230,000	840,000	25,000	2,160,000
Total Financing	160,000		50,000	245,000	130,000	100,000	380,000	230,000	840,000	25,000	2,160,000



Programme Overview

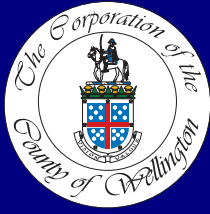
Programme/Service:	Provincial Offences Act Administration
Department:	Administered by the City of Guelph
Governance:	Administration, Finance and Human Resources Committee

Programme Description

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

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



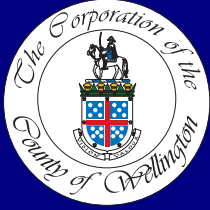
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
POA Administration

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Municipal Recoveries	273,900	288,900	296,400	303,900	311,400	318,900	326,400	333,900	341,400	348,900	356,400
Total Revenue	273,900	288,900	296,400	303,900	311,400	318,900	326,400	333,900	341,400	348,900	356,400
EXPENDITURES											
Total Expenditures											
Net Operating Cost / (Revenue)	(273,900)	(288,900)	(296,400)	(303,900)	(311,400)	(318,900)	(326,400)	(333,900)	(341,400)	(348,900)	(356,400)
yr/yr % change		5.5%	2.6%	2.5%	2.5%	2.4%	2.4%	2.3%	2.2%	2.2%	2.1%
DEBT AND TRANSFERS											
Transfer to Reserves	80,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Total Debt and Transfers	80,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
TAX LEVY REQUIREMENT											
TAX LEVY REQUIREMENT	(193,900)	(168,900)	(176,400)	(183,900)	(191,400)	(198,900)	(206,400)	(213,900)	(221,400)	(228,900)	(236,400)
yr/yr % change		(12.9%)	4.4%	4.3%	4.1%	3.9%	3.8%	3.6%	3.5%	3.4%	3.3%



County of Wellington
10 Year Capital Budget
POA Administration

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
POA Administration											
POA Replacements	114,000	102,000	121,000	83,000	75,000	66,000	185,000	319,000	143,000	132,000	1,340,000
Total POA Administration	114,000	102,000	121,000	83,000	75,000	66,000	185,000	319,000	143,000	132,000	1,340,000
Total	114,000	102,000	121,000	83,000	75,000	66,000	185,000	319,000	143,000	132,000	1,340,000
Sources of Financing											
Reserves	114,000	102,000	121,000	83,000	75,000	66,000	185,000	319,000	143,000	132,000	1,340,000
Total Financing	114,000	102,000	121,000	83,000	75,000	66,000	185,000	319,000	143,000	132,000	1,340,000



Programme Overview

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

Programme Description

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

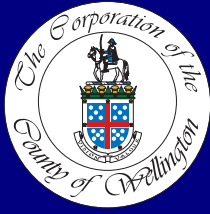
2023 Budget Highlights

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

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



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Licenses, Permits and Rents	66,700	75,000	55,500	55,500	55,500	55,500	55,500	55,500	55,500	55,500	55,500
Total Revenue	66,700	75,000	55,500	55,500	55,500	55,500	55,500	55,500	55,500	55,500	55,500
EXPENDITURES											
Transfer Payments	5,109,700	5,338,000	5,129,000	5,222,000	6,203,000	6,542,000	6,980,000	7,319,000	7,760,000	7,851,000	8,323,000
Total Expenditures	5,109,700	5,338,000	5,129,000	5,222,000	6,203,000	6,542,000	6,980,000	7,319,000	7,760,000	7,851,000	8,323,000
Net Operating Cost / (Revenue)	5,043,000	5,263,000	5,073,500	5,166,500	6,147,500	6,486,500	6,924,500	7,263,500	7,704,500	7,795,500	8,267,500
yr/yr % change		4.4%	(3.6%)	1.8%	19.0%	5.5%	6.8%	4.9%	6.1%	1.2%	6.1%
DEBT AND TRANSFERS											
Debt Charges				8,000	62,800	62,800	82,100	136,800	145,600	167,100	167,100
Transfer from Reserves		(126,000)		(8,000)	(62,800)	(62,800)	(82,100)	(136,800)	(145,600)	(167,100)	(167,100)
Transfer to Reserves	666,700	675,000	705,500	705,500	755,500	755,500	755,500	755,500	755,500	755,500	755,500
Total Debt and Transfers	666,700	549,000	705,500	705,500	755,500	755,500	755,500	755,500	755,500	755,500	755,500
TAX LEVY REQUIREMENT											
	5,709,700	5,812,000	5,779,000	5,872,000	6,903,000	7,242,000	7,680,000	8,019,000	8,460,000	8,551,000	9,023,000
yr/yr % change		1.8%	(0.6%)	1.6%	17.6%	4.9%	6.0%	4.4%	5.5%	1.1%	5.5%



County of Wellington
10 Year Capital Budget
Land Ambulance

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Land Ambulance											
County of Wellington Led Projects											
Arthur Ambulance Station					115,000	3,490,000					3,605,000
Drayton Ambulance Station							430,000	1,480,000			1,910,000
Erin Ambulance Station		1,435,000									1,435,000
Guelph/Eramosa Ambulance Station			700,000	1,290,000							1,990,000
Mt. Forest Ambulance Station									660,000	1,580,000	2,240,000
Total County of Wellington Led Projects		1,435,000	700,000	1,290,000	115,000	3,490,000	430,000	1,480,000	660,000	1,580,000	11,180,000
City of Guelph Led Projects											
Ambulance Equipment			63,000	31,000	60,000	251,000	42,000	67,000	60,000	72,000	646,000
Ambulance IT Implementations	64,000	67,000	59,000	51,000	60,000	50,000	55,000	60,000	38,000	61,000	565,000
COG Amb Facilities & Studies					66,000						66,000
Facility Replacement						1,820,000					1,820,000
Replacement Ambulances	260,000	412,000	378,000	362,000	182,000	495,000	496,000	215,000	400,000	385,000	3,585,000
Total City of Guelph Led Projects	324,000	479,000	500,000	444,000	368,000	2,616,000	593,000	342,000	498,000	518,000	6,682,000
Total Land Ambulance	324,000	1,914,000	1,200,000	1,734,000	483,000	6,106,000	1,023,000	1,822,000	1,158,000	2,098,000	17,862,000
Total	324,000	1,914,000	1,200,000	1,734,000	483,000	6,106,000	1,023,000	1,822,000	1,158,000	2,098,000	17,862,000
Sources of Financing											
Recoveries		890,000		1,235,000		2,270,000	205,000	980,000	400,000	990,000	6,970,000
Reserves	324,000	780,000	650,000	499,000	483,000	2,736,000	818,000	412,000	758,000	1,108,000	8,568,000
Development Charges		244,000									244,000
Growth Related Debenture			550,000			1,100,000		430,000			2,080,000
Total Financing	324,000	1,914,000	1,200,000	1,734,000	483,000	6,106,000	1,023,000	1,822,000	1,158,000	2,098,000	17,862,000



Programme Overview

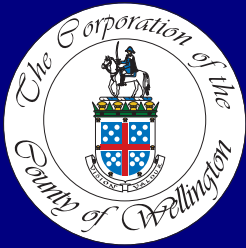
Programme/Service:	Public Health
Department:	Wellington-Dufferin-Guelph Public Health
Governance:	Board of Health

Programme Description

- Public Health services are delivered by Wellington-Dufferin-Guelph Public Health (WDGPH) in accordance with the *Health Protection and Promotion Act* and the Ontario Public Health Standards and Protocols published by the Ministry of Health and Long-Term Care.
- WDGPH was formed in 1967 and is governed by an autonomous Board of Health consisting of municipal and provincial appointees. The County of Wellington appoints three members to the Board.
- WDGPH receives an annual operating grant from the Province of Ontario, and the net municipal cost is funded by the City of Guelph (46.7%), 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 \$345,000 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
Expenditure							
Salaries, Wages and Benefits	\$497,336	\$ -	\$93,126	\$ -	\$ -	\$ -	-
Supplies, Material & 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 & Financial	\$10,272	\$ -	\$1,926	\$ -	\$ -	\$ -	-
Total Expenditure	\$3,142,462	\$2,426,500	\$2,570,985	\$2,483,400	\$2,510,300	\$26,900	1.1%
Net Operating Cost / (Revenue)	\$3,142,462	\$2,426,500	\$2,570,985	\$2,483,400	\$2,510,300	\$26,900	1.1%
Debt and Transfers							
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)	-
Total Debt and Transfers	(\$183,108)	\$347,100	\$345,388	\$345,900	\$54,100	(\$291,800)	(84.4%)
NET COST / (REVENUE)	\$2,959,354	\$2,773,600	\$2,916,373	\$2,829,300	\$2,564,400	(\$264,900)	(9.4%)



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	2,483,400	2,510,300	2,684,500	3,107,500	3,231,800	3,361,100	3,495,500	3,635,300	3,780,700	3,931,900	4,089,200
Total Expenditures	2,483,400	2,510,300	2,684,500	3,107,500	3,231,800	3,361,100	3,495,500	3,635,300	3,780,700	3,931,900	4,089,200
Net Operating Cost / (Revenue)	2,483,400	2,510,300	2,684,500	3,107,500	3,231,800	3,361,100	3,495,500	3,635,300	3,780,700	3,931,900	4,089,200
yr/yr % change		1.1%	6.9%	15.8%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
DEBT AND TRANSFERS											
Debt Charges	345,900	3,054,100									
Transfer from Reserves		(3,000,000)									
Total Debt and Transfers	345,900	54,100									
TAX LEVY REQUIREMENT											
TAX LEVY REQUIREMENT	2,829,300	2,564,400	2,684,500	3,107,500	3,231,800	3,361,100	3,495,500	3,635,300	3,780,700	3,931,900	4,089,200
yr/yr % change		(9.4%)	4.7%	15.8%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%